

**Perceptions of residents and hospitality agents towards tourism
impacts on sustainability: The Case of UNESCO Literature Creative
town of Óbidos**

Sílvia de Carvalho Cláudio

Peniche, November 2020

**Perceptions of residents and hospitality agents towards tourism
impacts on sustainability: The Case of UNESCO Literature Creative
town of Óbidos**

Sílvia de Carvalho Cláudio

A dissertation submitted to the School of Tourism and Maritime Technology of
the Polytechnic Institute of Leiria in partial fulfillment of the requirements for the
Master's Degree in Sustainable Tourism Management

Dissertation conducted under the supervision of Professor Inês Brasão and
Professor Michael Schön

Peniche, November 2020

Acknowledgments

My deep gratitude goes to all residents of Óbidos, who took the time and trusted me to share their perceptions and, in some cases, their life stories; I am honored and thankful to have deserved such trust. My gratitude to all accommodation managers who took the time to participate in this study.

To the Óbidos Town's Mayor, Humberto Marques, for his time and enlightening insights; very much appreciated.

My appreciation extends to the Óbidos Municipal Library, with special and warm thanks to Mr. Pedro Luís and Mr. Raúl Penha, for their generosity and enthusiasm.

To my Professors, Inês Brasão and Michael Schön, for their mentoring and encouragement, providing valuable early insights on my research and along the way. Special thanks to Professor Sofia Lopes for her precious assistance.

To all those who participated in any way, directly or indirectly, to the successful completion of this research study.

And last but not least, to all my friends and family, for the encouragement and understanding. For all those times I missed out, even long before any lockdown, it was all part of this challenge.

Every challenging work requires self efforts.
Dedicated to my beloved grandparents, for paving me the way!

Abstract

This master thesis focuses on the perceptions of residents and hospitality agents, of the tourism impacts in the historic walled town of Óbidos, classified as a Portuguese monument and part of UNESCO's Creative Cities network, as Literature Town. In recent years, the historic center of Óbidos has seen an influx of tourists and day visitors, with a consequent overcrowding of the narrow streets, increase of waste, excessive traffic, rise of costs of goods and housing, abandonment of the town center, by the local residents, and fewer local service infrastructures. It is certain that the historic center of Óbidos has seen, over the last decade, an economic boost in the tourism offer, with almost all the businesses and services inside the walls being tourism related. The town hall, the parish church, social security and finance offices are of the few infrastructures used by local residents, who are non-tourism related.

The following master thesis examines the positive and negative economic, socio-cultural and environmental perceptions of residents and the hospitality agents, in the historic town. The study was conducted through the use of two different surveys: one administered to local hospitality agents managers and one to the residents, in the historic center. Furthermore, an interview to the town's mayor was also conducted.

Keywords: local residents' perceptions, hospitality agents' perceptions, tourism impact, sustainable tourism development, sustainability, walled towns, carrying capacity

Table of contents

Acknowledgments	i
Abstract	iii
Table of contents	iv
List of tables	vi
List of Figures	vii
Introduction	viii
1. Literature Review	1
1.1. Tourism impacts	1
1.1.1. Economic impacts	5
1.1.2. Socio-cultural impacts	6
1.1.3. Environmental impacts	7
1.2. Sustainability	8
1.2.1. Sustainable development	8
1.2.2. Sustainable tourism	12
1.2.3. Sustainable relationships in a tourism destination	17
2. The Case study of Óbidos	34
2.1. Walled towns and place identity	34
2.2. Óbidos as a tourism destination	40
3. Methodology	48
3.1. Sample and Data Analysis	48
3.2. Research hypotheses	54
4. Results and discussion	55
4.1. Residents' results	55
4.2. Accommodations' results	71
4.3. Interview results	82
4.4. Research hypotheses results	87
4.4.1. Residents' hypotheses results	87
4.4.2. Accommodations' hypotheses results	90
5. Conclusions, limitations, reflections and future research	91
List of references	98

Appendices	103
Appendix 1: Resident's questionnaire - Portuguese.....	103
Appendix 2: Residents questionnaire - English.....	107
Appendix 3: Accommodations questionnaire - Portuguese.....	111
Appendix 4: Accommodations questionnaire - English	115
Appendix 5: Interview.....	118

List of tables

Table 1 - Sustainable versus unsustainable tourism development

Table 2 - Key stakeholders in Tourism and their roles

Table 3 - Resident's variables

Table 4 - Accommodation's variables

Table 5 - Resident's profile

Table 6 - Accommodations in the historic center

Table 7 - Accommodation's profile

Table 8 - Residents' professional relation to the tourism activity hypothesis testing

Table 9 - Residents' integration in the tourism decision-making process hypothesis testing

Table 10 - Accommodations' integration with the local management and planning process hypothesis testing

List of Figures

- Figure 1 - Global survey on the perception of residents towards city tourism
- Figure 2 - Impacts of Covid-19 on the SDGs
- Figure 3 - Tourism and the community
- Figure 4 - Tourism Industry, Environment and Community
- Figure 5 - Castle of Óbidos and walled perimeter
- Figure 6 - Óbidos National Monument, General Protection Zone and Special Protection Zone
- Figure 7 - Covid-19 circulation pathways inside castle walls
- Figure 8 - Residents' houses location on the map
- Figure 9 - Resident's professionally related to the tourism activity
- Figure 10 - Resident's integrated in the tourism decision-making process
- Figure 11 - Resident's positive economic perceptions
- Figure 12 - Resident's negative economic perceptions
- Figure 13 - Resident's positive socio-cultural perceptions
- Figure 14 - Resident's negative socio-cultural perceptions
- Figure 15 - Resident's positive environmental perceptions
- Figure 16 - Resident's negative environmental perceptions
- Figure 17 - Accommodation's location on the map
- Figure 18 - Accommodations integration in the local management and planning of the tourism activity
- Figure 19 - Accommodation's positive economic perceptions
- Figure 20 - Accommodation's negative economic perceptions
- Figure 21 - Accommodation's positive socio-cultural perceptions
- Figure 22 - Accommodation's negative socio-cultural perceptions
- Figure 23 - Accommodation's positive environmental perceptions
- Figure 24 - Accommodation's negative environmental perceptions

Introduction

Tourism has been expanding worldwide, with an increased economic and infrastructure development which contributed to the growth of tourism revenues. The expansion has caused many destinations to struggle in managing overtourism, awakening economic, socio-cultural and environmental issues and revealing impacts on the destinations and residents' lives. Central and local government entities have been responding with policies and regulations in the attempt to manage tourists in cities and touristic towns. At the international level, the 17 Sustainable Development Goals of the 2030 Agenda, adopted in the 2015 United Nations Sustainable Development Summit, aim to end poverty, fight inequality and tackle climate change. Its 11th goal sets for making cities and towns inclusive, safe, resilient and sustainable (United Nations, 2015).

To achieve a sustainable tourism development, apart from other stakeholders, hotels and local community must be considered in the management and planning processes. Local residents must be taken into account by engaging the community in actively participating in such initiatives. Tourism involves interactions between tourists and local community, and residents and local actors, involved or not involved in the tourism activity, play an important role in the development and success of a tourism destination. The understanding of their perceptions, concerning the tourism activity, is essential to develop a balance between tourism demand and supply, and design suitable management and marketing strategies for the future. The local community's satisfaction regarding the tourism activity will have a reflection in its hospitality and ultimately, in the tourist satisfaction. Local residents interact with the tourists and become the face of the destination, highly influencing the local atmosphere and the tourist's decision to return. Negative attitudes may put at risk a quality tourism strategy while positive attitudes can attract and generate sustainable tourism development.

Historic towns are mainly attractions for heritage and cultural tourism, and "*town walls can be seen as grim barriers between contested identities or as emblems of the peaceful security of the town within.*" (Ashworth & Bruce, 2009).

The effects of the tourism activity are numerous within the economic, socio-cultural and environmental spheres. These effects are even more evident in medieval walled historic centers, where the number of resident populations is reduced. The tourism activity in Óbidos may compromise living conditions inside the walls. Without residents, the historic center is left only to the tourists and businesses. During the day, the town's streets are flooded with day visitors, especially in high season and throughout events. However, at night, the streets are deserted and only a few bars and restaurants bring the streets to life. Locals moving elsewhere has been causing the loss of identity and authenticity of the town, which has become an attraction for its events and cultural heritage, but may become wearied-out, in the medium-long term.

In spite of the importance of the tourism activity in Óbidos, little is known about the inhabitants and hospitality agents and their perceptions of tourism impacts. On the one hand, the historic center has suffered a considerable and successive population decrease over the years, similar to other historic centers. The main reason is the adoption of a development model based on tourism during the first half of the 20th century. Many of the permanent residences, mainly rented houses, became seasonal residences, bought by families outside the municipality of Óbidos, mainly from Lisbon. This trend became stronger with the mandatory need for rehabilitation and maintenance of the buildings, resulting from the classification of Óbidos as a tourist resort in 1928 (Município de Óbidos, 2015). The local population, with scarce economic resources, ended up moving outside the historic center. The buildings' inadequate comfort and habitability conditions are other reasons for the abandonment of the historic center. The houses are small, lack natural light and are difficult to access by car (Município de Óbidos, 2015). On the other hand, the historic center has attracted investors, and has seen an increase in the number of hotels and local accommodations, once again, similar to other historic centers. The shift from residential and commercial functions to becoming tourist accommodations or tourist exclusive commercial businesses, is also a result of the shared economy in the tourism sector, which may lead to the continued resident's abandonment of the historic centers and disapproval of the tourism activity. The municipal strategy for the rehabilitation of the urban centers in Óbidos, aims to develop the economic potential of the built heritage, in a polycentric development

perspective, as a means for qualification, differentiation and territorial affirmation of the municipality of Óbidos. The development and territorial affirmation strategy - *Óbidos Criativa (Creative Óbidos)* - aims to make of Óbidos a sustainable and creative territory, responding with integrated equitable economic, social and environmental solutions (Município de Óbidos, 2015).

It is clear that to achieve a sustainable tourism development, tourism must optimize local economic benefits, must promote the protection of natural and built environments, must improve tourists' experiences and residents' quality of life (Zolfani et al., 2015). Assessing the positive and negative impacts brought by tourism, in a society, is the starting point to improve its effective and sustainable development. Bearing this in mind, and realizing that little is known about the negative and positive perceptions of the tourism activity in Óbidos, more specifically in the historic center, the following research questions were formulated: how does the tourism activity in the historic center of Óbidos affect residents' quality of life?; in which ways are residents integrated in the tourism activity?; how is the tourism in the historic center of Óbidos perceived, by the hospitality agents operating in the historic center?; in which ways do hospitality agents contribute to a more sustainable tourism?; what actions are being developed by the municipality to make Óbidos more sustainable?

To answer the research questions, local residents and local hospitality agents took part in a survey, by filling out two different questionnaires, specifically done for each. The questionnaires applied aimed to determine the positive and negative economic, socio-cultural and environmental perceptions of the tourism activity, within the historic town of Óbidos. Residents' questionnaires were collected in person and hospitality agents' questionnaires were collected online. After collecting data through the questionnaires, an interview was administered, in person, to the Town's mayor, Humberto Marques.

This master dissertation is divided into 5 chapters. The literature review presents an explanation of the impact of tourism in the sustainability of tourism destinations, with a special emphasis in historic cities and the challenges faced. The chapter continues with the definition of sustainable development, sustainable tourism development and the sustainability in stakeholders' relations in tourism destinations.

The following chapter explores the specific characteristics of walled towns and how these contribute to the creation of a place identity, and an overview of the current situation in Óbidos and the contribution of tourism as the main source of income and cultural promotion, with insights on how the importance of heritage conservation and the creation of a sense of place in Óbidos, boosted tourism activity and urban dynamics, and contributed to the creation of the destination Óbidos. The next chapter focuses on the methodology used for the research, presenting the instruments used, the development of the questionnaires, data collection and research hypotheses. Results and discussion chapter presents the findings, focusing on the questionnaires and interview results and a discussion of such results. The final chapter presents the conclusions of this research and reflections on the results, with suggestions on possible actions to be taken for a more sustainable tourism in Óbidos. In addition, limitations to the research are presented as well as future research directions.

1. Literature Review

1.1. Tourism impacts

Historic walled towns or cities face particular challenges in its tourist activities, due to limitation of space, congestion, pollution and overuse of heritage resources. Specific features such as administrative culture, topography, history and socio-economic characteristics must also be taken into account (Barrera-Fernandez et al., 2016).

Tourism impacts may be divided into three categories: economic, socio-cultural and environmental (Andereck et al., 2005), and may be positive or negative impacts for the destination. Assessing these impacts is important for the tourism planning and management of the destination and for decision-making and policy adoption, by local and regional governments. According to Mason (2008), tourism impacts are influenced by type of destination and location, number and type of tourists, activities of interest, infrastructures, the lifecycle of the destination and its seasonality.

Residents are among tourism stakeholders, and their support of tourism in their community is essential for tourism development, competitiveness and sustainability (Nunkoo & Gursoy, 2012). Resident's support of tourism will depend on their perceived positive and negative impacts on their quality of life, which is impacted by feelings of safety and happiness, family and friends, health, education, financial situation and work (Andereck & Nyupane, 2011). Residents support for tourism involves the perception of benefits over costs, regarding the economic, socio-cultural and environmental spheres. Local residents' needs must be given priority above the needs of the global tourism supply chain, and product development must take into account the balance between visitor experience and local benefits (Milano et al., 2018).

Many theories have been used to explain residents' perceptions towards tourism. The most widely used is the social exchange theory (Nunkoo & Gursoy, 2012). The social exchange theory is a "general sociological theory concerned with understanding the exchange of resources between individuals and groups in an interaction situation" as described by Ap (1992:668). In

tourism, people are the hosts or residents and, the guests or visitors. In a host-tourism context, there are economic, socio-cultural and environmental factors which influence the residents' opinions on tourism, and the level of trust and degree of power that the stakeholders hold in the community, are important aspects to consider (Nunkoo,2016). Higher power means to own or manage resources, such as money, property or information which will give some advantage in the social exchange (Ap,1992). In the social exchange process, it is essential residents trust the local management institutions and are more likely to support tourism (Nunkoo,2016).

The Valletta Principles for the Safeguarding and Management of Historic Cities, Towns and Urban Areas, adopted by the 17th ICOMOS (International Council on Monuments and Sites) General Assembly, on November 2011, recognizes tourism has the power to develop and revitalize historic towns. It should focus on the enhancement of monuments and open spaces and it should support local community identity, without interfering with the resident's daily lives.

Williams & Lawson (2001) put together a list of factors capable of influencing residents' opinion on tourism, namely:

- the distance of the resident's home from the tourism center,
- the degree of tourism concentration,
- the time living in the community, being able to identify differences and impacts through the years,
- the residents' nationality, with different backgrounds and cultural habits,
- the economic dependence on the tourism activity, whether by direct jobs or indirectly related economic activities,
- the knowledge of the tourism activity and the local economy,
- local recreation opportunities, which serve tourists and residents alike,
- level of contact with tourists,
- gender,
- the ability to contribute and influence tourism planning decisions,
- the stage in the destination's life cycle, Butler (1980): Butler's Tourism Area life Cycle Model stages *Exploration* - area with few visitors; *Involvement* - tourism begins to be recognized; *Development* - host

country begins advertising and developing the destination; *Consolidation* - tensions may arise between locals and tourists; *Stagnation* - decline in tourist numbers; *Rejuvenation* - funding and investment may increase visitors and regain its image or *Decline* - tourism decreases, job losses and destination image is negatively impacted.

The absence of good management and an uncontrolled tourism development may lead to overtourism, which, according to the UNWTO (United Nations World Tourism Organization), is the impact of tourism in a destination, where locals and visitors feel there are too many tourists/visitors, which leads to the deterioration of the quality of life in the area and the quality of the visitor experience. Milano et al.,(2018) define overtourism as "*the excessive growth of visitors leading to overcrowding in areas where residents suffer the consequences of temporary and seasonal peaks, which enforce permanent changes in their lifestyles, access to amenities and general well-being.*" Overtourism occurs when there are no limits to tourism expansion and local administrators and destination managers must acknowledge that there are limits to growth, and a destination carrying capacity is to be identified. The UNWTO defined tourism carrying capacity as "*the maximum number of people that can visit a place, at the same time, without causing destruction of the physical, economic, and socio-cultural environment and an unacceptable decrease in the quality of visitors' satisfaction*" (UNWTO, 2004). The carrying capacity can be physical, meaning the physical space necessary, it can be psychological, related to the personal belief of crowds or not, it can be biological, referring to the availability of land, and sociological, referring to the level of development that a local community can cope with (Slivar, 2018). Carrying capacity is dynamic and changes over time, and does not only concern the number of visitors in an area. It is dependent on variables such as rate of use, visitors' behaviour, type of visitors' activities, the activities' management within the destination, the investments in protection of nature and landscape, the type of tourism facilities and their usage, seasons, soil, geological, vegetation and topographic characteristics. It is important to perform a constant monitoring and tourism research in order to determine it periodically (Zelenka & Kacetl, 2014).

According to the UNWTO "Global survey on the perceptions of residents towards city tourism: impact and measures", presented in figure 1, performed between the 21st December 2018 and 14th January 2019, to 15 countries¹ worldwide, the most relevant positive impacts perceived by residents were international atmosphere, more events, positive image, protection of the historical parts of the cities and restoration of traditional architecture, whereas, the most negative impacts were mainly economic, with the perceptions of increasing of house, taxi, shops, restaurants and cafes and public transport prices. The survey report proposed 11 strategies to manage visitors' growth, and the strategies residents showed greater support for were the improvement of city infrastructures and facilities, the communication and involvement of residents and businesses in tourism planning, the communication and engagement of visitors, the better distribution of visitors during the year and the creation of experiences that benefit both residents and visitors (UNWTO, 2019).

Q4. What measures do you think are more adequate to deal with the increase in the number of tourists to your city? (by country)

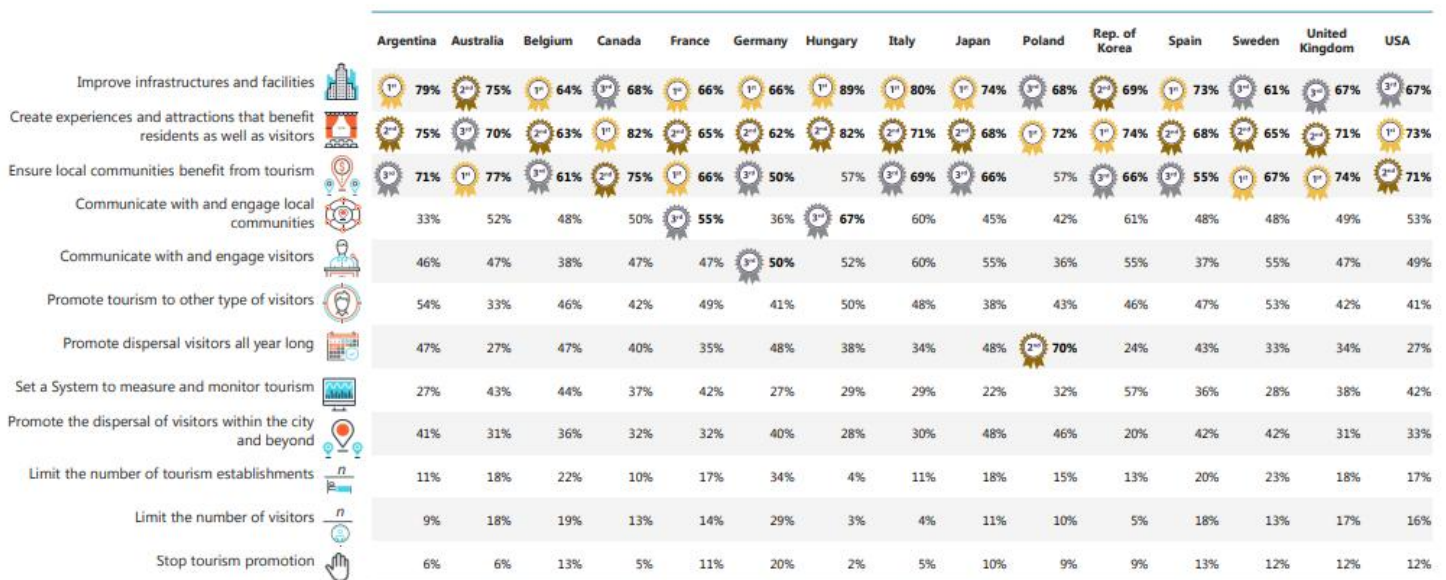


Figure 1: Global survey on the perception of residents towards city tourism: impact and measures Source: UNWTO, July 2019

1 Argentina, Australia, Belgium, Canada, France, Germany, Hungary, Italy, Japan, Poland, Republic of Korea, Spain, Sweden, United Kingdom, USA

2 Known as the Portuguese Civil War, the War of the Two Brothers or Miguelite War, was a war between liberal constitutionalists and conservative absolutists, in Portugal, over royal succession, that lasted from 1828 to 1834.

1.1.1. Economic impacts

According to the 2020 annual research, by World Travel and Tourism Council (WTTC, 2020), in 2018, the Travel and Tourism sector was the fourth sector with a higher contribution to the total economy's gross domestic product (GDP), in Portugal. In 2019, the Travel and Tourism sector in Portugal, contributed to 16.5% of the gross domestic product (GDP) and contributed to 18.6% of the total employment.

Travelers pay directly to tourism service providers, which are supplied by service or goods suppliers. These tourism service providers and suppliers generate jobs, paying salaries and taxes and generating profits. The increase of employment possibilities, generated by the tourism activity, is a positive impact in the income of local communities, despite having to deal with seasonality. Infrastructures and public facilities are developed, as well as local businesses, and living standards are enhanced (Kostalova,2017). Inflation is a negative, by-product of tourism development, causing the increase of prices of goods, services and housing at a destination (Mason,2008), with the consequent increase of living costs. Destinations where most of the residents' jobs are tourism related, usually seasonal and part-time, low skilled and poorly paid, and which are overly dependent on the tourism activity, become more vulnerable to crisis or destination preferences. In tourism destinations, there is a need for a continued public investment to maintain the competitive position, and investments in other sectors of the economy are left behind (Barrera et al., 2016)

It is important to apply the profits generated by the tourism activity in the improvement of the tourism industry, but also in preserving and creating public infrastructures, preserving the environment and making socio-cultural investments, towards an increased and efficient integration of the economic, social and environmental spheres.

1.1.2. Socio-cultural impacts

The tourism activity also affects the society and culture of a destination. It gives emphasis to the protection of historic sites, recovering of historical buildings and monuments (Andereck et al.,2005) and attracting investment. It creates greater awareness for heritage conservation and for culture, for the sense of identity and community (Barrera et al.,2016). Customs, beliefs and values are also affected by tourism, as well as language, art, education, clothing, architecture and religion (Ritchie & Zins, 1978). Tourism has a positive effect in the community concerning the services, leisure and cultural activities, increases quality of life, with the increase of employment opportunities and businesses, and contributes to the improvement of roads and public services (Andereck & Vogt, 2000). The contact between tourists and residents can have both positive and negative influence in the community, and host community may even adapt visitors' behaviours or appearance, such as new eating habits or ways of dressing, in what is defined as *demonstration effect* (Kostalova, 2017). Traffic congestion is one of residents' biggest concerns in regard to tourism, according to Andereck's & Vogt's (2000) research, followed by crime, litter, drugs, prostitution, vandalism, moral degradation, parking issues and a decline in resident hospitality. In medieval historic towns, such as Óbidos, the concentration of tourists and the seasonality of the tourism activity, put pressure on infrastructures, resulting in congestion, noise, litter and social unrest. The disproportion between the number of visitors and residents has a negative impact on the visitor experience and satisfaction (World Tourism Organization & European Tourism Commission, 2005). In the 1980's, the museification of Óbidos, which adopted the motto '*Vila Museu*' (*Museum town*), has had a result, over the years, in the occupation of spaces for new activities related to tourism, increasing prices and driving out local population and other urban activities and services (García Hernández, 2003). Delgado (2002) states that a museified historic center is just like any other museified historic center and, although buildings and monuments may differ, the facilities, services and attractions are standardized to serve the tourist. This process leads to a "staged authenticity", in which architecture, crafts or local celebrations are put on set for tourists (Toselli, 2006). The interest in tourism in the historic towns or cities embraces

cultural policies that prioritize economic development goals, such as cultural and major events or building renovations, neglecting social projects. This breaks the balance of urban systems and basic services and equipment for residents are expelled (Barrera et al.2016).

1.1.3. Environmental impacts

Tourism is important to the maintenance of the natural and built environment. It contributes positively to the destination's environment by creating awareness in the protection and conservation of fauna and flora, among tourists and local communities. This awareness is created through the adoption and implementation of regulation and legislation, directed to the environment conservation, through the preservation and conservation of historic monuments and cultural heritage, through infrastructure development, such as roads, landscapes and other social amenities and public spaces, which enhance the living standards. Despite these, tourism also brings negative impacts on the environment, such as, increased pollution of air, land, water and soil, increased litter and waste production, degradation of natural ecosystems and landscapes. Poorly planned infrastructures and congestion may destroy sensitive natural habitats. Tourism may also promote the overuse and over-consumption of local resources, global warming, through increased greenhouse emissions with global travelling, and the loss of local cultural and environmental heritages.

1.2. Sustainability

1.2.1. Sustainable development

Soon after the Second World War there was a consensus in the need for an international aid to the less developed countries (Arndt, 1987). The term "economic development" meant the rise in the flow of goods and services and growth in income per capita (Arndt, 1981). In the late 1960's and early 1970's, economic growth became questionable as it became incompatible with environmental and social sustainability (Purvis et al., 2018). In June 1972, the UN Conference on the Human Environment took place in Stockholm, and it was the first global summit to address human impacts on the environment, in a reconciliation attempt of economic development with environmental preservation. In 1978, Ignacy Sachs defined "eco-development" as the harmonization of social and economic objectives with ecological responsible management, preserving it for future generations (Purvis et al., 2018). By the 1980's, environmental movements had lost expression, but in 1987, the World Commission on Environment and Development (WCED) published the report "Our common future", known as the "Brundtland report", named after the Commission's chairwoman, Gro Harlem Brundtland (UN, 1987). This report defines the concept of "sustainable development" as the development " *that meets the needs of the present without compromising the ability of future generations to meet their own needs*". This report was the first serious international approach in studying the human activity on the environment and the need to manage resources. The report addresses global issues such as the need for adequate food and sound housing, increased global warming, the depletion of the ozone layer, increased poverty, the widening gap between rich and poor nations, uneven development and population growth, linking these to the pressure placed on planet's lands, waters, forests and other natural resources. It identified the need for global approaches and solutions on global problems, which are globally interconnected. Sustainable development was introduced at the international level, and in June 1992, the United Nations Conference on Environment and Development (UNCED), Earth Summit, was held in Rio de Janeiro, where 182 governments signed the Agenda 21 Rio

Declaration on Environment and Development, and the Statement of principles for the Sustainable Management of Forests was adopted (UN,1992). The Agenda 21 defined a plan of action to be implemented at the local, regional, national and international levels, in all areas where humans impact the environment, towards the development and implementation of a sustainable land use, and a five year review was made in 1997, by the United Nations General Assembly. The Agenda 21 includes 4 main sections divided into 40 chapters. The first section addresses the challenges within the social and economic spheres, divided into the Preamble and the first 7 chapters. The second section addresses the challenges within the conservation of the environment and the management of natural resources, divided into 14 chapters. The third section addresses challenges on how the major groups in a society are to be strengthened and mobilized to achieve sustainable development, and is divided into 10 chapters. The fourth and last section identifies the ways and means of implementing the Agenda 21, divided into 8 chapters. Each of the chapters in the Agenda 21 identify specific challenges and for each challenge, specific programme areas are presented, each with basis for action, objectives, activities and means of its implementation (UN,1992). The full implementation of the Agenda 21 was reaffirmed at the World Summit on Sustainable Development (WSSD), in Johannesburg, in 2002. In June 2012, the United Nations Conference on Sustainable Development, Rio +20, took place in Rio de Janeiro, where member states decided to develop a set of Sustainable Development Goals (SDG's). In 2015, in New York, the 2030 Agenda for Sustainable Development was adopted, stating a commitment to the achievement of sustainable development in its three dimensions - economic, social and environmental - and five pillars - people, planet, prosperity, peace and partnerships. By 2030, the commitment to the 17 SDGs and its 169 associated targets aim to end poverty and hunger, combat inequalities, build peaceful, just and inclusive societies, protect human rights, promote gender equality and women and girls empowerment, ensure lasting protection of the planet and its natural resources, create sustainable, inclusive and sustained economic growth, shared prosperity and decent work at different levels (UN,2015).

The Covid-19 pandemic in 2020, has posed a threat in the achievement of the SDGs and its effect on the communities, where those most vulnerable such as informal workers, migrants, women, refugees and others, face more difficulties. The deadline for the achievement of the SDGs has been delayed due to the pandemic, and this calls for a redesign of the timeline and methods to achieve the global targets. The measures taken to contain the spreading of the disease, such as travel restrictions, cities lockdowns and quarantines have resulted in supply chain disruptions, in consequence of a dramatic reduction in demand and supply. The results achieved over the past decades concerning the fight against poverty and equality are reversing with Covid-19 pandemic, putting at risk the most vulnerable. Almost all SDGs are impacted by Covid-19, as represented in figure 2. The loss of income has left families and the most vulnerable below poverty line. The supply chain disruptions have had an impact on the food production and distribution. Health issues put health systems under pressure and inaccessible to all. School closures impact children and the younger people in their access to education and human interactions, as well as, in many vulnerable communities, the access to meals once provided at school, and a safe place. In developing countries, the rise of child labour and child marriage could also become a result of education disruption. The impact on family income also results in a higher demand for women and girls' unpaid work. Women' gains become at risk, and, as a result, an increased dependency and violence. The inadequate and unequal access to clean water place a higher risk in the transmission of the disease. With the economy suspended, there is reduced employment and lower family income. Older people, people with disabilities or homeless also face a higher risk. This leads to increased inequalities, less sustainable cities and communities and a lower interest and commitment to climate actions (SG report, 2020).



Figure 2: Impacts of Covid-19 on the SDGs. Source: UNDESA, 2020

1.2.2. Sustainable tourism

At the core of sustainable tourism is the preservation of tourism assets and communities for future generations. Sustainable tourism development optimizes local economic benefits, promotes the protection of natural and built environments and improves tourists' experiences and residents' quality of life (Zolfani et al., 2015). Sustainable tourism concept emerged as a response to issues brought by the tourism activity, such as negative impacts on the environment, on society and on traditional cultures (Bramwell & Lane, 1993). In 1998, the UNWTO defines sustainable tourism development as the tourism that *"meets the needs of present tourists and host regions while protecting and enhancing opportunity for the future. It is envisaged as leading to management of all resources in such a way that economic, social and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity and life support systems"* (UNWTO, 1998). Sustainable tourism must contribute to the enhancement of community well-being, ensuring economic, socio-cultural and environmental balance; must support and protect natural and cultural environment; must ensure product quality and satisfaction of tourists and must ensure an adequate management and monitoring of the tourism activity.

Tourism can have both positive and negative impacts. If well planned, developed and managed it can generate jobs and income, providing opportunities for local enterprises and improve residents' living conditions. Tourism generates new jobs, increases investment and entrepreneurship, generates local tax revenue, which can be invested in the improvement of community facilities and services, and develop infrastructures which also serve the local community; it provides new markets for local products increasing residents' sense of cultural identity, tourism revenues may be invested in cultural activities and facilities, it encourages the conservation of local natural areas together with an increase of environmental awareness. However, if tourism is not well planned, an uncontrolled number of tourists may lead to deterioration of cultural assets, congestion, pollution and host community degradation. It may increase traffic and pedestrian congestion, bring excessive

noise levels, congest parking facilities, increase air, surface and underground water pollution, increase inappropriate design of tourist facilities, inappropriate or ugly advertising signs, bring deterioration of nature parks and historic sites, due to the increased flow of tourists, and increase degradation of local cultural heritage. Benefits to the residents and local community may not be effective if tourism enterprises are owned from outsiders and employers in tourism are from outside the community. Each destination must plan its tourism system, based on demand and supply. On the demand side there is the domestic and international tourists. The supply side is composed of tourist attractions and activities, accommodation, tourist facilities and transportation and support infrastructures and tourist market promotion. Each destination must evaluate its resources for tourism, such as tourist attractions and activities, tourist facilities and services, transportation, infrastructures and labour force, the existing and potential tourism markets, costs and accessibilities to the destination, competing destinations, community support for tourism, health, safety and political stability (UN, 1998). The destination must adopt and manage the most suitable public policy on tourism which best suits its reality, considering its potential and the stage in its life cycle. A proper planning of the tourism activity is essential to avoid a demand for services which exceeds a destination's capacity, bringing negative experiences both for residents and tourists (UNESCO,2009).

Key differences between sustainable and unsustainable tourism development are shown in the table below:

Table 1: Sustainable versus unsustainable tourism development

Sustainable development	Unsustainable development
Slow development	Fast development
Controlled development	Uncontrolled development
Long term perspective	Short term perspective
Qualitative development	Quantitative development
Local control/cooperation/participation	Control without local community
Planned development	Unplanned development
Holistic projects	Small projects
Local development	External development
Local human resources	External human resources
Traditional architecture	Non authentic architecture

Source: *The Concept of Sustainable Tourism in Croatia - a Study of Sustainable Tourism in Croatia and Beyond*, Roland Berger Strategy Consultants, Zagreb (2008)

In 1997, the UNWTO called for a Global Code of Ethics for Tourism and two years later, in 1999, a draft document was presented. In 1999, the United Nations Commission on Sustainable Development requested the UNWTO to seek for a further contribution from the private sector, labour organizations and governmental institutions, resulting in a 10 article document, which comprises a set of principles to guide stakeholders in tourism development, from central to local governments, local communities, the tourism industry, professionals and visitors. In July 2001, The United Nations Economic and Social Council adopted a draft resolution on the Code of Ethics and in December 2001, the United Nations General Assembly officially recognized it, encouraging the World Tourism Organization to promote it. The Global Code of Ethics for Tourism affirms the right to tourism and freedom of tourist movements, promotes an equitable, responsible and sustainable world tourism, in order to minimize the negative impacts of tourism on the environment and heritage, and maximize the benefits for host communities at destinations. The 10 principles of the Global Code of Ethics for Tourism, covering the economic, socio-cultural and environmental components of tourism are (UNWTO, 2001):

Principle 1: tourism must contribute to the understanding and respect between peoples and societies, through the promotion of humanity's ethical values, recognizing social and cultural traditions, respecting host destinations' laws, practices and customs. Host communities should show respect to tourists and learn about their expectations and contribute to a welcoming hospitality. Public authorities should provide means of information, prevention, security and assistance to visitors and professionals and should preserve cultural and natural heritage. Tourists and visitors should not commit any criminal act or damage to the local environment, should learn about the destinations' characteristics and be aware of any risks.

Principle 2: tourism must be a vehicle for individual and collective fulfillment, increasing tolerance and knowledge of different peoples and cultural diversity, respecting men and women alike, promoting human rights, especially among the most vulnerable, such as children, elderly, handicapped, indigenous people and ethnic minorities.

Principle 3: tourism must be a way of achieving sustainable development, through the safeguard of the natural environment and sustainable economic growth, by all stakeholders involved, satisfying the needs of present and future generations. A priority should be given to tourism activities which save rare and precious resources and have the least waste production possible. A more even distribution of the tourist flows throughout the year should be encouraged and activities should be planned in a way to protect natural heritage and local populations, respecting the destination's carrying capacity.

Principle 4: tourism must contribute to the enhancement of mankind's cultural heritage, by respecting artistic, archeological and cultural heritages, preserving and improving monuments, promoting traditional cultural products, crafts and folklore. Part of the financial gains from visits to monuments and cultural heritage sites should be invested in the safeguard and preservation of such heritage.

Principle 5: tourism must bring benefits for host countries and communities, by integrating local populations in the tourism activities, sharing equitable

economic, social and cultural benefits, raising their standard of living, integrating them in the tourism activities' workforce.

Principle 6: tourism stakeholders are responsible for tourism development, by providing tourists and visitors objective and honest information about the destination and travelling conditions, respecting contractual clauses, cooperating with public authorities for security and safety, respecting insurance and assistance systems and national regulations. Governments must issue information and recommendations to national citizens about any crisis or difficult circumstance while travelling abroad. The press should provide honest, accurate and reliable information to the consumers of tourism services.

Principle 7: everyone around the globe has the universal right to tourism and to enjoy and discover the planet's resources without any obstacle. Tourism for people with disabilities, families, students and seniors must be encouraged.

Principle 8: tourists and visitors should have the maximum liberty to move and travel within and from countries, reducing and adapting formalities, having access to all forms of communication available, administrative, legal and health support, as well as security and safety assistance.

Principle 9: tourism workers, whether salaried or self-employed, should have their rights guaranteed by local and national administrations, given the seasonality of the tourism activity, including training and social protection. In accordance with the existing national law, any natural or legal worker may be allowed to develop an activity in tourism, and international workers' exchange experience must contribute to the development of world tourism and international solidarity, without any type of cultural or social model's imposition on host communities.

Principle 10: refers to the implementation of these principles, and how public and private stakeholders should cooperate in its implementation and monitoring, recognizing the role of international institutions and non-governmental organizations, in the fields of tourism, human rights and the environment, in respect with the international law.

Responsible tourism is seen as a balance between using tourism as a way to make places better to live in and to visit. The UN New Urban Agenda 2030 for Sustainable Development (2015) determines the promotion of sustainable tourism, creating jobs and promoting local cultural products, as well as developing and implementing tools to monitor sustainable development impacts of tourism. The UNWTO states that "*Tourism must take full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities.*" If well managed, tourism can contribute to accomplish Goal 11, of the New Urban Agenda 2030, by "*making cities and human settlements inclusive, safe, resilient and sustainable*". The relations between the tourism sector and the communities must be strengthened through community engagement, management of congestion, management of seasonality, product diversification and careful planning, according to the destinations specific characteristics and carrying capacity (UNWTO,2018). Tourism destination planning must count on the cooperation of tourism and non-tourism administrations at the different levels, private sectors, tourists and local communities. Local stakeholders must have a greater participation and residents' concerns must be understood and taken into account when preparing the tourism agenda; their engagement and involvement is essential. In order to monitor and define management policies, quantitative and qualitative indicators must be considered (UNWTO, 2018). The Valletta Principles for the Safeguarding and Management of Historic Cities, Towns and Urban Areas (2011) states that the planning in historic urban areas must involve all stakeholders, with a mutual understanding of common objectives between local community and professional groups.

1.2.3. Sustainable relationships in a tourism destination

A sustainable tourism destination is the result of the balance of various stakeholders' interests and how they interrelate with each other, which, at times, may be in contradiction. Stakeholders are any physical persons or any kind of organization affected or being affected by a business (Freeman, 1984). Tourism stakeholders are all interconnected groups and/or individuals that are involved

in tourism development initiatives, affected or being affected by the decisions and activities in the field (Kadi et al., 2015). If sustainable tourism development means the "...management of all resources in such a way that economic, social and aesthetic needs can be fulfilled..." (UNWTO,1998), it is important to specify who's needs is tourism responding to; the social pillar of sustainability and the multi component of society, the stakeholders. An appropriate management of the relationships between key actors of a tourism destination requires an active involvement and collaboration between these stakeholders, each one doing their part. Stakeholders will not benefit in all situations and benefits and harms will be distributed between different groups, however, stakeholders' interests must be managed towards the same direction (Freeman, 1984). Freeman (1984) argued that stakeholders are an important element of any organization and/or industry's structure, and their participation in the decision making must be done according to their specific roles in that organization/industry. Kadi et al., (2015) identify six categories of tourism stakeholders: local community, government, tourists, industry, educational institutions and special interest groups. Kadi et al., (2015) further reflect that the collaboration and decision-making process may, at times, be complicated because of the different interests of different stakeholders, with contradictory visions and objectives. It is necessary that tourism stakeholders cooperate towards a sustainable tourism development, however, that is still something that has been hard to achieve in practice (Slivar, 2018).

Therefore, it becomes necessary to understand the relations of the tourism activity and the economy. Tourist's expenditure creates additional economic benefits in the destination. Tourists purchase goods and services to local businesses which, in turn, purchase supplies and services during their operation, whether to local, regional, national or even international suppliers. Figure 3 shows the direct tourists' expenditures multiplier effect throughout the supply chain, developing the local, regional and national economies.



Figure 3: *Developing Sustainable Tourism, Tourism and the Community*. Source: UNWTO,1998

The commercial private sector of tourism, or, the tourism industry, is what propels the tourism activity making the necessary investments in the businesses, managing and operating them efficiently, delivering good quality services and it is comprised of the accommodation facilities, travel services, tourist facilities and services and tourist attractions. Government agencies manage and own many tourist attractions, and public or private corporations manage transportation infrastructures. The marketing of the destination is done by the government and the private sector (UNWTO, 1998). Stakeholders involved in the development of a sustainable tourism are the owners and managers of tourism businesses - tourism industry - the environmental conservation supporters, and residents, community groups and local authorities - the community. Figure 4 shows the interaction between these stakeholders to achieve a sustainable tourism development (UNWTO, 1998).

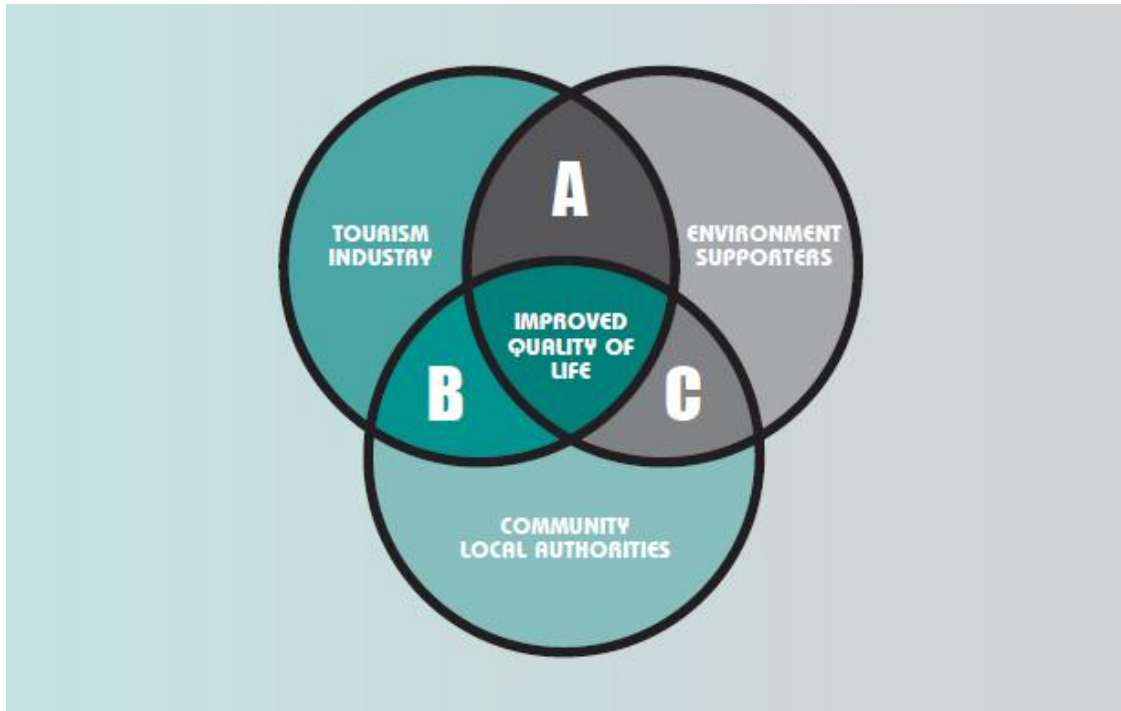


Figure 4: *Developing Sustainable Tourism, Tourism Industry, Environment and Community.*

Source: UNWTO,1998

For a sustainable development to be achieved, the tourism industry needs financial security and political stability, a skilled workforce and in sufficient number and sufficient quality attractions to keep a stable tourist flow; the environmental and cultural supporters are interested in protecting the environment through prevention, correction of eventual damages and restoration of the environmental/cultural assets, creating a greater awareness in visitors and community; and community members need a healthy and balanced community where they can have access to food, clean water, health care, good and equitable working, education and recreation conditions, where cultural traditions are respected and they take part in the decision-making process. According to the UNWTO, the stakeholders in tourism development include national governments, local governments with tourism competence, tourism establishments and companies and/or associations, institutions financing tourism projects, tourism professionals, trade unions of tourism professionals, tourism education and training centers, travelers, local population and host communities, juridical and natural persons with shares in tourism development, non-governmental organizations directly involved in tourism projects and the supply of tourism services (UNWTO,2005).

Slivar (2018) investigates tourism stakeholders' roles in tourism and their relations towards the achievement of sustainability. Slivar (2018) identifies 4 groups of stakeholders: the private sector, the public sector, the civil sector and the local community and customers. For each group, specific stakeholders and their roles in tourism are identified. The table below shows the detailed information:

Table 2: Key stakeholders in Tourism and their roles

	INTERESTED STAKEHOLDERS	THE ROLE OF INTERESTED STAKEHOLDERS
PRIVATE SECTOR	Tourism suppliers	They are the main employers and affect the complete tourism value chain
	Intermediaries	They influence market accessibility by setting conditions to tourism offer holders (tourism suppliers) and tourism destinations
	Transport business	Influence the market and financial sustainability
	Private sector (excluding tourism businesses)	They assure revenues and prosperity
	Professional associations	They lead and direct developmental activities in the sector
PUBLIC SECTOR	Public (government) sector	Define the direction and influence sustainability through public policies, plans and financial support
	Local and regional governments	Influence sustainability through local and regional level planning, affecting infrastructure development and supporting local economic development
	Tourism organizations	Directly related to tourism, primarily responsible for stimulating market demand through destination marketing
CIVIL SECTOR	NGOs	Influence sustainable tourism development and facilitate the cooperation of interested stakeholders
	Vocational education	Help in tourism market research and in strengthening competences in tourism
LOCAL COMMUNITY AND CUSTOMERS	Local community	Tourism employees and other sub-creators of hospitable tourism destinations
	Tourists	Their decisions influence the sustainability and profitability of tourism products

Source: Slivar, I. (2018). *Stakeholders in a Tourist Destination - Matrix of Possible Relationships Towards Sustainability*

The Tourism and the Sustainable Development Goals Conference took place in January 2019, in Auckland, New Zealand, where scholars and tourism stakeholders discussed the challenges faced by tourism in the contribution to achieve the SDGs and how can tourism become more inclusive, equitable and sustainable, aligned with the global SDGs. A set of recommendations were developed to all stakeholders involved in tourism, in order to achieve a sustainable tourism, and make it a driver to achieve the SDG's. It is a "journey" all stakeholders must participate in as active contributors (UNWTO, www.tourism4sdgs.org)

Travelers are recommended to:

- not waste food
- buy local and give preference to businesses that have sustainable practices
- have vaccines up to date and use health guidance resources
- support social projects related to women's rights or the environment
- learn the local language as much as possible
- research about the destination's local customs, traditions and social reality, in a way to build a better understanding of the local community
- report any discriminatory behaviour witnessed while travelling
- make a rational and responsible use of water
- propose innovative ideas and suggestions that can benefit the tourism sector
- use sustainable means of mobility such as bicycle, walking or public transport
- use digital copies instead of printed ones
- respect local wildlife and their habitats

Public body and policy makers are recommended to:

- enable the integration of the local community in the tourism value chain, as producers, suppliers, distributors, employers, employees and/or customers

- promote training, recruitment and entrepreneurial initiatives within the community
- support small-scale local industries
- design policies which promote the investment of tourism receipts in sustainable agriculture, and a collaboration with academic and scientific institutions
- establish relationships with government entities and higher education institutions, creating programs to improve education and employment in tourism
- create policies that ensure the participation of women in decision-making processes in tourism, ensuring equal remuneration and benefits for men and women alike
- work with governments, regional and local administrations and communities to improve water access, creating rewards and incentives for water efficient practices
- design a framework which prioritizes energy efficient and sustainable services and operations
- encourage tourism related entrepreneurial culture
- put in place mechanisms which identify unfair recruiting and child labour exploitation
- promote investment and regulation, in sustainable facilities and infrastructures, involving all stakeholders
- promote an integrated and sustainable urban development, such as hospitality low-carbon buildings, sustainable mobility solutions, and resilient and sound infrastructures
- increase the adoption of renewable energy consumption in the tourism sector
- prohibit tourism practices that put marine life at risk
- raise awareness in consumers for responsible behaviour in waste disposal
- develop tools to measure, manage, monitor and mitigate tourism impacts on ecosystems

- promote regional and international cooperation in sharing knowledge and access to information on science, technology and innovation, enhancing global multi-stakeholder partnerships for sustainable development

International Organizations are recommended to:

- support the development of tourism products and services accessible to lower income customers
- enable the integration of the local community in the tourism value chain, as producers, suppliers, distributors, employers, employees and/or customers
- support and promote small-scale farming, developing partnerships
- support investment and development in health tourism
- support government entities and higher education institutions' relationships towards an alignment between education and businesses' needs, promoting programs that demonstrate employment opportunities in tourism
- encourage and support the participation of women in decision-making processes in tourism, ensuring equal remuneration and benefits for men and women alike
- encourage less energy intensive modes of transportation
- encourage incentives for renewable energy investments
- support initiatives for water conservation, educating employees and travellers about best practices and behaviours
- support policy makers to achieve the 2030 Agenda for people, planet, prosperity and peace, developing mechanisms to identify child labour and forced labour as well as unfair recruitment of vulnerable groups
- promote innovation with the participation of all stakeholders, in the achievement of sustainable solutions which benefit and create opportunities for all
- collaborate with governments to promote an integrated and sustainable urban development, such as hospitality low-carbon buildings, sustainable mobility solutions, and resilient and sound infrastructures

- provide guidance for reducing manufacturing impacts, by using recycled materials instead of virgin raw materials in the production process
- promote waste reduction, ensuring any unavoidable waste is used to its fullest
- encourage governments' commitment to climate action, reducing carbon footprint through greater fuel efficiency and adopting lower carbon mobility
- encourage investment in technology which captures carbon emissions preventing the carbon dioxide from entering the atmosphere (CCS - Carbon Capture and Storage)
- support tourism development in areas most sensitive, as a way of creating jobs for local communities in rural and urban areas
- support governments in defining resilient policies, create better institutions and define strategies to better manage moments of crisis
- enhance international cooperation and financial support to national plans, in order to implement sustainable development goals

Donor communities are recommended to:

- support and invest in agritourism, developing partnerships to support small farmers
- support government entities and higher education institutions' relationships towards an alignment between education and businesses' needs, promoting programs that demonstrate employment opportunities in tourism
- support development of products and services that improve access and quality of learning, such as information and communication technologies which improve education
- support the development of health tourism
- support initiatives where 30% or more of the decision-making in tourism business areas is done by women, investing in women-owned small businesses and women entrepreneurship

- invest in innovative energy models, accessible to small and medium enterprises (SMEs)
- invest in tourism development, promoting an entrepreneurial culture
- support technological initiatives which improve energy efficiency and sustainable mobility
- support and invest in the reduction of manufacturing impacts, by using recycled materials instead of virgin raw materials in the production process
- support waste reduction initiatives and promote responsible behaviour
- support and promote international cooperation and financial support, in order to implement sustainable development goals

Academia and Civil Society Organizations are recommended to:

- promote the integration of the local community in the tourism value chain, as producers, suppliers, distributors, employers, employees and/or customer
- recruit, train and employ local community members, engaging them to participate in the tourism value chain
- promote entrepreneurial training
- support partnerships to support small farmers
- ensure a living wage to all and an equal remuneration and benefits for men and women alike
- educate employees and travelers on water efficiency and appropriate water behaviours
- work with governments, communities and companies to improve local water projects which address community challenges
- raise awareness in consumers for responsible behaviour in waste disposal
- invest in technology which captures carbon emissions preventing the carbon dioxide from entering the atmosphere (CCS - Carbon Capture and Storage) and create schemes to offset carbon footprint

- measure and monitor impacts on ecosystems, informing about the best practices to manage and mitigate those impacts
- investigate and increase best practices for planning and managing land use
- educate travelers to become more tolerant and understanding of different cultures and beliefs and on behaviours to adopt when visiting natural areas

Companies are recommended to:

- develop products accessible to all, including customers with lower income
- give preference to the recruitment, training and employment of local community members
- invest in health tourism and in agro-tourism
- establish relationships with local community, integrating producers, suppliers, distributors and employees
- establish protocols with higher education institutions, creating programs which integrate and create employment opportunities in tourism
- ensure that 30% or more of the decision-making in tourism business is done by women, ensuring equal remuneration and benefits for men and women alike
- give priority to water efficiency across all business operations, as well as educating employees and customers to appropriate water behaviours
- educate consumers on the proper behaviours when visiting natural areas and interacting with local cultures
- raise awareness in consumers for responsible behaviour in waste disposal
- source as much as possible, the operational electricity needs from renewable sources
- adopt a firm policy against unfair hiring and recruitment
- reduce manufacturing impacts, by using recycled materials instead of virgin raw materials

- use local products and develop local partnerships in the tourism service
- take part in local, regional and international cooperation in sharing knowledge and access to information on science, technology and innovation, enhancing global multi-stakeholder partnerships for sustainable development.

Slivar (2018) developed a matrix of stakeholder relationships towards the achievement of sustainability in a tourism destination. The research identified the 16 interactions between stakeholders:

Public sector to:

- public sector: governance to governance
- private sector: governance to business, through governance, support, education and business
- tourists: governance to tourists, through governance, support and education
- locals: governance to locals, through support and education

Sustainability is achieved through responsible governance.

Private sector to:

- public sector: business to governance, through private-public partnerships and participation in defining tourism strategies
- private sector: business to business, through partnerships and collaboration
- tourists: business to customer, customer relations and co-creation of tourism products
- locals: business to locals, through employment, community-based interactions and corporate and social responsibility initiatives

Sustainability is achieved through corporate social responsibility.

Tourists to:

- public sector: tourists to governance, through the use of public services such as public health care, police, tourist information, transportation and other public services
- private sector: tourists to business, through the purchase of tourism products (goods and services)
- tourists: tourist to tourist, co-existence and sharing (peer to peer relation)
- locals: tourists to locals, through local businesses, visiting friends and family and social interactions

Sustainability is achieved through responsible tourists.

Locals to:

- public sector: citizens to government, participation in tourism strategies and employment
- private sector: locals to business, through the purchase of tourism products (goods and services), community-based interactions and employment
- tourists: locals to tourists, co-existence and social interactions
- locals: locals to locals, through local businesses, visiting friends and family and community-based interactions

Sustainability is achieved through responsible citizenship.

Slivar (2018) states that "the interests of the local community should be given priority among other stakeholders" as long as these interests do not have a negative impact in other sustainability elements. Slivar (2018) concludes that sustainability in a tourism destination may be achieved through the combination of responsible governance, corporate and social responsibility, responsible tourists and responsible citizenship. Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus

building. Historic centers possess special and distinctive qualities such as their monuments, climate, people, traditions, authenticity or landscape and when regulations are inexistent or are not respected, the destination is threatened, while small local businesses and local materials disappear, which affects the historic centers identity and conservation. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary.

The Covid-19 pandemic caused a 22% decline in international tourist arrivals during the first quarter of 2020 (UNWTO, 2020) and this has had an impact on millions of livelihoods and stakeholders involved in tourism, putting at risk the achievement of the Sustainable Development Goals. The UNWTO prepared the "*Covid-19 Tourism Recovery Technical Assistance Package*", aiming to guide private and public tourism sector stakeholders in their response to the crisis, including the technical assistance provided and the areas of intervention. It is divided into three main pillars: economic recovery, marketing and promotion and institutional strengthening and building resilience.

- Towards economic recovery, the UNWTO aims to perform a systematic economic assessment of the impacts of Covid-19 in the tourism sector, in order to guide with the financial resources necessary to support tourism businesses. Stakeholders benefiting from this support will be Member states, such as Ministries of Tourism and National Tourism administrations, Ministries of Trade, Finance and Economic Development and local and regional tourism authorities, private sector businesses within the tourism value chain and donor agencies. To achieve economic recovery, the UNWTO provides technical assistance performing quantitative and qualitative analysis on the impacts of Covid-19 in tourism operations and jobs and providing technical assistance in the development of a Tourism Satellite Account; assists each country in their Tourism Recovery Plans, by preparing tourism forecasts and outlining scenarios, assessing costs and needs and providing recommendations, identifying tourism opportunities, reviewing protocols for tourism service

providers and drawing Action Plans; supports Programme for tourism MSMEs (Micro, Small and Medium size enterprises), by supporting their business plans, human resources development, marketing and financial plan, by channeling local and national support mechanisms to the tourism MSMEs, supporting the development of training programmes and assistance for MSMEs to adapt tourism services to the new reality; guide the tourism value chain to sustainability by providing technical assistance in the implementation of circular solutions, identifying investment opportunities and defining sustainable production and consumption strategies throughout the value chain.

- after the postpone or reduction of promotional campaigns during the peak of the crisis, with demand and travel patterns being completely altered, a new marketing and promotional approach is necessary to build destination confidence and image. Domestic and interregional tourism is expected faster than intercontinental, and promotional activities must be adjusted to the new reality. The UNWTO aims to support countries' and destinations' marketing and promotional activities, supporting in the definition of strategies based on resources available and the new reality, evaluating impact on demand, drawing scenarios, identifying markets, tourism segments and patterns and adjusting promotional activities to products, services and markets, using innovative digital techniques. Stakeholders benefiting from this support will be Member states, such as Ministries of Tourism and National Tourism administrations and local and regional tourism authorities, Destination Management Organizations, local communities and the private sector. The UNWTO provides assistance in the revision of tourism plans and strategies, identifying investment opportunities; it assesses the post Covid-19 tourism marketing and product situation and the destination's international competitiveness, recommending actions towards priority market segments, ensuring the active participation of the tourism stakeholders; assists in the identification of domestic tourist travel patterns, products and destinations, proposing stakeholders' collaboration and cooperation to meet domestic tourism's strategy and raise awareness on the importance of domestic tourism to the economy, identifying tourism

opportunities which contribute to a more responsible and sustainable tourism sector; assesses the current use of digital marketing tools and identifies opportunities to stimulate demand through digital marketing; and identifies opportunities proposing incentives to stimulate domestic tourism.

- tourism competitiveness and development require a strong collaboration between public sector, private sector and civil society and in the post Covid-19 it becomes even more evident with the need to mitigate the impacts and accelerate tourism recovery. The UNWTO will provide technical assistance in the field of Institutional Strengthening and Building Resilience by supporting tourism businesses and governments to adapt their services to meeting health and safety conditions, by encouraging private and public collaboration and assessing training needs. Stakeholders benefiting from this support will be Member states, such as Ministries of Tourism and National Tourism administrations and local and regional tourism authorities, Ministries and institutions related to tourism, private sector and tourism education institutions. The UNWTO provides assistance in business training programmes to tourism enterprises, including safety and hygiene; promote public and private partnerships towards tourism recovery; develop a communication strategy and communication tools focused on Covid-19 recovery; provide training to key players on communication techniques in times of crisis; develop programmes in the development and management of tourism to accelerate recovery at local, regional and national levels such as implementing tourism strategies, managing and monitoring, innovation and digital transformation and sustainable tourism development; updating supply and demand of tourism labour, its level of expertise and knowledge at national and local levels, updating the national tourism training and education plan in accordance; strengthen destination management organizations by supporting public and private tourism stakeholders prepare short and medium term initiatives; promote the participation of local communities and local stakeholders in the tourism destination, identifying local tourism products and supporting local community projects; empower women through tourism by identifying

training needs for women, raising awareness of the challenges on gender equality in the tourism sector and facilitating women's decision-making in the tourism public and private sector; assess vocational training needs in order to enhance employment and entrepreneurship in young people.

2. The Case study of Óbidos

2.1. Walled towns and place identity

Urban tourism has grown in the last five years, with a greater expression in Southern Europe and the Mediterranean (Castela, 2018), along with a growing cultural tourism interest. This growing interest promotes and funds the preservation of heritage and cultural resources, for touristic purposes and for the creation of a destination identity. Tourism also stimulates commercial activity and maintenance of urban services (Barrera-Fernandez, Castillo & Salomao, 2014).

The castle emerged as a military outpost, in western Europe, during the Middle Ages, with the shaping of national identity and the consequent need to defend boundaries against invasion. The towns in eastern and western Europe increased in number as a consequence of trade and the development of new economic centers for the middle class (Pounds, 2005).

Walled towns are built heritage, and seen, today, as tangible tourism assets. The loss of these assets might be seen as a loss of exclusivity and heritage, although, in the past, many communities and interest groups saw their elimination as a benefit; it is an example, the removal of town walls at Galway and Limerick, in Ireland, in the nineteenth century, which was seen as a liberation from antique heritage (Bruce & Creighton, 2006). The WTFC (Walled Towns Friendship Circle), founded in 1989, recognized Europe's walled towns as valuable heritage resources, and in 1998, the 'Piran Declaration' was celebrated, expressing that 'Walled towns are unique inheritances from times long past and should be treasured, maintained and safeguarded from neglect, damage and destruction, and passed on into perpetuity as irreplaceable 'Timestones of History' (European Walled towns).

Today, historic towns are attractions for heritage and cultural tourism, and "*town walls can be seen as grim barriers between contested identities or as emblems of the peaceful security of the town within.*" (Ashworth & Bruce, 2009). Walls, if pedestrian accessible, present an ideal tourist experience, consumed at the pace and duration determined by the visitor, allowing heritage to be actively used (Ashworth & Bruce, 2009). Although walls no longer serve the

protection purpose it was initially built for, such *'barriers'* require specific local policies and management strategies which balance preservation and the coexistence of residents and tourists. Walled towns possess a small varied range of urban functions and facilities, offering limited economic development options, and tourism may be the option for development (Ashworth & Bruce, 2009). However, the lack of facilities, services and attractions may cause tourist dissatisfaction, and low economic returns may discourage investment, which will, ultimately, be reflected in short stays and low tourist spending. Óbidos touristic offer within the walls relies on events, souvenir shops, book shops and churches, as well as an increasing number of hotels and local accommodations and restaurant facilities.

Historic towns are rarely profitable tourism enterprises in themselves, being a contribution to other urban tourism or non-tourism activities or as one part of a wider heritage tourism experience (Ashworth & Bruce, 2009). The constraints faced in the urban planning are more acute in walled towns, more specifically with circulation and parking restrictions. The pedestrian access may also suffer restrictions in major tourist attractions. The main street "Rua Direita" is highly congested, especially in high season. In special protection zones, restrictions on construction, renovations or building extensions and advertising may interfere with local commercial and residential functions, which may result in abandonment of the city center (Ashworth & Bruce, 2009). The reality in Óbidos is that many of the buildings are in ruins or in need of renovations, abandoned due to the difficulty in the accessibility, but also due to the expensive housing and preservation costs and restrictions. Families have left the center to more inexpensive neighbourhoods outside the walls, with better accesses.

This preserved status may, however, be an attraction for visitors and enable the development of urban cultural tourism. Cultural experiences are the basis of leisure and constitute the deposit of modern society's values (Barrera-Fernandez, Hernández-Escampa & Balbuena, 2016). Medieval walled towns can be re-creators of image and identity, and place marketing, a tool for place development. *'Place identities are constructed through historical, political, religious, and cultural discourses; through local knowledge and influenced by power struggles'* (Govers & Go, 2009, p.9). Walls form a background scenery of

the urban built environment and a unifying force for the urban self-image (Bruce & Creighton, 2006). According to Braun (2008) place marketing may be defined as *'the coordinated use of marketing tools supported by a shared customer-oriented philosophy, for creating, communicating, delivering and exchanging urban offerings that have value for the city's customers and the city's community at large'*. Place marketing may be seen as a form of governance (Eshuis et al., 2018) involving policymaking in interaction with multiple stakeholders, in an attempt to communicate the place's identity. Place marketing focuses on the communication of the place brand through media intended to reinforce the place's identity and convince the audience that it is true. However, Govers & Go (2009) state that *'many towns, cities and regions think they can change their identity by simply changing colour, a new logo, a new marketing campaign and perhaps new management. Unfortunately, it is not that simple'*. *'Unique identities are not transformed into products reflecting uniqueness; product performance is often disappointing due to off brand implementation; and cultural differences still determine that different groups perceive brands differently'* (Govers & Go, 2009, p.51).

The historic town of Óbidos has been chosen for this research due to the facts that it continues to be inhabited and it is visited by many tourists, but no research has yet been done on the community's perceptions of tourism economic, socio-cultural and environmental impacts. The use of specific sustainable variables will provide a deeper understanding of the tourism's contribution to the town of Óbidos, from the residents' and the local hospitalities' perspectives.

The Óbidos medieval historic town is located in the district of Leiria, in the west coast of Portugal, north of Lisbon, the capital. The municipality of Óbidos has an area of 142 square kilometres and approximately 11.617 inhabitants (Óbidos Municipality, PORDATA, 2018). It has a privileged location, just an hour drive north of Lisbon, it is close to the coast, famous for its beaches and water sports, and close to UNESCO's World Heritage sites of Batalha and Alcobaça. It has a diverse and all year-round cultural agenda, and is part of UNESCO's Creative Cities network as Literature Town (www.unesco.org). Such attributes have created a unique comparative advantage and great potential for development of the tourism activity in Óbidos.

Óbidos defined, as a priority, a strategy based on a polycentric development perspective, focused on the economic potential of the built heritage of the urban settlements within the municipality, as a means for qualification, differentiation and territorial affirmation, and, thus, enhancing the municipality as a qualified, competitive and sustainable territory (Município de Óbidos,2015).

With a 50.6% of foreign stays and 42.2% of stays during high season (months of July, August and September) (PORDATA, 2017), Óbidos highly depends on the tourism activity. It is the municipality in the west region of Portugal with the highest number of hotel overnight stays, a 1.888,50% per 100 inhabitants (PORDATA, 2017).

Studies conducted for the elaboration of the Óbidos Urban Detail Plan have concluded that the built area within the historic town of Óbidos is mainly private properties, representing 96% of the total existing properties. From the remaining, 3% represent religious property, churches and chapels, and 1% is public property, serving administrative, cultural and educational purposes. (Município de Óbidos,2015). The DGPC (Direcção Geral do Património Cultural) is responsible to propose to the government the national and public assets, and the government authorities are responsible to list those assets accordingly. Immovable cultural heritage may be of national, public or municipal interest. In January of 1951, the walled perimeter of Óbidos was classified as a national monument and from that date on, its protection and enhancement became of national interest, representing a cultural value to the nation. When it comes to immovable national heritage - monuments and groups of buildings - a legal protected cultural heritage area may be determined and a protection area may be defined, as represented in figures 5 and 6. A protection area is an area where building works are authorized only after a previous consent from the competent authority. These areas may be general or special protection zones. A general protection zone (ZPE) extends 50 meters around an asset's external boundaries, it may include areas where construction is prohibited (ZNA) and ensures the protection of the landscape and green areas. An additional provisional special protected zone (ZEPP) may be determined if the general protection zone is not sufficient, to guarantee the protection of the asset (www.patrimoniocultural.gov.pt). The Municipality of Óbidos has used the

special right of preference for the acquisition of properties within the Special Protection Zone (ZEP) (Município de Óbidos,2015).

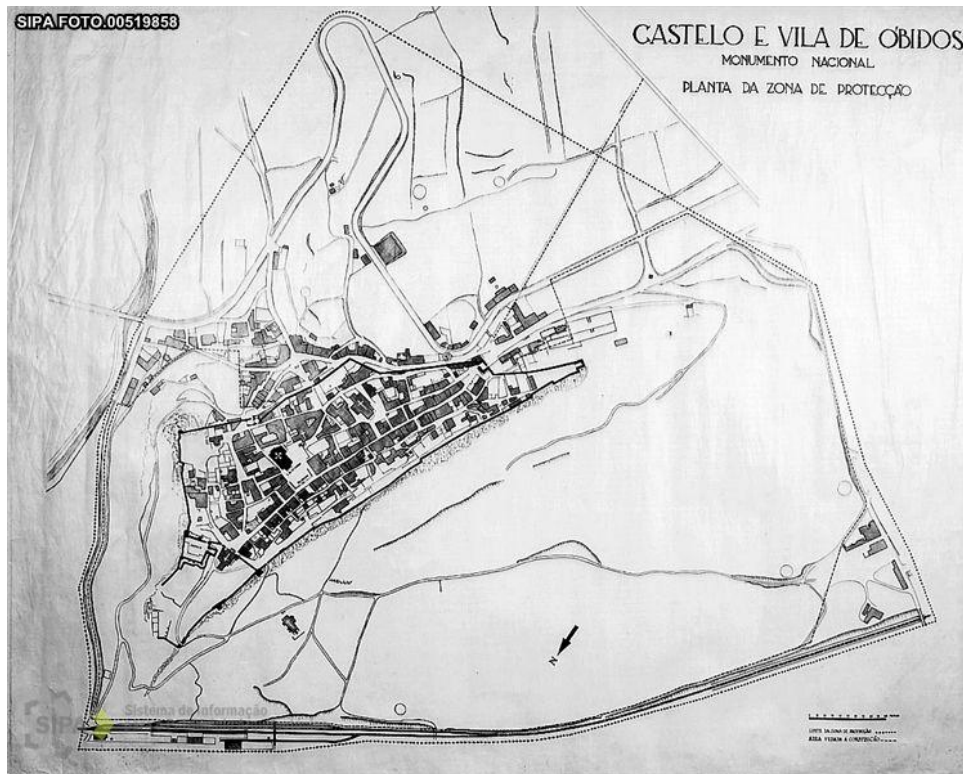


Figure 5 - Castle of Óbidos and walled perimeter - National Monument - Protection Zone Plan.
Source: www.patrimoniocultural.gov.pt

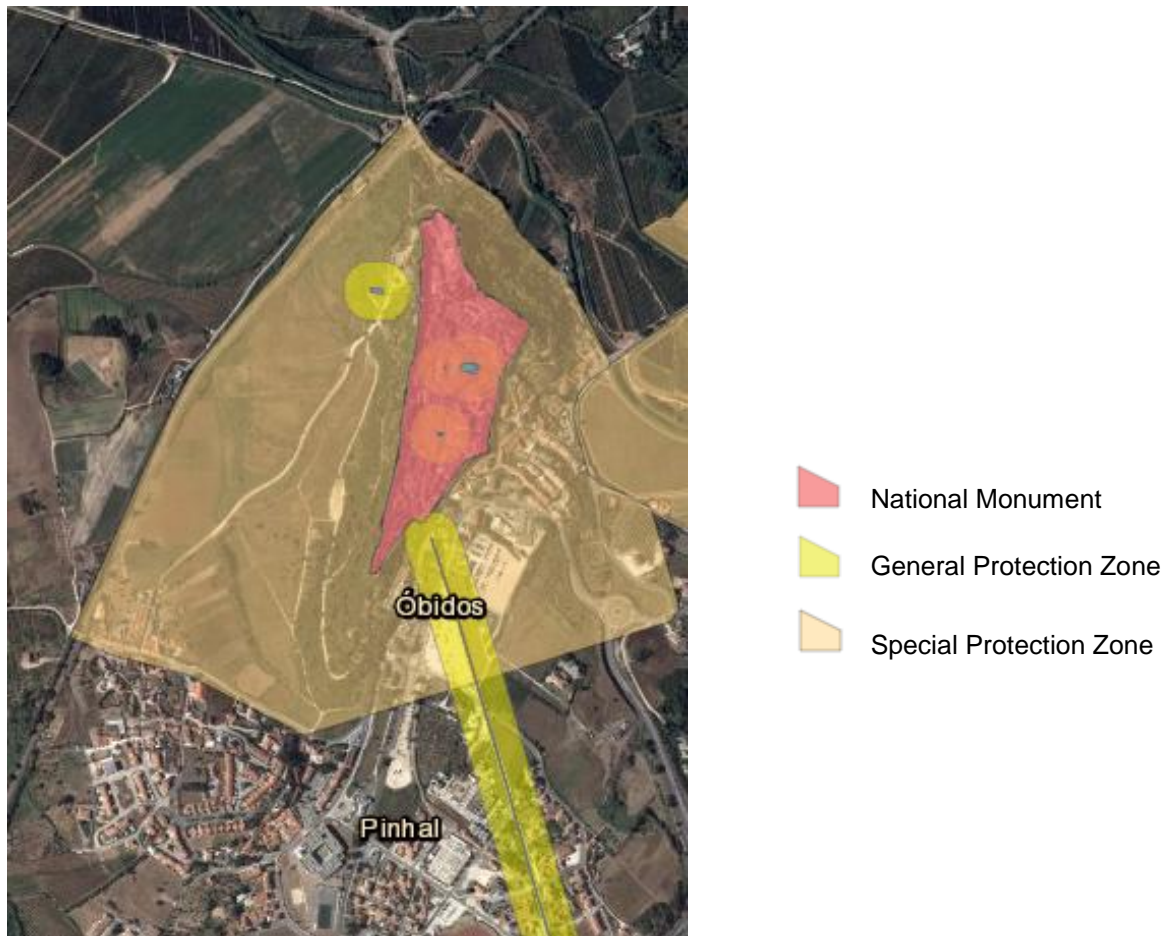


Figure 6 - Óbidos National Monument, General Protection Zone and Special Protection Zone
 Source: www.patrimoniocultural.gov.pt

In special protection zones, restrictions on construction, renovations or building extensions and advertising may interfere with local commercial and residential functions, which may result in abandonment of the city center (A & Bruce, 2009). Many central zones of the world's major cities have shifted from residential and commercial functions to becoming tourist accommodations, much due to the shared economy in the tourism sector, which generates segregation and motivates the disapproval of residents, placing them in a vulnerable situation. Minguez et al., (2019) state that many researchers classify vulnerability as environmental vulnerability, as a result of excessive water and energy consumption by tourists, pollution and poor waste treatment; economic vulnerability, as a result of high unemployment and emigration or segregation; social vulnerability, as a result of unequal access to goods and services, jobs,

and residential vulnerability, as a result of lack of sound and safe housing, stability and security. Minguez et al. (2019), investigation suggests that zones of high, medium and low vulnerability are identified and delimited.

2.2. Óbidos as a tourism destination

In Óbidos, the social perceptions of heritage and tourism are highly influenced by the building of culture and local history throughout the years, by the elites, who built tourism as a local tradition and a cultural and social place distinction, but also created a sense of social exclusion. Prista (2013) stated that the Óbidos local population's speeches indicate the negative impacts of the tourism activity, in the present, which was originated in the past. Tourism is intrinsic to the way the population lives and imagines the town today.

Óbidos was a royal court throughout the centuries up until the Liberal Wars², and the town was associated with the elites' lifestyles. It came into decline as the court began preferring the thermal waters of the nearby Caldas da Rainha. In 1834, the *Casa das Rainhas*³ was extinguished, and from then on it was seen as a beautiful walled town, but with no special attractions (Pereira, 2005). By the beginning of the twentieth century, the Óbidos town was poor and densely populated. Its fishing, agro forestry and industrial activities were deficient, in contrast with the social and economic growth of the West region (Prista, 2013). The railway boosted the thermal and beach tourism in the region, and fruit and wine supplies to the capital. In 1910, the Óbidos castle was classified as a national monument and in 1928, Óbidos was classified as a tourist resort (Prista, 2013). The path to patrimonialization was set. Frigolé (2010) defines patrimonialization as a cultural production in the present and for the future, with recourse to the past. Fortuna (2012) argues that patrimonialization serves market and tourism purposes. In fact, the town's mayor at the time, Albino de Castro, suggested the classification of the town of Óbidos as national heritage and destination. Several rehabilitation works

² Known as the Portuguese Civil War, the War of the Two Brothers or Miguelite War, was a war between liberal constitutionalists and conservative absolutists, in Portugal, over royal succession, that lasted from 1828 to 1834.

³ Casa das Rainhas was the set of goods granted by the Portuguese monarchs to their consorts, as a source of income for their support and their children.

followed and, in January of 1951, the walled perimeter was classified as a national monument. As a historic symbol, the municipal holiday was moved from May 1st to January 11th, date on which the first king of Portugal, D. Afonso Henriques, conquered the town to the Arabs. The Secretariat of National Propaganda⁴, during the *Estado Novo* political regime, renovated the image of the town, by promoting it as a picturesque and folkloric rural landscape, indoctrinating the country in the values of nationalism, and tourism became a vehicle for staging the national identity (Pires, 2013). As a consequence of the picturesque town image construction, a set of measures were taken, which limited the everyday lives and the permanence of rural population within the town, while promoting the tourist destination among the elites (Ganhão, 2009). This resulted in the abandonment of the town center by the poor and numerous families and the return of noble families and arrival of political and artistic personalities (Prista, 2013), in what Fortuna (2012) conceptualizes as 'detraditionalization', a social process through which cities modernize, subjecting values, meanings and previous actions to a new logic of interpretation, which is moved by the need to value resources that will reshape the image of the city, in its material, productive and functional structures and its aesthetic, architectural and cultural dimensions (Pereira, 2005).

The *Pousada do Castelo*⁵ became the place for the elite's socialization, and the first restaurants, bars, shops and pensions appeared during the 1950's through to the 1970's. In the 1980's, under the motto '*Vila Museu*' (*Museum town*), the municipality promoted arts and classical music festivals, and in the 1990's, eliminated television roof antennas and replaced asphalt with cobble stones, within the walls, created the 'Tourist day' and supported initiatives of local handmade and cultural productions (Prista, 2013). By then, Óbidos became a must stop for tourist excursions, and the mass visits to the town triggered movements for the safeguard of local heritage. In 2001, the brand '*Óbidos Vivo*' was launched, with the creation of municipal companies and offices specialized in heritage and tourism promotion, creating an investigation network, with the aim of working on an application of the town as UNESCO'S world heritage site.

4 The Secretariat of National Propaganda had an active role in spreading the nationalist ideology and in standardizing the culture and arts of the New State (*Estado Novo*), during Salazar's regime

5 *Pousada do Castelo* belongs to the hotels network which is state property, *Pousadas de Portugal*, established mainly in buildings with heritage value and in rural areas. The *Pousadas de Portugal* were inaugurated during the *Estado Novo* (New State) regime, in 1942.

Investment in tourism increased and the municipal company '*Óbidos Patrimonium*' (today *Óbidos Criativa*) amplified the network of museums, auditoriums, galleries and monuments to be visited. Of the 163 buildings within the walls, in 2007, 66 were already oriented for the tourist activity (Prista, 2013).

According to Prista's investigation, the town's residents identify two moments that set the local social and economic development: the building of Óbidos as a destination, with the inauguration of the *Pousada do Castelo*, in 1950, and the development of the new touristic project for the town, by the municipality, in 2001, together with the new administration of the *Pousadas de Portugal*, in 2003, when the hotel group Pestana took over. In fact, the inauguration of the *Pousada do Castelo* was the starting point of what Prats (1997) named as heritage reactivation: a representation of the images and narratives of the past, which reinforce social cohesion and create a collective social identity. This is done by the national, regional and local governments, which, according to Prats (1997), are probably the main agents of heritage reactivation. Prista's investigation further shows that local residents feel sadness the *Pousada do Castelo* dissociated itself from the local economic, political and social structures, and is reduced to the material and territorial expressions, as a result of its private management. The majority of the population rejects the fact that municipal and economic benefits should overlap local social and cultural interests. According to Prista (2013), Óbidos residents recall the distinction between visitors and the *Pousada do Castelo's* hotel guests. Visitors were perceived as excursionists or day visitors, with low spending behaviour and no cultural interest, being associated with noise and waste production, indifferent to the place and its inhabitants. People that "come to Óbidos because its popular" or "misinformed, don't know what they come for, see the castle and are impressed, drink half a dozen glasses of wine and it's done" (Prista,2013,pp.378). The *Pousada do Castelo's* hotel guests were "selected people", "of quality", "that used to come for lunch and dinner because of what the *Pousada* stood for". Prista understands this rescue of the past as a social resistance to the then recent management transformations of the municipality. The intensification of the tourism activity, the desertification and the aging of the local population, as well as the development of transportation, led to the increase of workers from neighboring municipalities, who occupied

most of the jobs available and own many of its establishments (Prista, 2013). The town residents only recognize benefits to those with tourism related businesses, "this is a spectacle, that exists here. We are the actors, but we receive no payment" (Prista,2013,pp.381)

"*Óbidos Criativa*" is the Óbidos territorial affirmation and development strategy, and its aim is to reach a balanced integration of the economic, social and environmental spheres, improving the quality of life and the protection of cultural and natural resources. This strategy stands on three pillars: Identity, Innovation and Creativity, to be developed by qualifying human potential, qualifying urban and mobility networks, valuing the local endogenous agriculture production, promoting the fixation of creative economic activities, being a tourism excellence destination and safeguarding and promoting the quality of the landscape and of the natural and cultural heritages (Município de Óbidos, 2015). Creative industries have been in central debate about its real and potential ability to boost economies and create urban and social regeneration. The municipality of Óbidos developed a Local Action Plan, inserted in the URBACT II Program - Creative Clusters in Low Density Urban Areas Network⁶, and the starting point for the implementation of this project, which aimed to diversify local economy and promote the creativity, was, among other social and educational actions, the development of an all year round events agenda. The Medieval Festival is the most successful event, and one of the success factors is the involvement of the local population in the preparation and participation of the event, through the local associations represented. The Óbidos International Chocolate Festival also became one of the most important festivals, while creating creative combinations with chocolate and local endogenous products, such as the cherry liqueur or the Rocha pear. Another event with great importance is the celebrations of the Holy Week, which attracts many visitors to the town's historic center and promotes the cultural and religious tourism. Other events in Óbidos were Baroque May (promoted classical music), June of Arts (emergent artists in creative industries), Óbidos International Opera Festival, Óbidos International Piano Week and the Christmas Festival. More recently, in

⁶ The URBACT 2008-2011 (European Territorial Cooperation Program promoting sustainable integrated urban development) network on Creative Clusters in Low Density Urban Areas is a cooperation project with the goal to perform a collective exercise in the field of urban creative clusters, where creativity is a source of innovation and social and economic development.

2015, Óbidos became part of UNESCO'S Creative Cities Network as a creative city of Literature, and the International Literature Festival of Óbidos has been held every year, since then.

The former president, Telmo Faria, stated that History and culture are symbolic and economic resources, capitalized in municipal development policies, which aim to restore Óbidos' position in the region and attract private investment, improving living conditions and serving as an example for other national destinations (Faria, 2003, 2007). The events extend the target public, fight tourism seasonality and provide economic viability to the destination. However, the local population only recognizes the benefits of this strategy to those that have tourism related businesses. The residents must tolerate the excessive flow of tourists and cope with the problems of desertification and the increase of businesses (Prista, 2013). According to Prista's investigation, the population's understanding of the events is not homogeneous; the population supports events which represent local cultural values. The tourism actors in Óbidos must take into account the involvement of the local population and the place. Because residents are directly affected by the negative and positive consequences of tourism development, their interests and concerns must be taken into account, which will ultimately determine their acceptance of tourism and tourists. If residents are not included in the decision-making process of tourism, they may become resentful of tourists and tourism in general (Hall,1994). Boothroyd (1986) argued that although the participation of residents in the decision-making process may be more time consuming, it has more effective results, and listed five benefits: it improves the information base, ensures residents are consulted and informed, creates understanding and commitment to the decisions and improves support for tourism development. At a time of tourism growth, followed by a sharp decline due to the Covid-19 pandemic, it is important that culture and tourism stakeholders share responsibility in the connection and coordination of regional and national development policies and plans.

An increased importance has been given to the linkage between creativity, cultural tourism and local communities. The Siam Reap Declaration on Cultural Tourism (World Tourism Organization, 2015) reaffirms the commitment in "Promoting stronger links between tourism, living cultures and

creative industries". Creative tourism offers a development opportunity for smaller communities like Óbidos. It may generate new and engaging tourist experiences, contribute to a image building of the destination, develop small-scale creative businesses, attract creative talent, stimulate innovation, link creative production to place and culture and increase contacts between producers and residents with consumers. Richards (2018) stresses the importance to link creativity to the place, thus creating distinct creative products and a unique place identity. An increased integration and understanding among the stakeholders of the creative industries, private sector, public sector and communities, is necessary, in order to achieve mutual benefits. Producers or hosts and consumers or visitors, share skills and knowledge in a co-creation process, which contributes to a "live like a local" and authentic experience, ultimately adding value and building a destination image. Richards (2019) suggests small cities and rural areas must develop the creative mode which best suits their scale and pace of life, focusing on the endogenous resources, which will end up producing far more significant economic, social and cultural effects than mass cultural tourism. Fortuna (2012) concludes that the numerous social stakeholders are the essence in creating meaning and value of heritage. Such stakeholders may be academics, scientists, technicians, businessmen, journalists, heritage promoters or tourism operators. That value creation may also be done by the tourists themselves, who, as heritage consumers, provide individual meanings to objects, places and cultural practices, as well as by citizens, associations, or political and social movements.

Covid-19 has imposed on us an unimaginable major challenge. If previously destinations were facing overtourism, having negative impacts in local communities at social-cultural and environmental levels, Covid-19 has left destinations which are economically dependent on tourism, struggling to keep their economies going. International and national lockdowns, closing of airports and borders, have left destinations that were once packed with tourists, now being "ghost towns". It has been the case of Óbidos since mid-March, 2020, which, with very few residents, is even more deserted. Leisure, hospitality and recreation have been hit hard, and all tourism related businesses are struggling. *"Had we been further advanced in meeting the Sustainable Development Goals*

and the Paris Agreement on Climate Change, we could better face this challenge - with stronger health systems, fewer people living in extreme poverty, less gender inequality, a healthier natural environment, and more resilient societies." (UNWTO, 2020) We are forced to look "inside", to the local community, to think and rethink about the sustainability of our tourism industry and its contribution to the sustainability of our society, and recall on the power of creative regeneration to move forward towards a more sustainable and resilient future.

Óbidos took actions to mitigate and boost the economy within the walls, which, like most historic tourism centers, went from overcrowded to deserted streets. These actions, focused on the development of local strategies, such as the Municipal campaign *Óbidos Card-Voucher*, which consisted in a 15€ card-voucher to be used in all adherent commercial establishments, only available to national residents; and the Project "Os Segredos de Óbidos" (Secrets of Óbidos), promoted in the historic center, to attract and redirect visitors to the lesser-known places in the less visited streets. The Project "Os Segredos de Óbidos" includes initiatives such as "Quintas-feiras mágicas" (Magic Thursdays), which combine music, animation and gin service at sunset; "Coma com História" (Eat with History), which consists of a gastronomic route through the History of Óbidos. Residents also participate in the Project. "Conversas a janela" (Talks by the window) is an initiative in which a resident tells a story, at a certain time, which may be heard by those passing. Around 50 initiatives will be developed and, although some may not be profitable, it is a creative way to keep the historic center alive, involving the local community and retaining customers, to Óbidos and to the region.

The campaign "Visite Óbidos em Segurança" (Visit Óbidos Safely) consists of a set of measures put in place to promote Óbidos as a safe destination to visit, namely a platform at the Town's Gate, where walking routes are suggested within the historic center, represented in figure 7, placement of automatic alcohol gel dispensers and automatic dispensers of protective masks in several locations in the town, reinforced signs and information panels with awareness and preventive measures. A carrying capacity within the walls was created, to a maximum capacity of 875 people. The Óbidos Technological Park is developing a system that will detect entrances and exits of pedestrians and

vehicles at four gates: Town's Gate (Our Lady of Piety), Our Lady of Grace Gate, the Old Arms Square Gate and the gate by the Dr. João Lourenço's Square. The maximum occupancy limit for the car parks was defined according to the number of people in circulation in the town, with a limit of 250 vehicles.

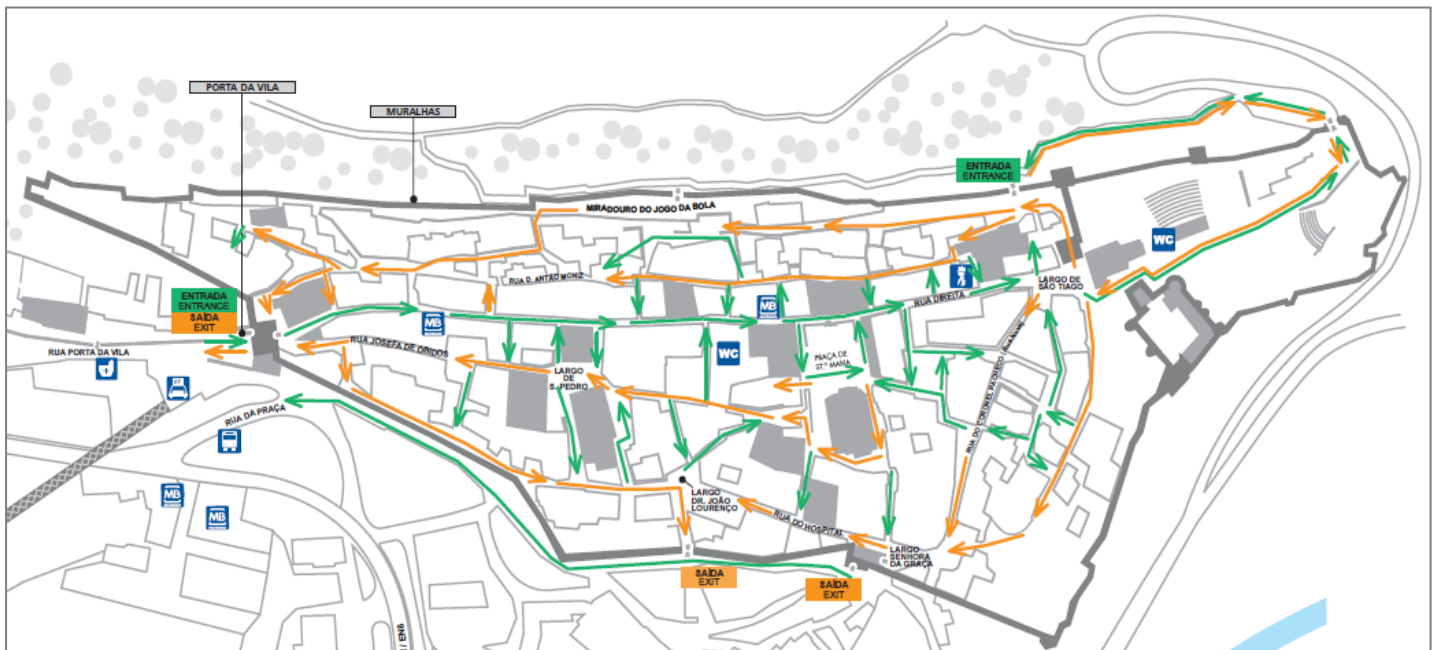


Figure 7 - Covid-19 circulation pathways inside the castle walls
Source: www.cm-obidos.pt

3. Methodology

Based on the literature review and the situation previously described, a model was outlined to include and better assess the perceived positive and negative economic, socio-cultural and environmental impacts of the tourism activity. The residents' perceptions of positive and negative impacts will be hypothesized to be the consequence of their integration in the local management and planning processes of the tourism activity and their professional involvement in the tourism activity. The hotels and local accommodations' perceptions of positive and negative impacts will be hypothesized to be the consequence of their involvement in the local management and planning processes of the tourism activity.

3.1. Sample and Data Analysis

In order to analyze the residents and the hotels and local accommodations managers' perceptions on the sustainable tourism impact, in the historic center of Óbidos, empirical research was carried out using two surveys, each collecting qualitative data, one for the residents and another for the hotels' and local accommodations' managers. Advantages in using a survey is that it allows the collection of both quantitative data from close-ended questions and qualitative data from open-ended questions, it gives the researcher the possibility of comparing data between respondents and it is anonymous and confidential (O'Leary, 2014). Once collected, the surveys' data was used to elaborate and conduct an on-site interview to the town's mayor, on the 8th of August 2019. The research was carried out between May 1st and August 31st, 2019. A previous fieldwork was carried out to count the number of permanent residents in the historic center, with the collaboration of the Óbidos Municipal Library, confirming a total of 66 permanent residents in the historic center. Of the 66 questionnaires administered to the residents, and due to the difficulty it was to contact all residents inside the walls, some of the questionnaires were administered to residents who had once lived in the historic center and moved to the neighborhoods outside the walls. This was also an

important contribution, as it provided the study a more critical insight of the difficulties faced inside the historic center and the reasons for moving out. The 66 questionnaires were administered personally, to the residents, and 28 questionnaires were conducted online, to the hotels and local accommodations' managers, in the historic center, having received only 14 replies.

The questions were formulated based on the literature review and regarding the particular circumstances of the tourism development in the historic center and the specific characteristics of the town of Óbidos. Pre-tests were performed to 3 residents and 1 hotel manager in order to include/exclude relevant questions to the case study. Based on these questions and particularities, the testing model was outlined and the hypotheses were formulated.

The first part of the resident's questionnaire focused on the demographic variables to create a profile of the survey respondents (age, gender, nationality, level of education, number of household elements and household monthly income). The second part explored the integration (integrated/not integrated) in the decision-making processes of the tourism activity and their professional involvement (involved/not involved) in the tourism activity. Following the model used in the research article "(Un)supported current tourism development in UNESCO protected site: The case of Old city of Dubrovnik", Pavlic et al. (2017), the third part explores the residents' positive perceptions (15 questions: 5 economic, 5 socio-cultural and 5 environmental) and negative perceptions (15 questions: 5 economic, 5 socio-cultural and 5 environmental), adapting these variables to the reality and specificities of the town of Óbidos, and measures it applying the 5-point Likert scale, ranging from "strongly disagree" to "strongly agree". The fourth and last part is an open-ended qualitative unstructured question, regarding the respondent's opinion on measures or actions to be taken, in order to minimize the negative tourism impacts, in the historic center.

Table 3 indicates the variables used to evaluate the positive and negative perceptions of residents, regarding the tourism activity in the historic center of Óbidos.

Table 3. Resident's variables

Positive perceptions of Tourism
Positive economic perceptions
Increases new businesses
Local products are purchased by more people from other parts of the world
Increases job opportunities for local residents
Increases monthly household income
Increases local government tax revenue, which is used for preservation of infrastructure and heritage
Positive socio-cultural perceptions
Increases entertainment offer
Improves basic infrastructures
Increases the preservation of local cultural identity and heritage
Increases resident's pride in the local culture
Allows locals to accept and respect different cultures through contact with tourists
Positive environmental perceptions
Improved quality of building renovations and town planning
Increases conservation and protection of public spaces
Increases the municipality's incentives for residents, for the preservation of houses
Increases the municipality's incentives for residents to adopt environment-friendly measures
Improvement of roads and effective mobility
Negative perceptions of Tourism
Negative economic perceptions
Rise of product prices
Increases resident's living costs
Brings more costs than benefits to local people
Stimulates more the offer of outside products than local products
Increases dependency of the local economy, on tourism
Negative socio-cultural perceptions
Increases conflicts between residents and visitors
Increases loss of local community authenticity
Increases the feeling of insecurity and vandalism
Increases overcrowding of local spaces
Reduced employment of local residents
Negative environmental perceptions
Increases traffic and pollution
Increases degradation with overcrowding of local spaces
Local architectural contamination
Increases visual and noise pollution
Increases waste

Source: Author's research

The first part of the hotel's and local accommodation's questionnaire focused on the profile of the survey respondents (category: hotel/local accommodation, business: hotel chain/independent, dimension: 0 to 15 rooms/16 to 30 rooms/above 30 rooms and number of employees: residents/non-residents in the municipality of Óbidos). The second part explored the integration (integrated/not integrated) in the local management and planning processes of the tourism activity. Following the model used in the research article "(Un)supported current tourism development in UNESCO protected site: The case of Old city of Dubrovnik", Pavlic et al. (2017), the third part explores the hotel's and local accommodation's positive perceptions (15 questions: 5 economic, 5 socio-cultural and 5 environmental) and negative perceptions (15 questions: 5 economic, 5 socio-cultural and 5 environmental), adapting these variables to the reality and specificities of the town of Óbidos, and measures it applying the 5-point Likert scale, ranging from "strongly disagree" to "strongly agree". The fourth and last part is an open-ended qualitative unstructured question, regarding the respondent's actions taken to reduce the economic, socio-cultural and/or environmental impact of the tourism activity in Óbidos.

Table 4 indicates the variables used to evaluate the positive and negative perceptions of accommodations, regarding the tourism activity in the historic center of Óbidos.

Table 4. Accommodation's variables

Positive Impacts of Tourism
Positive economic impacts
Increases investment
Attracts new markets and partnerships
Increases local government tax revenue, which is used for community development
Increases employment vacancies
Increases economic benefits and revenue
Positive socio-cultural impacts
Improves basic infrastructures and transport facilities
Increases recreational facilities and services for tourists
Increases preservation of cultural and natural tourism products
Increases local partnerships and enhances entrepreneurship
Increases employment
Positive environmental impacts
Better quality of building renovations and town planning
Increases conservation and protection of public spaces
Increases waste treatment and recycling
Increases the adoption of environment friendly policies
Improves roads and efficient mobility
Negative Impacts of Tourism
Negative economic impacts
Increases tourism license fees
Increases costs with mobility within and access to the historic center
Increases costs with building and infrastructure renovation and preservation
Stimulates more the development of businesses outside the historic center
Stimulates more the demand for hotels outside the historic center than those inside
Negative socio-cultural impacts
Increases conflicts between visitors and host community
Increases loss of local community authenticity
Lack of communication and involvement with local businesses, by local authorities, in decisions related to tourism
Increases overcrowding in the historic center
Most hotels units employ mostly residents of neighbouring municipalities
Negative environmental impacts
Increases traffic and pollution
Increases food waste
Increases visual and noise pollution
Increases waste and garbage
Increases number of hospitality units and competitiveness

Source: Author's research

Once the questionnaires data collection and rough analysis was done, a one-on-one semi-structured interview was performed to the Óbidos Town's Mayor, Humberto Marques, using the voice recording data collection method. Interviews involve open-ended answers to a related number of questions regarding a certain topic or theme, being one of the most favored data collection methods (O'Leary, 2014). The interview allows a direct contact between interviewer and interviewee, providing the interviewer in-depth qualitative data. It is flexible, as the interviewer may adjust the questions according to the interviewee's answers. A semi-structured interview starts off with previously prepared questions which may adjust during the conversation, according to the interviewee's feedback on the topic in study (O'Leary, 2014). The voice recording data collection method was the most adequate, because it became easier to collect data and less time consuming during the interview.

3.2. Research hypotheses

The research has considered the tourism impacts as negative and positive, each one consisting of three components (economic, socio-cultural and environmental), following the previous literature review, namely the important contribution of research article "(Un)supported current tourism development in UNESCO protected site: The case of Old city of Dubrovnik", Pavlic et al. (2017), in which the residents' perceived economic, socio-cultural and environmental impacts were related to their connection to the tourism industry. For this research, the residents' perceived economic, socio-cultural and environmental impacts are related to their level of integration in the decision-making processes of the tourism activity and their professional involvement in the tourism activity. The hotels' and local accommodations' managers perceived economic, socio-cultural and environmental impacts are related to their level of involvement in the management and planning processes of the tourism activity.

Both groups' perceptions of negative and positive impacts will be tested, using the following hypotheses:

H1 - Residents' professional involvement in the tourism activity influences perceived positive and negative tourism impacts

H2 - Residents' integration in the local decision-making processes of the tourism activity influences perceived positive and negative tourism impacts

H3 - Accommodations' integration with the local management and planning processes of the tourism activity influences perceived positive and negative tourism impacts

4. Results and discussion

The collected data were analyzed using the IBM SPSS Statistics statistical software. Descriptive Statistics tools were obtained, namely frequency tables, graphical representations and measures of central tendency. The hypotheses were tested using the same software, applying the Mann-Whitney test. Mann-Whitney test is used to test for differences between two independent groups on a variable measured at continuous or rank level (Pallant, 2007).

4.1. Residents' results

Figure 8. Residents' houses location on the map

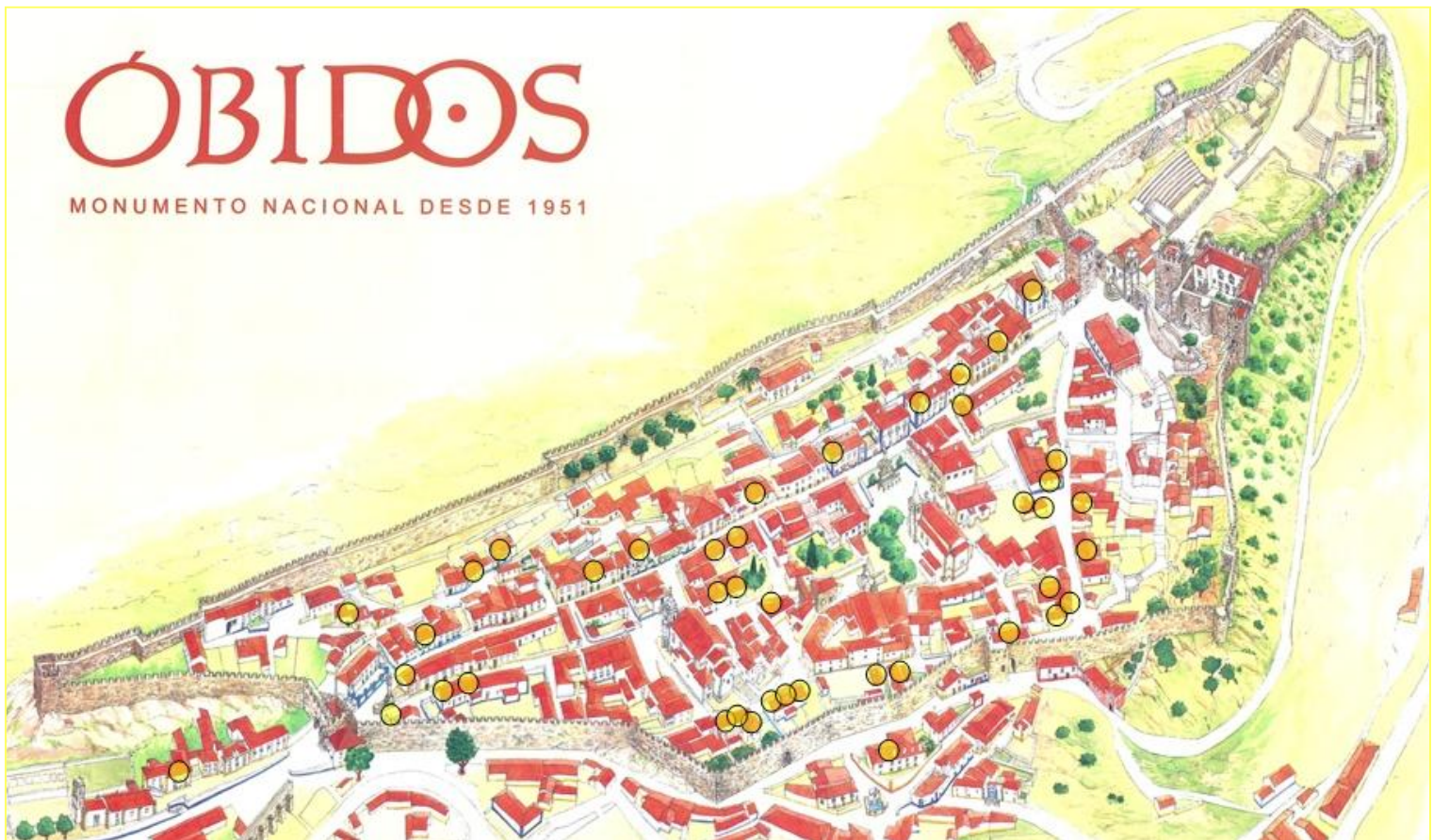


Figure 8 - *Residents' houses location on the map*
Map source: Óbidos Municipal Library, Adapted: Author's research

The results of the descriptive statistics of the residents' questionnaires indicated the respondents' profiles. The female respondents represented 53%, and the male respondents represented 47%, of the entire enquired population of 66 residents (50 current residents and 16 former residents).

The age of the respondents varied from 20, minimum age, to 81, maximum age, being the average age 54. The age variation is represented as follows: 12% from 18 to 35, 29% from 36 to 50, 35% from 51 to 65 and 24% over 65. These indicators clearly show a middle-aged and elderly population, with more than 50% of the population being over 51 years old.

The education analysis indicated that the larger proportion, 55% of the respondents, completed high school and 21% have completed elementary education only. 24% of the respondents have graduate or postgraduate education.

The majority of the households are composed of 2 (36%) or 3 (33%) members, although a considerable percentage of households (20%) are composed of only one member. This is also the result of elderly people living alone within the walls, while the rest of the family found better conditions to settle outside the walls, resulting in an increased isolation. A less considerable percentage of households have 4 to 6 members (11%).

The most frequent response regarding respondents' incomes is that it varies between 501 and 1000 Euros (41%), while 30% of the respondents have incomes between 1001 and 2000 Euros. Table 5 presents the respondents' profile.

Table 5. Resident's profile

Demographic characteristics	Frequency	Percentage (%)
Age		
18-35	8	12.0
36-50	19	29.0
51-65	23	35.0
Over 65	16	24.0
Gender		
Male	31	47.0
Female	35	53.0
Education Level		
Elementary School	14	21.0
High School	36	55.0
Graduate	14	21.0
Postgraduate	2	3.0
Household members		
1	13	20.0
2	24	36.0
3	22	33.0
4	4	6.0
5	1	2.0
6	2	3.0
Monthly income (Euros)		
0-500	10	15.0
501-1000	27	41.0
1001-2000	20	30.0
above 2000	9	14.0

Source: Author's research

The answers regarding the residents' professional involvement in the tourism activity showed that 43 residents (65%) have tourism related jobs and 23 residents (35%) are not professionally related to tourism, as represented in figure 9. If taken into consideration that 24% of the inquired population is over 65 years old and therefore, less professionally active or not active at all, we may conclude that the professional active population is mainly working in tourism related businesses.

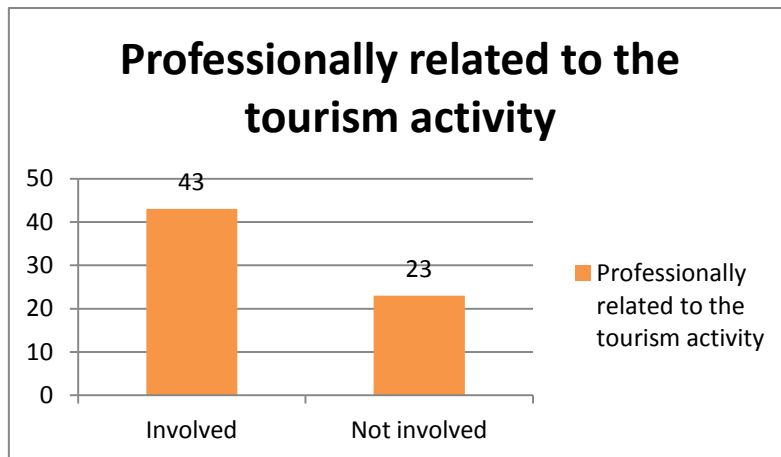


Figure 9 - *Residents professionally related to the tourism activity*
Source: Author's research

When inquired about their integration in the decision-making process, by the local administration, regarding the tourism activity, figure 10 shows that only 16 residents (24%) have their opinions and interests taken into account, whereas 50 residents (76%) feel they are not integrated in the decision-making process. Considering that the residents are mainly working in tourism related businesses and contributing to the local tourism activity, it is essential that residents become more integrated in decision-making and tourism planning in Óbidos.

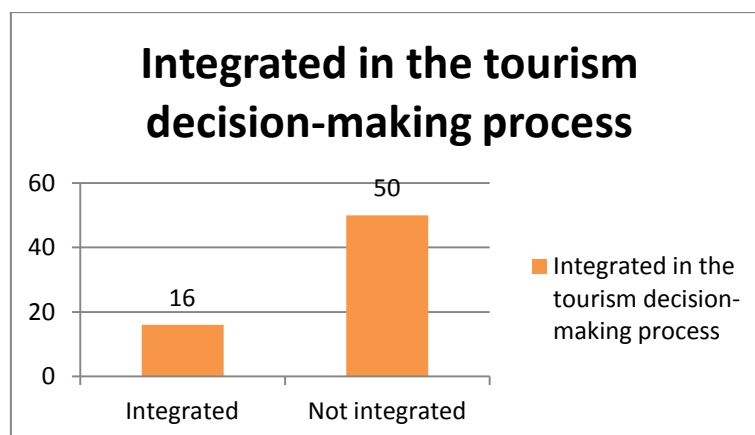


Figure 10 - *Residents integrated in the tourism decision-making process*
Source: Author's research

It is known that the participation of residents in the decision-making process regarding the tourism activity and strategies is crucial for the support, viability and success of such an important economic activity, at the local and regional levels, which is the case of Óbidos. It is necessary that the local community, and residents in particular, are consulted and become more informed, creating a bigger understanding and commitment to future policies and tourism action plans. The UNWTO recommends that to achieve the Sustainable Development Goals, public bodies and policy makers should integrate the local community in the tourism value chain and promote training, recruitment and entrepreneurial initiatives within the community.

Resident's positive economic perceptions

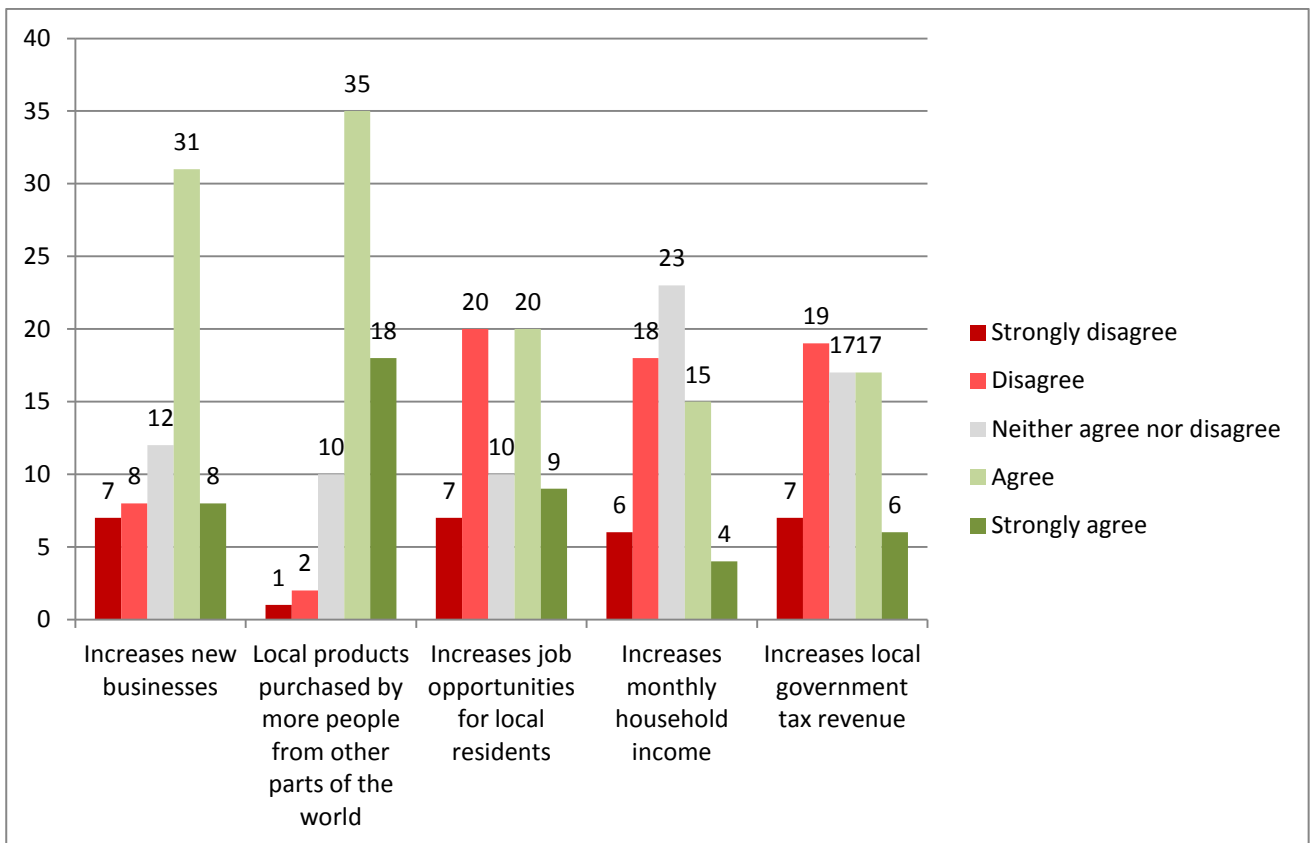


Figure 11 - Residents positive economic perceptions
Source: Author's research

According to the research on the positive economic impact perceptions of tourism, 53 residents (80%) consider tourism has a greater positive impact in the purchase of local products by more people from other parts of the world and 39 residents (60%) agree it increases new businesses as represented in figure 11. Although residents agree it increases new businesses and the purchase of local products, it is not unanimous that this is reflected in the increase of jobs for local residents and in the increase of monthly household income, nor that it brings an increase in the tax revenue to the municipality. According to the UNWTO Sustainable Development Goals recommendations for tourism stakeholders, companies are recommended to recruit and employ community members, establishing relationships with the local community, integrating producers, suppliers and employees.

Resident's negative economic perceptions

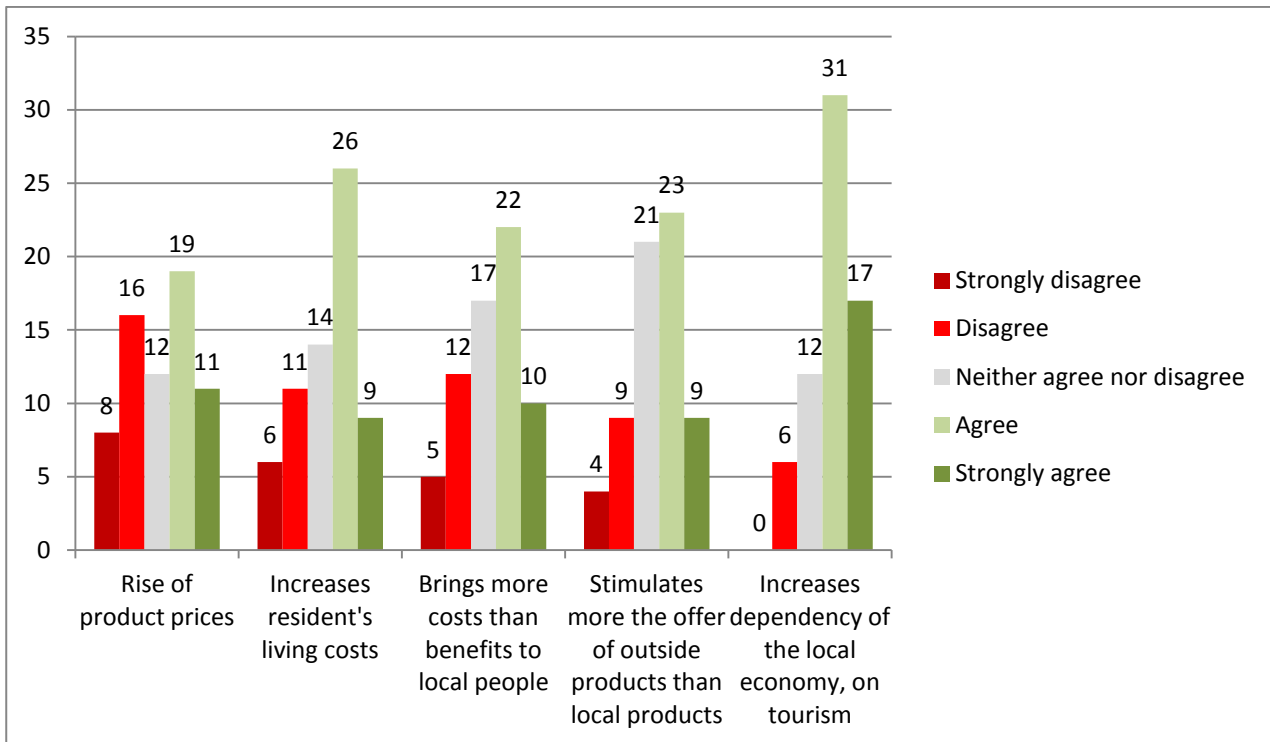


Figure 12 - Residents negative economic perceptions

Source: Author's research

Residents consider tourism has a greater negative impact in the increased dependency of the local economy in the tourism activity (48 residents, 73%) and in the increase of residents' living costs (35 residents, 53%). 32 residents (48%) consider tourism stimulates more the offer of outside products than local products and that tourism brings more costs than benefits to local people (32 residents, 48%), as represented in figure 12. Given the dependency of the economy in tourism, it is fundamental that local entities promote a greater integration of the local community in the tourism value chain, as producers, suppliers, employers, employees and as consumers, promoting entrepreneurial initiatives and raising awareness in investors and local companies to use and promote local products and establish local partnerships in the tourism service.

Resident's positive socio-cultural perceptions

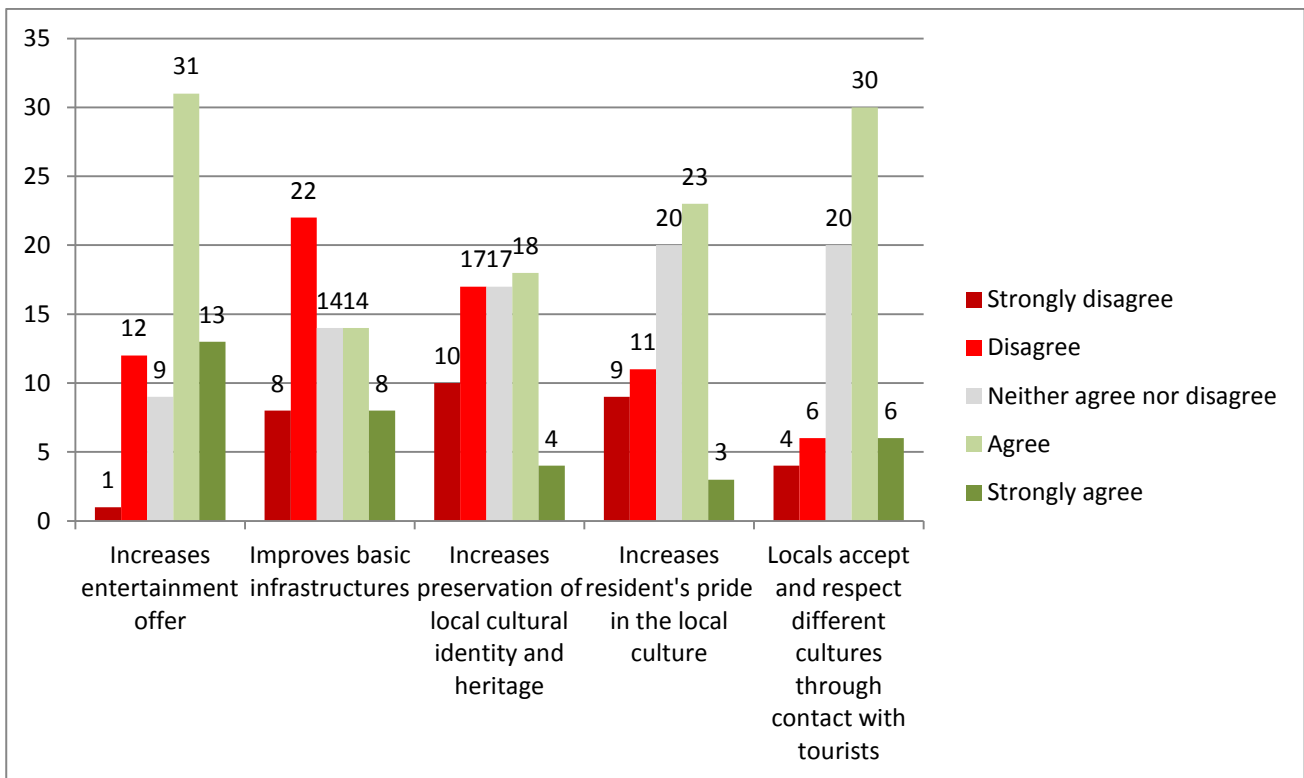


Figure 13 - Residents positive socio-cultural perceptions
Source: Author's research

According to the research on the socio-cultural impact perceptions of tourism, residents consider tourism has a greater positive impact in the increase of entertainment offer (44 residents, 67%), this much due to the events which are held all year round. 36 residents (55%) consider tourism enables a greater acceptance and respect of different cultures through contact with tourists and 26 residents (40%) consider it increases of residents' pride in the local culture, as represented in figure 13. However, residents show greater disagreement in the contribution of tourism to the improvement of basic infrastructures or that it increases preservation of local cultural identity and heritage. In order to achieve a sustainable tourism, cultural identity and heritage needs to be preserved and basic infrastructures, that serve both visitors and local community, must be improved and well maintained. Tourism may be a way to receive revenue to finance the improvement of infrastructures, the preservation of local culture and identity and improve the community's quality of life.

Resident's negative socio-cultural perceptions

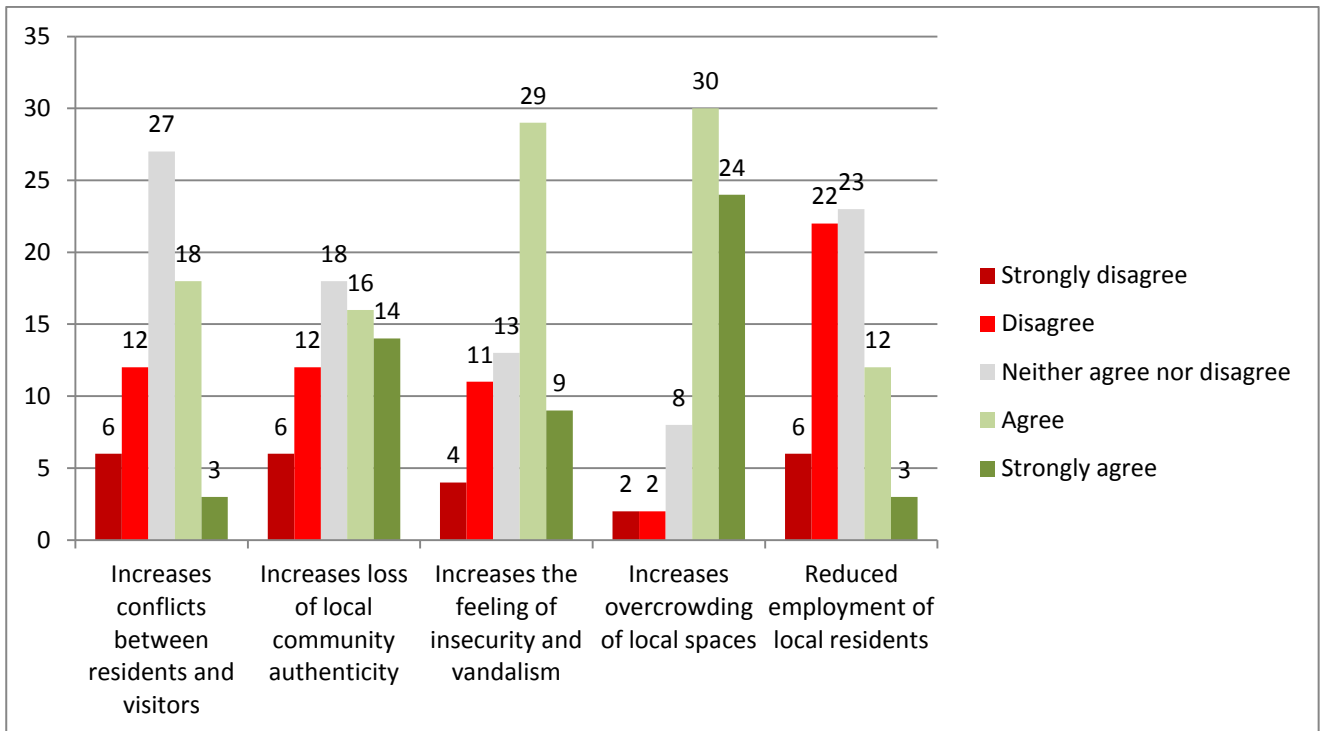


Figure 14 - Residents negative socio-cultural perceptions
Source: Author's research

Figure 14 shows residents consider tourism has a greater negative impact in the overcrowding of local spaces (54 residents, 82%) and in the feeling of insecurity and vandalism (38 residents, 58%). The overcrowding of local spaces, especially in walled historic centers, requires a special attention by local authorities, in creating regulations and using technology solutions, to divert visitors to other attractions and control the flow at a given time. This overcrowding may put pressure in local infrastructures that are not prepared and do not have the capacity to respond accordingly, may create conflicts between residents and visitors creating an increased feeling of insecurity, for locals and visitors. If visitors do not feel safe and do not feel welcome by the locals, it could compromise the tourism destination.

Resident's positive environmental perceptions

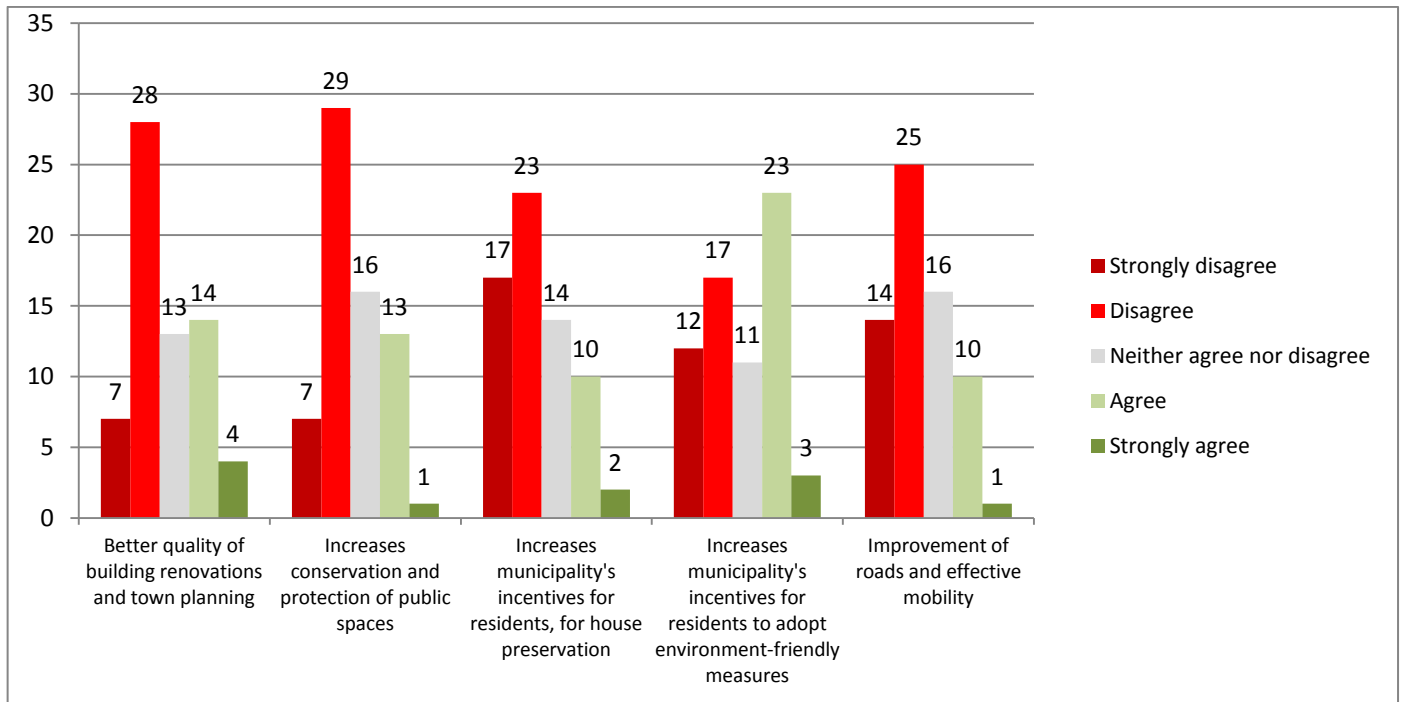


Figure 15 - Residents positive environmental perceptions
Source: Author's research

According to the research on the environmental impact perceptions of tourism, residents show greater disagreement than agreement perceptions in all the positive variables, as represented in figure 15. The variables showing greater disagreement are the increase of municipality's incentives to residents, for house preservation (40 residents, 61%) and the improvement of roads and effective mobility (39 residents, 59%). A significant number (36 residents, 55%) consider tourism hasn't contributed to the increase of conservation and protection of public spaces and 35 residents (53%) disagree that it has contributed to the improvement of building renovations and town planning.

Resident's negative environmental perceptions

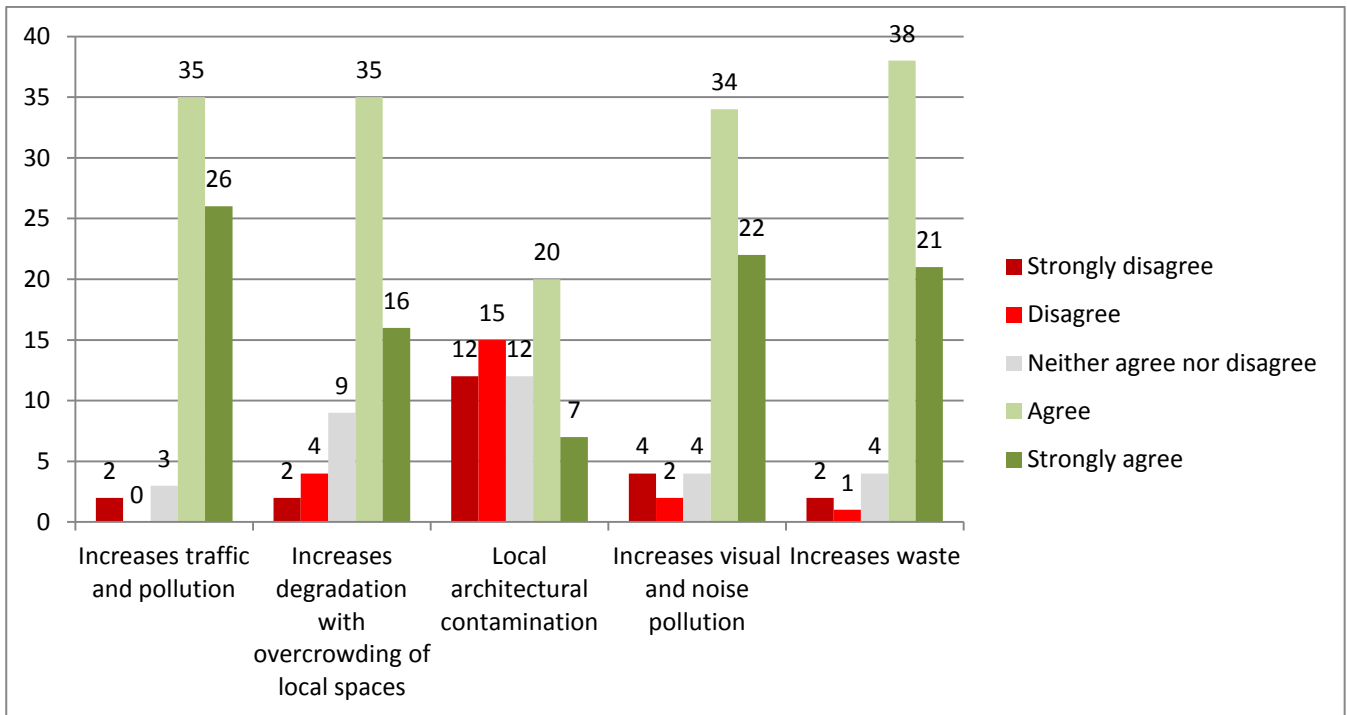


Figure 16 - Residents negative environmental perceptions
Source: Author's research

Residents consider tourism has more negative environmental impacts than positive impacts, considering tourism has a greater negative impact in the increase of traffic and pollution (61 residents, 92%), in the increase of waste (59 residents, 89%), in the increase of visual and noise pollution (56 residents, 85%) and in the increased degradation of local spaces due to overcrowding (51 residents, 77%), as represented in figure 16. Regarding the variable local architecture contamination, an equal number of residents show agreement (27 residents, 41%) and disagreement (27 residents, 41%) perceptions, and 12 residents (18%) neither agree nor disagree. This is the only variable showing a balance in agreement and disagreement perceptions, and this may be due to the regulation in place for any renovations and building constructions, where a license and authorization of the DGPC (Directorate General for Cultural Heritage) is necessary, once Óbidos is a national monument and private domain of the state. However, and being private domain of the state, a closer attention should be given to buildings that are in ruins, a close collaboration of the local and central government, together with international organizations,

once the town is also part of UNESCO's Creative Cities network, in the identification of priorities in its preservation and conservation, as well as promoting investment solutions and regulation, in order to achieve sustainable mobility solutions and resilient, energy efficient and sound infrastructures, considering the historic center's specificities.

Open question

The last part of the resident's questionnaire was an open-ended qualitative unstructured question, assessing the respondent's opinion on the negative tourism impacts and measures or actions to be taken, in order to minimize such impacts, in the historic center. Residents presented a very critical perspective and were keen in suggesting improvements. The most relevant ones were analyzed and divided into categories:

a) Tourist taxes

Residents are aware the historic center's life depends on the tourism activity, and are unanimous when referring to the economic benefits it brings. However, they agree that the tourism activity should have a contribution to the maintenance of heritage and infrastructures, which suffer the pressure of increased visitors and traffic.

Some of the most interesting and creative suggestions made by the participants pointed out that *"A tourist tax should be created, reverting exclusively to the improvement of infrastructures, degraded by the increase of people, cars, etc."* and, in the same sense, others stressed that they were favourable to the creation of fees, like in this case: *"A fee to visit the walls should be charged"*, or this other: *"There should be a fee for using the toilets and the money should be used in the conservation of the sanitation network and infrastructure"*. Although these suggestions do not represent the majority, they do give us the idea that

residents have the perception that tourists must make some economic contribution (even if symbolic) to the preservation of heritage.

b) Awareness to the transformation of Óbidos into a Theme Park

Residents acknowledge socio-cultural benefits of tourism, through the promotion of local products and heritage conservation, although they agree that mass events have been given preference in the promotion of Óbidos as a tourism destination, placing pressure on built heritage inside the walls, as well as human and cultural heritage.

Residents show awareness of the desertification of the historic center, as referred in this case: *"In 1980 there were 800 residents, today there are 80, some of which, are not always present. This way, the residents within the walls hardly have any impact in the management of the day-to-day life in the town"*. Residents point out that buildings with residential functions are being replaced by buildings with commercial functions, as stressed by this resident: *" I would like to draw attention, there are very few inhabitants in the town. There are only hotels, hostels, local accommodations, and crafts shops. There are no residential buildings for families or for young people. It is very sad to see how this town was and how it is now; longing for the town as it was, in old times"* or this other: *" More resident population within the walls is needed, the feeling is that the economic heritage is growing, for a few, at the expense of human and cultural heritage"*. This other resident stresses that *"Óbidos has become an authentic Obiland"*, and this other, that *"I would say 90% of the accommodation buildings inside the walls belong to people who are not from Óbidos. And the same goes for commercial buildings. The latter show a sparkle in the lack of innovation, there are more in number, but less in quality and originality; more of the same."* The creation of thematic mass events has left behind traditional festivities which this resident reveals should be revived: *"The revival of traditional festivities such as Verbenas festival, Firefighters Party, Emigrant Party, Town's day celebrated in the historic center with fireworks or New Year's Eve"* and, in this resident's perspective, mass events that are held have a negative impact on built heritage: *"The Old Arms Square space, by the castle,*

should be improved, the fixed structures for events cause visual impact on the built heritage".

c) Tourists or excursionists

Although not representing the majority, residents perceive preference is given to hour or day visitor, to the detriment of a tourist who stays overnight and creates value: *"The prices in restaurants and hotels are too high when compared with the quality offered. There is an investment in the tourist that visits for a few hours, has lunch and drinks a Ginjinha, buys a souvenir and leaves. None of those tourists complain, because most of them will never return to Óbidos."*

d) Heritage interpretation strategies

Residents suggest there should be a greater focus in the development of a tourism strategy which promotes the interpretation of heritage, through the *"Creation of an interpretation center of the History of Óbidos, giving value to people as local heritage"*. They further suggest that longer stays could be achieved through *"The creation of updated touristic information, promoting longer tourist stays"* and that *"There should be a tourism program that encourages complementary cultural dynamics that promote Óbidos as a whole and not only the historic center"*.

e) Environmental impacts

Residents are very much aware of the impact car traffic inside the walls has on heritage and in the few residents' lives, demonstrating a disapproval position: *"Óbidos hasn't been able to ban cars from inside the walls. Óbidos must be the only parking lot under national heritage protection, in Europe. Even the new eastern European member states knew how to do best"*. The majority of the suggestions goes for the regulation or even prohibition of traffic circulation inside the walls, pointing out for *"The creation of a new traffic regulation, more*

favorable to residents than visitors, the current one is shameful", suggesting to "Regulate, once and for all, the car traffic inside the walls. The residents' cars are only 14 and most of the times, they don't have a place to leave the car", and that "Electric cars should be available to circulate inside the walls". In the same sense, they suggest "Local authorities should show greater concern in creating measures for better mobility and accessibility, necessary for the daily lives of the resident population" and that local authorities should "Create more parking outside the walls".

f) Perception of visitors' lack of awareness

Residents also acknowledge that visitors have to gain greater awareness when it comes to respecting the historic center and its heritage, suggesting that *"Penalties should be applied to those who damage or vandalize property and there must be more vigilance on the streets".* They further suggest that *" A tourist campaign should be created in order to promote alternatives to the circulation on the Rua Direita (Main street), raising awareness of heritage conservation" as well as "A way to educate tourists that visit us, through social media or flyers, about the specificities of our historic center and the need to preserve it, should be created".*

g) Impact on the image of the historical center

Residents show concerns with the image of the historic center, with the increase of litter on the streets, with the public space management, and the environmental issues the unsuccessful management of tourist flows to the historic center may cause. Most of them appeal to the events impact like *"Poor management of public space, with events being held which are not in accordance with the logistics capacity of the historic center", and that "The events held produce excessive waste and noise",* pointing out that *"Garbage should be collected more frequently"* and that there is *"Lack of cleanliness on the streets".* Residents suggest improvements in basic infrastructures such as *"Basic sanitation infrastructures should be improved"* and that *"Public*

bathrooms should have extended opening hours in high season and better signage". Residents also suggested that "Houses should be obliged to be whitewashed and cared for".

h) More services to the community

Residents also suggest that it is important to keep certain services that serve the community, inside the historic center. Two types of services were given priority, like we may confirm by these answers: a) *"A grocery store should exist inside the walls with products not only for tourists and at fair prices"* and b) *"The Post Office should reopen"*.

Residents demonstrate a perception of nostalgia of the past in regards to the present, shown in the following quote: *"...Óbidos has become a Potemkin village, with a fragile facade which is slowly falling apart but hasn't yet fell. What 26 years ago (...) was a beautiful medieval town, clean and blessed with a high level cultural life, (...) where the town's gardeners would look after gardens and public spaces and streets were swept every day, today it is an assassinated town due to the lack of effective public space management..."*

4.2. Accommodations' results

Table 6. Accommodations in the historic center

1	A Casa do Pássaro Branco
2	Casa da Picva
3	Casa da Travessa
4	Casa das Glicínias
5	Casa da Laranjeira
6	Casa do Fontanário
7	Casa do Forno
8	Casa do Relógio
9	Casa dos Frutos Divinos
10	Casa Maria Óbidos
11	Casa S. Thiago do Castelo
12	Casal da Eira Branca
13	Lov'in Book - Guest House
14	Foral Guest House
15	Hostel Argonauta
16	Hostel Casa do Arco
17	Hostel Vila D'Óbidos
18	Hotel Rainha Santa Isabel
19	Hotel Real D'Óbidos
20	Hotel Josefa D'Óbidos
21	Hotel Casa das Senhoras Rainhas
22	Pousada do Castelo
23	Pousada Vila D'Óbidos
24	The Literary Man Hotel
25	Torre de Maneys

Source: Author's research

Figure 17. Accommodation's location on the map

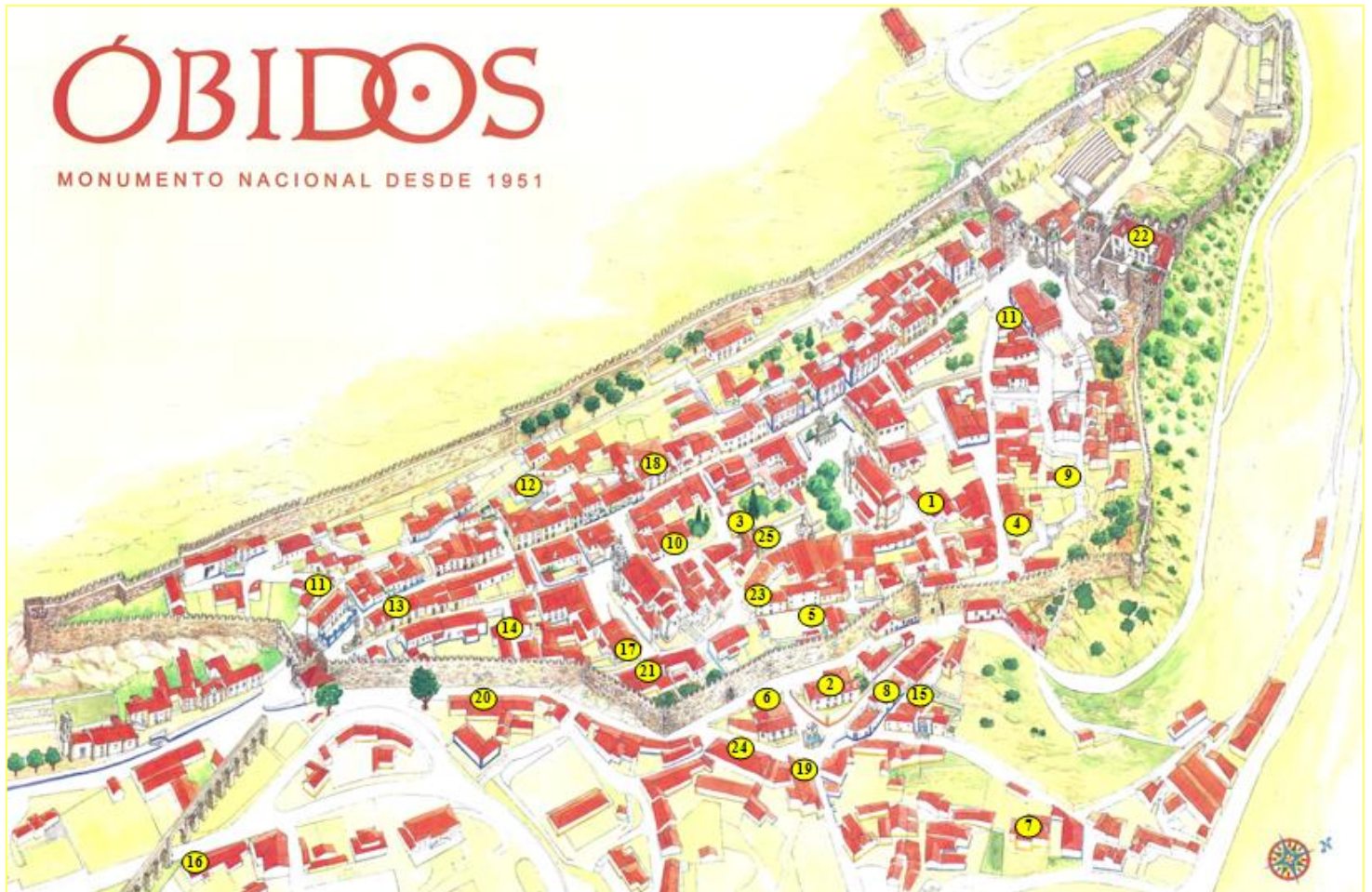


Figure 17 - Accommodation's location on the map
Map source: Óbidos Municipal Library, Adapted: Author's research

The results of the descriptive statistics of the accommodations' questionnaires indicated the respondents' profiles. The questionnaires to 25 existing accommodations in the historic center were conducted online, having received only 14 replies. As represented in table 7, the respondents include 10 local accommodations and 4 hotels. One of the respondents is a chain hotel and the remaining 13 respondents are independently owned accommodations. Considering the dimension of these accommodations, twelve have between 0 and 15 rooms, one between 16 and 30 rooms and one has above 30 rooms. Accommodations employ more residents from the municipality than non-residents.

Table 7. Accommodation's profile

Accommodation's identification	Frequency	Percentage (%)
Category		
Hotel	4	29.0
Local Accommodation	10	71.0
Type of business		
Hotel Chain	1	7.0
Independent	13	93.0
Dimension		
0-15 rooms	12	86.0
16-30 rooms	1	7.0
Above 30 rooms	1	7.0
Employees residents in the municipality		
0	6	43.0
1	6	43.0
2	1	7.0
16	1	7.0
Employees non-residents in the municipality		
0	7	50.0
1	4	29.0
2	1	7.0
5	2	14.0

Source: Author's research

The answers regarding the accommodations' integration in the local management and planning of the tourism activity showed that 4 accommodations considered themselves integrated and 10 accommodations considered themselves not integrated in the local management and planning of the tourism activity, as represented in figure 18. According to the UNWTO, it is recommended that all tourism stakeholders are integrated in the planning of the tourism activity, in order to meet the Sustainable Development Goals.

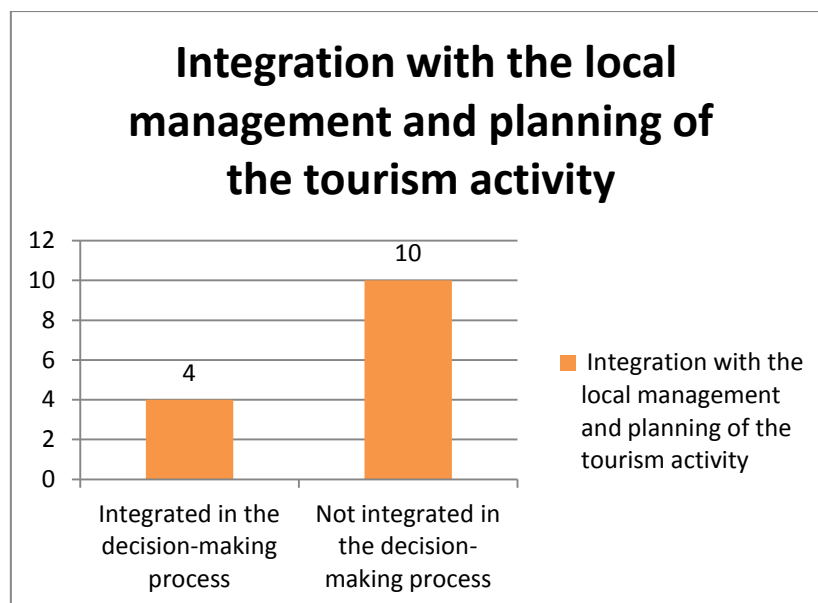


Figure 18 - Accommodations integrated in the local management and planning of the tourism activity
Source: Author's research

Accommodation's positive economic perceptions

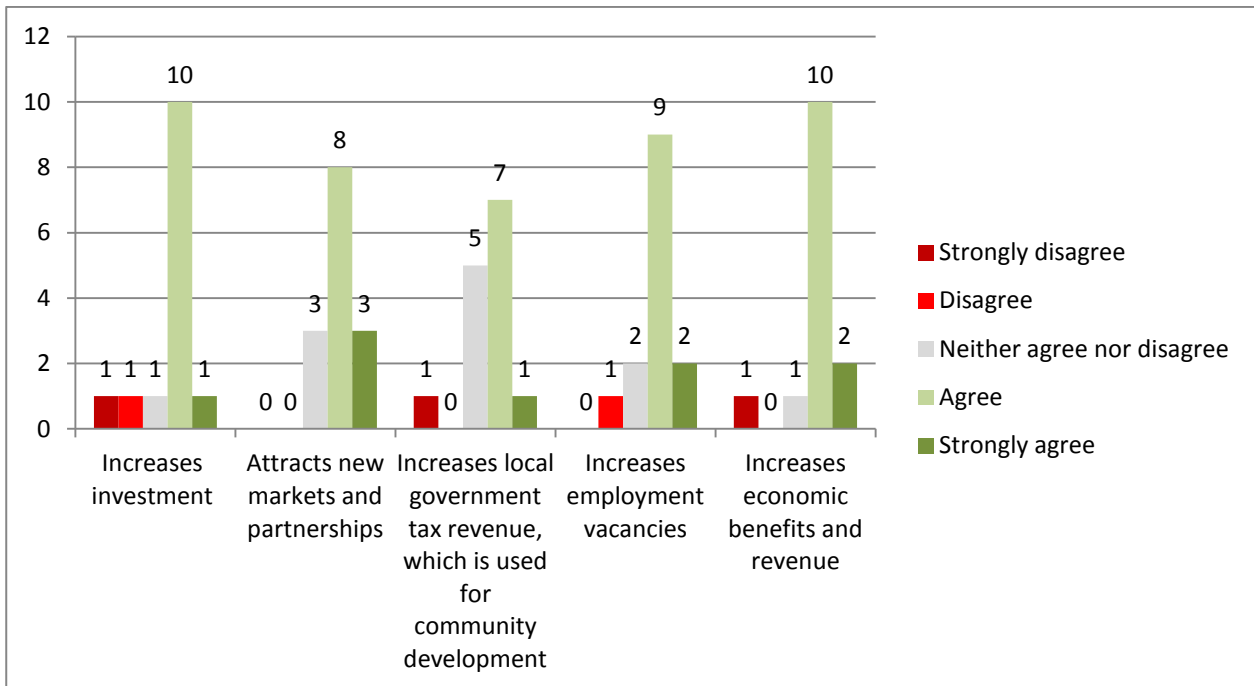


Figure 19 - Accommodation's positive economic perceptions
Source: Author's research

According to the research on the economic impact perceptions of tourism, accommodations consider tourism has a greater positive impact in the increase of economic benefits and revenue (12 accommodations), in the increase of investment (11 accommodations), in the increase of employment vacancies (11 accommodations) and in the attraction of new markets (11 accommodations), as represented in figure 19.

Accommodation's negative economic perceptions

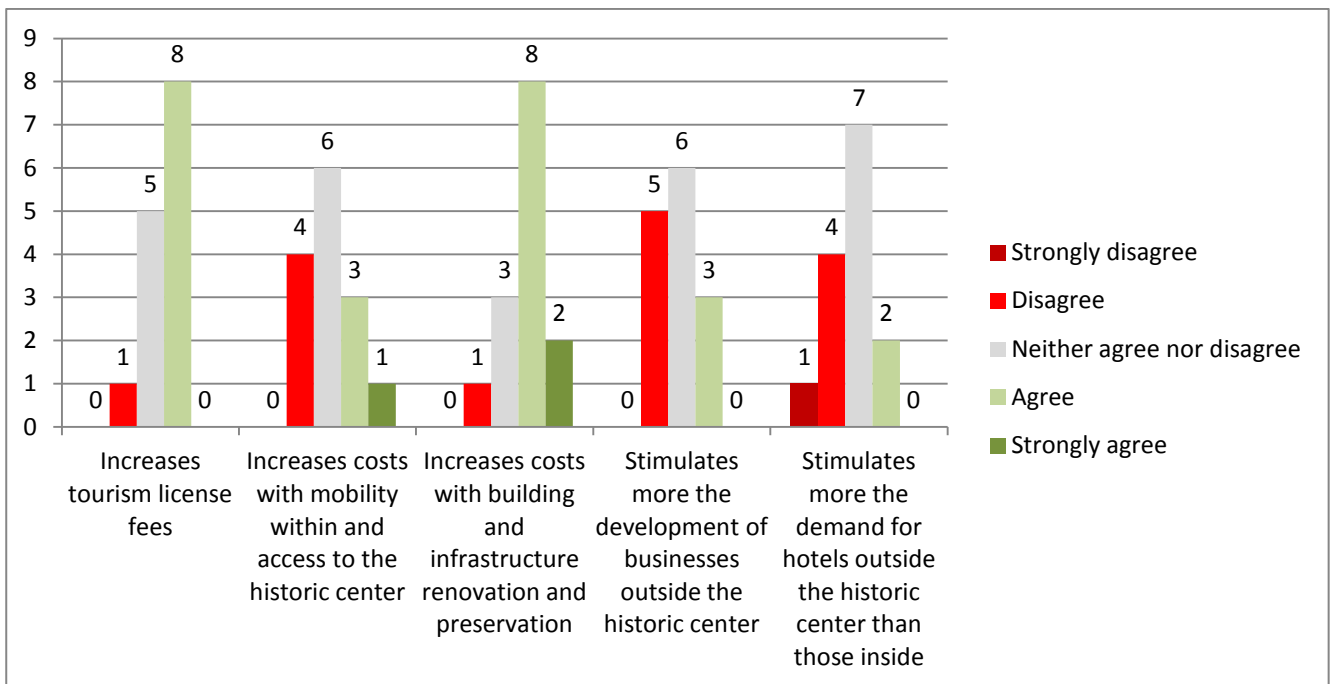


Figure 20 - Accommodation's negative economic perceptions
Source: Author's research

As represented in figure 20, accommodations consider tourism has a greater negative impact in the increased costs with building and infrastructure renovation and preservation (10 accommodations) and in the increase of tourism license fees (8 accommodations). These two variables (tourism fees and infrastructure preservation) show a direct operational impact in the expenses of accommodation units, this may be the reason for a bigger agreement perception. Surprisingly, because the access to the historic center has its limitations, the "mobility cost to and within the historic center" variable did not present a conclusive agreement or disagreement perception. This may be because hotel guests bring their car inside to drop off luggage and, when available, leave the car parked inside. Considering the future limitations regarding mobility within the historic center, according to the traffic regulation, it is likely that accommodation units will have increased mobility costs and constraints. It would be important to work on a cooperation agreement to reach sustainable mobility solutions in the historic center. The traffic regulation is important but it is also important to develop sustainable mobility solutions inside the historic center, that serve the needs of tourists, residents, workers and those with reduced mobility.

Accommodation's positive socio-cultural perceptions

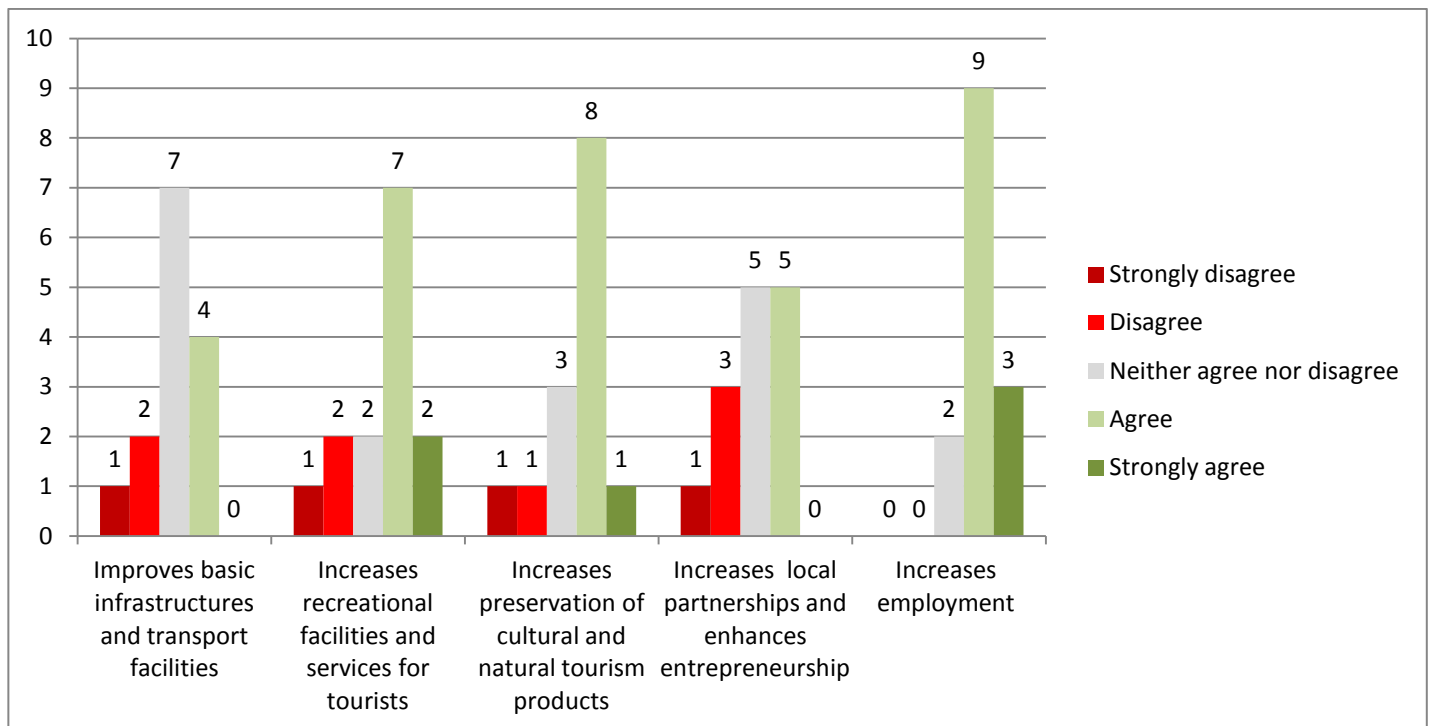


Figure 21 - Accommodation's positive socio-cultural perceptions
Source: Author's research

According to the research on the socio-cultural impact perceptions of tourism, accommodations consider tourism has a greater positive impact on the increase of employment (12 accommodations), on the increase of recreational facilities and services for tourists (9 accommodations) and on the increased preservation of cultural and natural tourism products (9 accommodations), as represented in figure 21.

Accommodation's negative socio-cultural perceptions

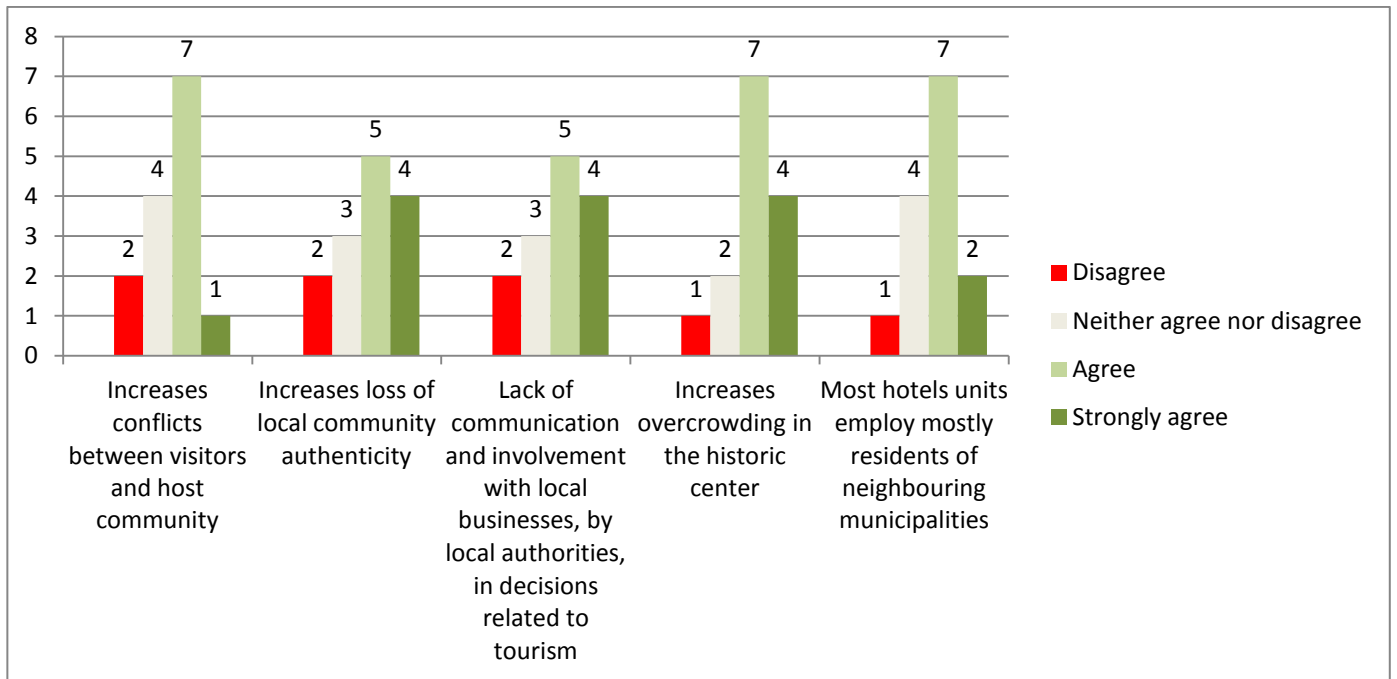


Figure 22 - Accommodation's negative socio-cultural perceptions
Source: Author's research

Accommodations consider tourism has a greater negative impact in the overcrowding in the historic center (11 accommodations), in the increased loss of local community authenticity (9 accommodations), in the lack of communication and involvement with local businesses, by local authorities, in decisions related to tourism (9 accommodations) and in employment of residents mostly from neighbouring municipalities (9 accommodations), as represented in figure 22.

The perception of overcrowding in the historic center is in line with the residents' perceptions. What, according to these results, also seems relevant, to achieve the sustainable development goals, is that tourism companies give preference to the recruitment and employment of local community members, creating employment opportunities in tourism. It is as relevant, the need for an increased communication and involvement of local businesses in the decision-making process related to tourism, by local authorities, enabling the integration and involvement of the tourism stakeholders in the process. Local authorities should also promote the cooperation in sharing knowledge and access to information, enhancing multi-stakeholder partnerships for sustainable development.

Accommodation's positive environmental perceptions

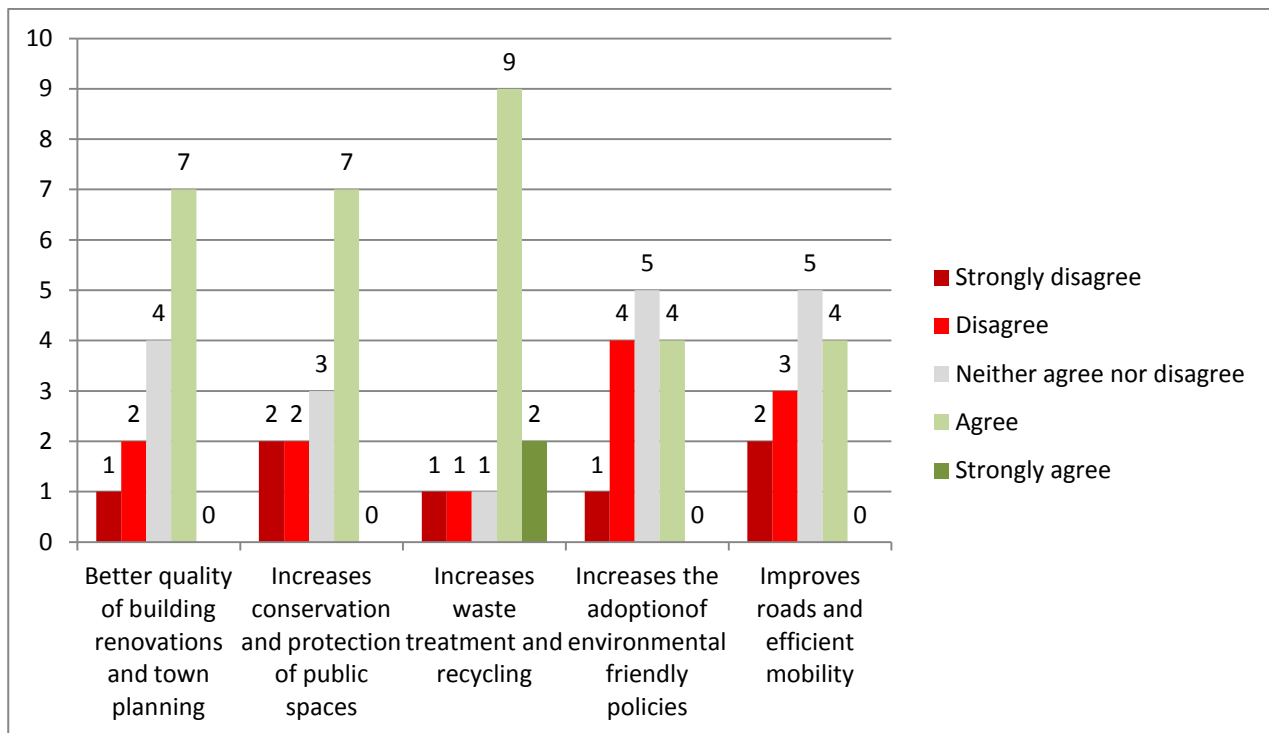


Figure 23 - Accommodation's positive environmental perceptions
Source: Author's research

According to the research on the environmental impact perceptions of tourism, accommodation managers consider tourism has a greater positive impact in the increase of waste treatment and recycling (11 accommodations), in the increase of conservation and protection of public spaces (7 accommodations) and in the improved quality of building renovations and town planning (7 accommodations), as represented in figure 23. Accommodation managers show greater disagreement in the contribution of tourism to the increase in the adoption of environmental friendly policies and in the improvement of roads and efficient mobility.

Accommodation's negative environmental perceptions

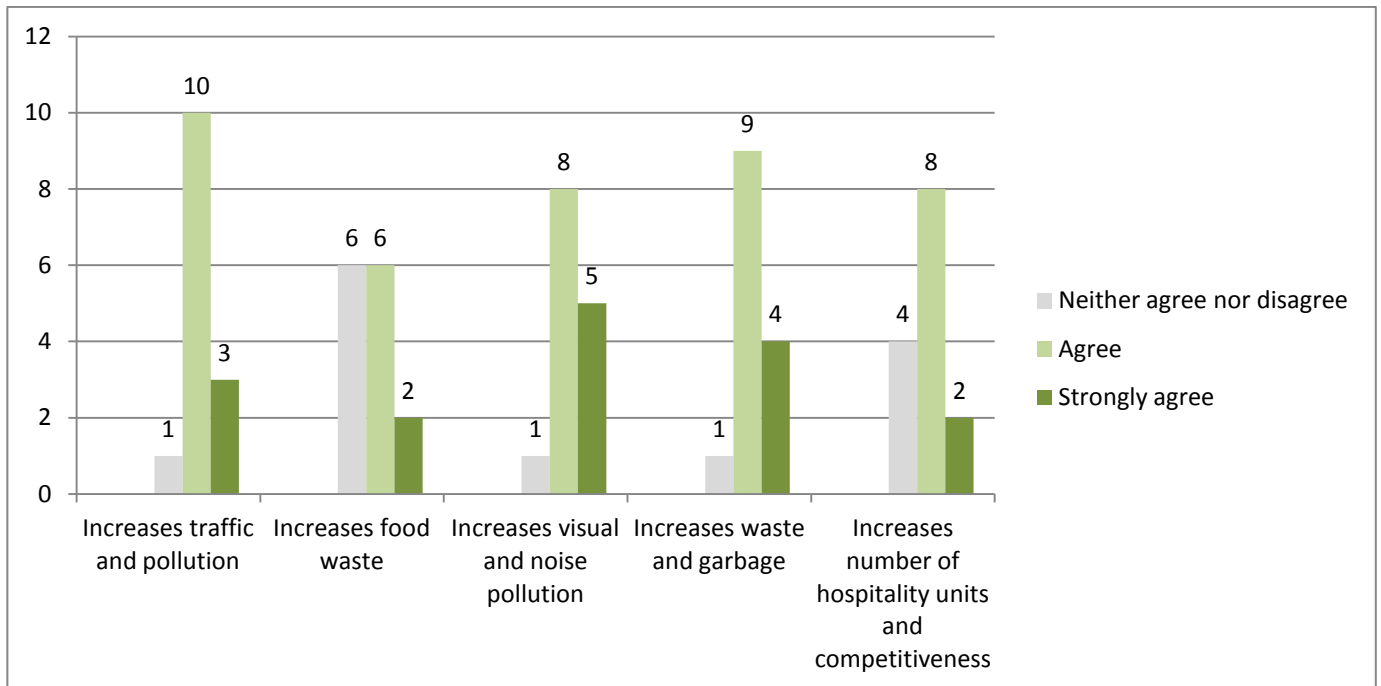


Figure 24 - Accommodation's negative environmental perceptions
Source: Author's research

Figure 24 shows accommodation managers consider tourism has far more negative environmental impacts than positive impacts, and no disagreement response to any of negative environmental variables was verified. Accommodation managers consider tourism increases traffic and pollution (13 accommodations), increases visual and noise pollution (13 accommodations) and increases waste and garbage (13 accommodations). 10 accommodation managers agree tourism increases number of hospitality units and competitiveness and 8 agree tourism increases food waste.

The increase of traffic and pollution in the historic center as well as visual and noise pollution focuses, once again, on the overcrowding of the historic center and the need to divert visitors from the most crowded attractions or streets as well as an effective traffic regulation to be put in place. To achieve the sustainable development goals, tourism companies play an important role in creating awareness in consumers, and in this specific case, hotel guests, to responsible behaviours, respecting heritage and in waste disposal. Consumers should be informed, in advance, about the historic centers specific

characteristics, mobility solutions and any other information relevant to reduce any constraints to residents and visitors. Travelers should also request relevant information to build a better understanding of the local community. The local government should analyze the opening of more accommodation units and its impact in the historic center, in order to achieve a balance between residents, tourism companies, community services and other businesses.

Open question

The last part of the accommodation's questionnaire was an open-ended qualitative unstructured question, where the respondents were asked to name a type of action being taken by each accommodation, in order to reduce the economic, socio-cultural and/or environmental impact of the tourism activity, in the historic center of Óbidos.

Accommodations' managers mainly demonstrated sustainable environmental concerns through the *"Reduce of plastic use, create measures to minimize food waste"* and by doing the *"Separation and recycling of solid urban waste"*. With their guests they *"Provide alternatives for visiting the surrounding areas instead of only the historic center"*, *"Advise tourists to preserve the environment"* and *"Provide guests with free bicycles"*, showing a concern in sustainable mobility.

Social sustainability awareness was mainly demonstrated through the *"Donation of beds, mattresses and sheets when doing renovations, to local institutions"* and by ensuring *"Partnerships with educational institutions in the region"*.

Accommodations' managers also showed cultural sustainability concerns, stating they *"Provide information to guests, prior to their stay, about limitations of access and mobility in the historic center, raising awareness for the preservation of cultural heritage"*

4.3. Interview results

An on-site interview was conducted on August 8th, 2019, to the Óbidos Town's Mayor, Humberto Marques, elected President in the municipal elections in 2013, using the voice recording data collection method (appendix 5).

This interview started off by sharing some of the feedback from the data collected in the previous resident's and accommodation's questionnaires, focusing on tourism strategies for heritage preservation and sustainable tourism measures implemented or to be implemented. The main insights discussed with the interviewee and the conclusions, are presented below:

a) The future strategy for tourism in Óbidos

The tourism strategy for Óbidos stands on two key points: heritage preservation and territorial identity and internationalization of the destination, as stated: *"I would say we have two axes of action, from a strategic point of view, for tourism. The first strategic axe I would say is heritage preservation and territorial identity, and the second axe is internationalization versus qualification."* Within the first axe, the interviewee stressed that heritage management has had municipal support through several initiatives, namely *"The preservation of the walled perimeter..."* , *"... heritage maintenance, mainly in whitewashing all public buildings, including churches"* and also in the encouragement of private individuals to preserve their buildings by providing *"...free lime and lime pigment powder..."* and making the process to whitewash buildings within the walls more simple, by having a *"...simple written communication to the municipality"* done. However, residents inquired showed high disagreement perspectives regarding the municipalities incentives for house preservation. A public space regulation was created, with the participation of residents and local traders in the discussion, to address the public space occupation issue, *"We also created a public space regulation together with the DGPC (Directorate General for Cultural Heritage), which took three years to reach a consensus, we made three meetings with residents and local business owners dedicated to this issue."* This regulation revealed some

conflict of interests between political power and local business owners, as we can confirm by the perception of the interviewee: *"It was an imposition of the municipality because many business owners did not want, followed by a systematic inspection,..."*. The second strategic axe, which focuses on internationalization and qualification, is directly related to the events within the strategy Óbidos City of Literature: *"Within the second axe, what we have been doing is a brand repositioning to a superior target, through the strategy Óbidos City of Literature."*

b) Urban rehabilitation policy

The urban rehabilitation policy has been thought out to include the events and the strategy Óbidos City of Literature. The interviewee refers the municipality bought and rehabilitated houses mainly for artistic residences *"We have also invested in houses that were in ruins within the historic center, buying and rehabilitating more than 14 houses"*.

The traffic regulation has been thought out to include the coexistence of residents, tourists and commercial businesses. As for residents *" The traffic circulation card will (...) only be provided to residents of the historic center, who prove to be residents, for which it is necessary proof of property ownership of a building", "In case it is a rented house, it is necessary to have a lease agreement" and "...only one car is allowed per property owner, even if the resident owns more than one property."* As for commercial businesses, mainly hotels, it is possible only *"... within certain time periods,(...), with one car only, make the necessary transportation of guests, luggage or goods to the inside of the walls,..."*. The interviewee also referred that a solution is being worked on by the *"... Óbidos Merchants Association, a Welcome desk at the Óbidos Tourism Office. Guests will arrive, leave their car in the parking lot outside the walls and a car will do the transportation to the accommodation within the walls."*

c) Revenue from the tourism activity

The interviewee stated that the municipality receives no direct revenue from tourism. A tourist tax will be applied, but *"...that tourism tax will only cover tourism costs by approximately 55%."* Other means of revenue have been thought out, but due to the fact that Óbidos is a National Monument, several constraints have been found, for example, the possibility of charging to enter the historic center *"...but that is not possible because it is a national monument and cannot be closed, and that revenue would never be possible to be created by the municipality but by the Directorate General of Treasury and Finance, so it would never be a revenue for the municipality."* The other possibility was a payment to access the castle walls, but security conditions would have to be met by fixing a rail on the wall *"... this would mean destroying heritage and the municipality gave up on the idea."*

d) Desertification of the historic center

The interviewee showed great concern regarding the loss of permanent and original residents in the historic center, acknowledging this is a problem of historic centers, but for which the municipality has been working on with solutions to help overcome this problem, such as the Detailed Urban Plan⁷ which *"...establishes quotas."* where *" A percentage of the building is used for services and another percentage for residential usage, with the objective of lowering the speculative value and making the prices of the houses more affordable, and thus, fixing residents."*

The interviewee regrets that *"European funding never had a strict vision taking into account the specificity of the historic centers"*, referring to the funds received for the artistic residences *"... our first aim was for permanent residences, but the European funds did not allow it."* Another solution to overcome the desertification problem is the traffic regulation, already approved and previously mentioned, which aims to improve the accessibility to and within

⁷ The Detailed Urban Plan develops and implements in detail the proposals for occupation of any area of the municipal territory, establishing rules on the implantation of infrastructures and the design of spaces for collective use, implantation, volume and rules for building and discipline its integration into the landscape, the location and urban insertion of equipment for collective use and the spatial organization of other activities of general interest.

the historic center, with special attention to heritage preservation. Another measure that has been put in place to help residents and property owners inside the walls, is the exemption of property tax payment, which the interviewee believes is an encouragement to the settlement of residents and to the rehabilitation of buildings *"It is less revenue for the municipality, around 120 thousand Euros, but which is justified for being one more incentive so people can live in the historic center and can afford to preserve those residences."*

"The Óbidos Vila Literária (Óbidos City of Literature) Project must be linked to tourism and the school community, which must take advantage of this cultural strategy" (Humberto Marques, RIO, 2018).

Considering the previous quote, on July 16th, 2019, an e-mail was sent to Paula Ganhão, the head of the Community Development, Culture, Youth and Tourism Subdivision, enquiring which specific actions were being developed to include tourism agents, namely tourists, hotel units and entertainment companies, and the school community, namely students, teachers and parents, in the Project Óbidos Vila Literária (Óbidos City of Literature).

Paula Ganhão replied that:

" The project is developed by three entities: Óbidos Town Council, which is the project leader, Óbidos Criativa E.M. (Municipal Enterprise), and the Vila Literária Society. With regard to the school community, the project works together with the Óbidos School Board and the Municipal Education Office. In addition, an educational aspect is always presented in the program of literature related events, highlighting FOLIO Educa for this purpose. FOLIO Educa is a unique meeting dedicated to reading, literacy, training new readers and training professionals. It is a work developed throughout the year with schools and teachers at national level, and in workshops, master classes, micro-courses and gatherings during the Festival. It also includes an annual International Education Seminar, since 2015, with the participation of national and international formal and non-formal agents of relevance in the area of Education. With regard to hotel units, these become naturally involved with the

increase of tourists and overnight stays. During the literature events, the project establishes partnerships with tourism agents in order to provide a diversified offer to the visitor."

4.4. Research hypotheses results

4.4.1. Residents' hypotheses results

H1 - Residents' professional involvement in the tourism activity influences perceived positive and negative tourism impacts

Table 8. Residents' professional relation to the tourism activity hypothesis testing

Residents professionally involved to the tourism activity	U	z	p-	Median *	
				Professionally involved	Not professionally involved
Positive Impacts of Tourism					
Positive economic impacts					
Increases new businesses	305,500	-2,702	0,007	4	3
Local products are purchased by more people from other parts of the world	323,000	-2,537	0,011	4	4
Increases monthly household income	349,000	-2,036	0,042	3	3
Positive socio-cultural impacts					
Increases entertainment offer	281,000	-3,062	0,002	4	3
Improves basic infrastructures	299,500	-2,706	0,007	3	2
Increases the preservation of local cultural identity and heritage	309,500	-2,565	0,010	3	2
Increases resident's pride in the local culture	250,000	-3,425	0,001	4	2
Locals accept and respect different cultures through contact with tourists	320,500	-2,501	0,012	4	3
Positive environmental impacts					
Improved quality of building renovations and town planning	236,000	-3,656	0,000	3	2
Increases conservation and protection of public spaces	317,500	-2,522	0,012	3	2
Negative Impacts of Tourism					
Negative economic impacts					
Stimulates more the offer of outside products than local products	343,500	-2,118	0,034	4	3

* Where 1- Strongly disagree, 2- Disagree, 3- Neither agree nor disagree, 4- Agree, 5- Strongly agree

Source: Author's research

In order to test the aforementioned hypothesis, the Mann Whitney nonparametric test was used to compare perceptions of tourism impacts between residents professionally involved (n=43) and not professionally involved (n=23) in the tourism activity .

Mann-Whitney U test revealed significant statistic differences between residents professionally involved in Tourism and residents not professionally involved with respect to the perceptions of tourism impacts presented in Table 8.

For all tourism impacts presented in Table 8, the residents professionally involved in Tourism expressed higher levels of agreement with the referred impacts. For example, for the impact "increases resident's pride in the local culture", the median for those professionally involved in Tourism was "4- Agree" and for those not involved in Tourism was "2- Disagree".

H2 - Residents' integration in the local management and planning processes of the tourism activity influences perceived positive and negative tourism impacts

Table 9. Residents' integration in the tourism decision-making process hypothesis testing

Residents integrated in the tourism decision-making process	U	z	p-	Median*	
				Integrated	Not integrated
Positive Impacts of Tourism					
Positive economic impacts					
Increases monthly household income	265,500	-2,093	0,036	2	3
Negative Impacts of Tourism					
Negative economic impacts					
Rise of product prices	197,000	-3,117	0,002	4	3

* Where 1- Strongly disagree, 2- Disagree, 3- Neither agree nor disagree, 4- Agree, 5- Strongly agree

Source: Author's research

In order to test the aforementioned hypothesis the Mann Whitney nonparametric test was used to compare perceptions of tourism impacts between residents integrated (n=16) and not integrated (n=50) in the tourism decision-making process.

Mann-Whitney U test revealed significant statistic differences between residents integrated in the tourism decision-making process and residents not integrated, with respect to the perceptions of tourism impacts presented in Table 9.

For the impact "increases monthly household income", the residents integrated in the decision-making process expressed lower levels of agreement (2-Disagree) than those not integrated (3-Neither agree nor disagree). For the impact "rise of product prices", the residents integrated in the decision-making process expressed higher levels of agreement (4-Agree) than those not integrated (3-Neither agree nor disagree).

4.4.2. Accommodations' hypotheses results

H3 - Accommodations' integration with the local management and planning processes of the tourism activity influences perceived positive and negative tourism impacts

Table 10. Accommodations' integration with the local management and planning process hypothesis testing

Accommodations integrated with the local management and planning of the tourism activity	U	z	p-	Median*	
				Integrated	Not Integrated
Positive Impacts of Tourism					
Positive environmental impacts					
Increases the adoption of environmental friendly policies	4,500	-2,295	0,022	4	3

* Where 1- Strongly disagree, 2- Disagree, 3- Neither agree nor disagree, 4- Agree, 5- Strongly agree

Source: Author's research

In order to test the aforementioned hypothesis the Mann Whitney nonparametric test was used to compare perceptions between accommodation managers integrated (n=4) and not integrated (n=10) with the local management and planning process of the tourism activity.

Mann-Whitney U test revealed significant statistic differences between accommodation managers integrated in the management and planning process of the tourism activity and accommodation managers not integrated, with respect to the perception of tourism impacts presented in Table10.

For the impact "increases the adoption of environmental friendly policies", the accommodation managers integrated in the local management and planning of the tourism activity expressed higher levels of agreement (4-Agree) than those not integrated (3-Neither agree nor disagree).

5. Conclusions, limitations, reflections and future research

Choosing a topic to write a research essay is perhaps the most difficult task and its focus a challenging journey. My years working in Óbidos, in the hospitality industry, have given me the possibility to perceive the evolution and the importance Tourism has had in the historic center, more specifically, its residents, its tourists and its urban dynamics. Similar to other historic centers, Óbidos suffered a considerable population decrease over the years and has attracted investors, with a consequent increase in the number of commercial businesses, more specifically hotels and other tourism oriented businesses. Tourism is the main economic activity in the historic center, yet little is known about the negative and positive perceptions of the tourism activity, and assessing these, is essential to achieve an effective and sustainable tourism development.

The research was conducted during the high season months of 2019. The main aim of this research was, regarding the sustainable tourism impacts, to assess the perceptions of residents, according to their professional involvement in the tourism activity and their integration in the tourism decision-making processes, and accommodation units' managers, according to their integration in the local management and planning of the tourism activity.

Several conclusions can be drawn from the research. Regarding the residents, the majority is professionally involved in the tourism activity, however, the research also revealed that the majority of the residents do not participate in the decision-making process. Special attention should be given to this situation, by increasing the integration of the local community, and residents, in particular, in order to achieve a stronger commitment and success of tourism strategies, also in-line with the UNWTO recommendations to achieve the Sustainable Development Goals.

Regarding the tourism impact perceptions, residents consider there is an increased dependency of the local economy in the tourism activity, showing greater agreement perspectives in the purchase of local products by more people from other parts of the world and in the increase of new businesses.

However, this does not reflect in a higher agreement perception that it increases jobs for local residents or that it increases monthly household income. Considering the dependency of the local economy in the tourism activity, local entities should promote a greater integration of the local community in the Tourism value chain. Residents agree tourism contributes to the increase of entertainment, this much due to the events. However, it would be recommended to consider other types of entertainment other than events, which should be more community focused. Residents show disagreement perspectives regarding tourism's contribution to the improvement of local infrastructures, suggesting that tourism should have a direct contribution. Residents agree that there is an overcrowding of local spaces; this places pressure in local infrastructures that may not be prepared, creating conflicts between residents and visitors and an increased feeling of insecurity, for both, which could compromise the tourism destination. Local authorities must create regulations, defining a carrying capacity inside the historic center and use technology solutions to control the flow of visitors inside the walls, as well as, technology solutions that divert visitors to other attractions and control the flow at a given time. Residents inquired showed high disagreement perspectives regarding the municipalities incentives for house preservation, which is not in-line with what has been collected through the interview results. A better communication method would be suggested, considering the different ages and access to new technologies. They also agree there is an increase of traffic and pollution.

Regarding the accommodation's results, the majority is not integrated in the local management and planning processes of the tourism activity. Once again, the integration of the tourism stakeholders is essential in order to achieve a stronger commitment and success of tourism strategies. Considering the economic impacts perceptions, accommodation managers revealed higher agreement perceptions of tourism in the increase of economic benefits and revenue and in the increased costs of building and infrastructure renovation and preservation. Regarding the socio-cultural perceptions, accommodation managers showed higher agreement perspectives in the increase of employment and in the overcrowding of the historic center, this last perception in-line with the residents' perceptions. Accommodation managers agree tourism

contributes to the increase of waste treatment and recycling but also contributes to the increase of traffic and pollution.

The hypothesis testing the perceptions regarding residents' professional involvement in tourism revealed there are statistic differences in between the residents involved and not involved mainly in positive impacts, and in those, residents professionally involved in tourism expressed higher levels of agreement.

The hypothesis testing the perceptions regarding residents' integration in the tourism decision-making processes revealed there are statistic differences between the residents integrated and not integrated in the impact "increases monthly household income", for which residents integrated expressed lower levels of agreement, and for "rise of product prices", for which residents integrated expressed higher levels of agreement.

The hypothesis testing the perceptions regarding accommodation managers' integration in the local management and planning processes revealed statistic differences in the impact "increases the adoption of environmental friendly policies", for which accommodation managers integrated expressed higher levels of agreement.

Similar to most of the literature review studies, this research has limitations. First of all, it was not possible to contact in person, all the residents inside the historic center, reason for which questionnaires were also applied to former residents of the historic center to reach the total number of 66 residents. Additionally, of the 25 accommodation units identified in the historic center, only 14 responded to the questionnaire, which is little more than 50% of the total number of existing accommodations.

Following the research, I further reflect on some suggestions:

Considering that the carrying capacity is dynamic and changes over time, and especially in these unstable conditions, it is important the existence of a constant monitoring of the tourism activity in the destination, and thus, adapt tourism management strategies. In Óbidos, in particular, the Municipality of Óbidos should work together with higher education institutions and develop a tourism data center, to investigate and monitor the tourism performance and

impacts, towards a more sustainable tourism development, in accordance with the UNWTO SDG's, using indicators which most adapt to the historic center's reality, such as number of visitors to the historic center, number of overnight stays in hotels in the historic center, number of tourism related businesses in the historic center, number or permanent residents, tourist satisfaction, measure socio-economic revenue that stays in the local economy, type and number of tourism investments, for example.

An important suggestion, from my point of view, would be to create a municipal participatory budget in Óbidos. This is a tool that promotes active citizenship and the participation of the population in the presentation of projects, creating a greater community engagement.

The congestion on the main street, during peak season, should be diverted to other attractions. This may be achieved using smart technologies to manage congestion or for the interpretation of heritage. One example of technology which can be useful is the use of *gamification*, by using game design thinking technologies to interpret heritage, such mobile *apps*, and transform the tourists visit into an engaging experience. Video games have led to a continued research in understanding what makes them so engaging (PWC, 2016). Engaged customers promote and develop long-term relationships with the destination. For example, a suggestion would be to develop a technology that shows the town (or outside the town) to the tourist, by encouraging them to look for and visit specific attractions, according to a theme, which are scored according to their popularity (more popular attraction=more visited=lower score), giving them, when at the spot, the history or curiosity about it. The scores achieved would be traded for discounts in, for example, local shops, accommodation or restaurants. This would also be a way to reduce overcrowding in the most popular attractions, boost local businesses and engage visitors to the destination.

How is the town put into context for the visitor to understand its historical importance and meaning? A historical interpretation center of the Óbidos History and the Queens history in Óbidos may also be created, not only for the tourist but also for the school community and community as a whole.

Óbidos should improve or develop tools and metrics to reach new visitors but also to engage those who have visited and leave their reviews about the destination, i.e. an Óbidos online Guest book.

Covid-19 brought a change in consumer behavior, who now does a greater assessment of risks and shows a different willingness to travel. The tourism industry had to adapt and reinvent itself, defining and adopting promotional strategies in response to tourist perceptions and market development. This pandemic forced communities to look inside, to support the local community and consume what is local. Lockdowns, airport closures and travel restrictions forced tourism destinations to develop communication campaigns for domestic tourism. The present pandemic situation requires a close monitoring and adjustment to the reality, mitigating the negative effects on the local community and tourism activity. Again the use of new technologies to allow the tourists to offset their footprint in the local community may be considered. Hopefully, the tourists have become even more conscious and aware of the impact of their travels in the communities they visit, and the use of new technologies can be a way of allowing tourists to gain awareness and to offset their touristic footprint, i.e. creating a platform that will measure the carbon footprint of the tourist's travel and giving the tourist the opportunity to offset their carbon footprint, in projects within the community, not only environmental projects, but also social and economic projects, that will benefit the community as a whole (i.e. renewable energies, reforestation, social projects, heritage conservation projects). Considering that Óbidos has a Technological Park, the development of such technological projects would be an even greater advantage in Óbidos.

The Óbidos brand repositioning strategy through internationalization, with the *Óbidos City of Literature*, is essential. The neighbouring city of Caldas da Rainha is also part of the network as Creative City of Arts and Folk Craft. It would be interesting to develop a closer cooperation in logistics and operations, in investigation and entrepreneurship.

Adding to this, a domestic tourism strategy should also gain a significant importance, with the design and development of tourism products for domestic market. Although important, excursionists should be made less welcome than the independent traveler who stays, eats and visits the town and creates value to the local economy.

Events in Óbidos are a very important part of the tourism promotion. The magic of the town has been felt differently this Christmas with the virtual mode. The coming events will need to readjust and reinvent itself, now that hybrid events have proven to be the future. This is also an opportunity to reduce the overcrowding of the historic center, to diversify the activities of each thematic event (face-to-face activities and virtual activities), to reach a wider audience and promote online interaction.

One last thought: I do not believe limiting the number of tourists in Óbidos is the way; I believe the way is managing the flow of tourists to the main attractions (and the historic center is one of the main attractions in Óbidos). The creation of an Óbidos Card, much like other cities have done, like Dubrovnik or Amsterdam, which inform tourists about the main attractions, offer discounts in local activities and public transport (electric bicycles available at the Tourism Office would be a plus!) or discounts for events. This would be a way to promote, engage visitors and local community and service providers.

This was probably the last research study done in Óbidos, regarding the perceptions of the tourism impacts, before the pandemic situation. The impact of Covid-19 suggests a change in the perceptions of residents and accommodation managers, and a continued study of the impacts of tourism on the sustainability of the destination should be carried out, in order to improve the response with adequate and effective tourism strategies and policies. Further research on the perceptions of other stakeholders involved in the tourism activity in Óbidos, namely the tourists, other tourism services and goods suppliers should also be carried out, in order to assess the reality of the tourism impact in Óbidos, as a whole.

Some destinations will reconsider tourism as it has been or focus more on local and sustainable forms of tourism, but institutions and governments play a crucial role. Institutions, governments, hotel groups, tour operators and national tourism authorities, should recognize that sustainable success is not measured exclusively by the increase of visitor numbers and economic growth, but also the reflection of that growth within the community and environment, making sure the destination continues to develop as an interesting place to live in. Economies of scale lead to more tourists paying less money and putting more

pressure on tourism assets, while the worker is working more, for the same or, sometimes, even less money. If farmers sell their land for a price to tourism investors, that will later inflate, if water is diverted to the hotel while it doesn't reach the homes of locals, if the road is paved to the theme park but not to the hospital, this will cause a dependency on powerful and external investors, who may, at any moment, and especially in a moment of crisis, withdraw.

Tourism has the capacity to recover from crisis faster than other industries, but let this recovery not be business-as-usual, or we might regret what we wish for and jeopardize tourism for future generations.

List of references

- <http://www.un.org/sustainabledevelopment/cities/>
- Ap, J. (1992). Residents' perceptions on tourism impacts. *Annals of Tourism Research*, Vol. 19, 665-690
- Arndt, H.W. (1981), *Economic development: a semantic history*. Economic Development and Cultural Change, University of Chicago Press 29 (3): pp 457-466
- Arndt, H.W. (1987), *Economic development: the history of an idea*. University of Chicago Press, Chicago, ISBN-13: 978-0226027227
- Ashworth, G.J. & Bruce, D.M. (2009). Town walls, walled towns and tourism: paradoxes and paradigms, *Journal of Heritage Tourism*, Vol. 4 (4) 299-314
- Andereck, K. & Vogt, C. (2000). The relationship between residents' attitudes toward tourism and tourism development options. *Journal of Travel Research*, 39(1), 27-36
- Andereck, K., Valentine, K., Knopf, R. & Vogt, C. (2005). Residents' perceptions of community tourism impacts, *Annals of Tourism Research*, 32(4), 1056-1076
- Barrera-Fernandez, D., Arista Castillo, L. & Azevedo Salomao (2014). Tourist use of historic cities: Review of international agreements and literature. *International Human Studies*, Vol.1(2), 1-11
- Barrera-Fernandez, D., Hernández-Escampa, M., Balbuena, A. (2016). *Tourism management in the historic city. The impact of urban planning policies*, *International Journal of Scientific Management and Tourism*, Vol. 2, 1, 379-391
- Boothroyd, P. (1986). *Enhancing Local Planning Skills for Native Self-Reliance: the UBC Experience*. *Canadian Journal of Native Studies*, 4 (1): pp 13-42
- Braun, E. (2008). *City Marketing: Towards an integrated approach*. ERIM PhD Series in Research and Management, 142, Erasmus Research Institute of Management (ERIM), Rotterdam
- Bruce, D.M., Creighton, O. (2006). Contested identities: the dissonant heritage of European Town Walls and Walled Towns. *International Journal of Heritage Studies* Vol.12 (3), 234-254
- Butler, R.W., (1980). The concept of a tourist area cycle of evolution: Implications for management of resources. *Canadian Geographer*, Vol. 24,(1), 5-12
- Bramwell, B., & Lane, B. (1993). Sustainable tourism: An evolving global approach. *Journal of Sustainable Tourism*, 1(1), 1-5.
- Castela, A. (2018). Impacts of Tourism in an Urban Community: The Case of Alfama. *Athens Journal of Tourism*, Vol.5 (2), 133-148
- Contemporary Database *PORDATA* Available online: www.pordata.pt
- Cooper, C., Fletcher, J., Gilbert, D., Fyall, A., & Wanhill, S. (2005). *Tourism principles and practice* (3rd ed.). Harlow: Pearson Education Limited.
- D. Barrera-Fernandez, M. Hernández-Escampa & A. Balbuena. (2016). Tourism management in the historic city. The impact of urban planning policies, *International Journal of Scientific Management and Tourism*, Vol. 2, 1, pp 379-391

- Delgado, M. (2002). Los efectos sociales y culturales del turismo en las ciudades históricas. Congreso Internacional sobre el desarrollo turístico integral de ciudades monumentales. Granada, 19-22 February 2002
- Ecological Tourism in Europe/UNESCO (2009). Sustainable Tourism Development in UNESCO designated sites in South-Eastern Europe
- Eshuis, J., Braun, E., Klijn, E., Zenker, S., (2018). The differential effect of various stakeholder groups in place marketing. *Environment and Planning C: Politics and Space*, Vol. 36 (5), 916-936
- Faria, T. (2003). Entrevista no Semanário Expresso: *Maria João Avillez conversa com Telmo Daniel Faria*, RIO - Revista Informativa de Óbidos, I (7): pp 14-17
- Faria, T. (2007). Editorial: *Discurso feriado municipal 2007*, RIO - Revista Informativa de Óbidos, 3 (36): pp 3-5
- Fortuna, C. (2012). *Património, Turismo e Emoção*, Revista crítica de Ciências Sociais, 97|2012, Centro de Estudos Sociais da Universidade de Coimbra, pp. 23-40
- Freeman, R.E., 1984. *Strategic Management: A Stakeholder Approach*, Boston: Pitman
- Frigolé, J. (2010). Patrimonialization and mercantilization of the authentic. Two fundamental strategies in a tertiary economy, www.researchgate.net/publication/263312645
- Ganhão, P. (2009). *O Turismo em Óbidos durante o Estado Novo: Narrativas turísticas inspiradas na política de espírito: dos anos 20 aos anos 70*. Lisboa, ISCTE, tese de mestrado
- García Hernandez, M. (2003). *Turismo y conjuntos monumentales*. Valencia: Tirant lo Blanch
- Govers, R., Go, F., Place Branding: Global, Virtual and Physical Identities, Constructed, Imagined and Experienced. Palgrave MacMillan (2009), ISBN: 978-0-230-23073-6
- Hall, C.M. (1994), *Tourism and Politics: Policy, Power and Place*. Chichester, UK: John Wiley.
- ICOMOS (2011), The Valletta Principles for the Safeguarding and Management of Historic Cities, Towns and Urban Areas, ICOMOS website www.icomos.pt, accessed on November 18th, 2020
- Kadi, A., Jaafar, M. & Hassan, F. (2015). Stakeholders' Contribution in Sustainable Tourism, *Advances in Environmental Biology*, 9 (95), 74-77
- Kostalova, B. (2017). Tourism Impact and Residents' Perspectives: The Case of Zell am See-Kaprun, Master thesis, Master of Science in International Tourism Management, Modul University Vienna
- Mason, P. (2008). *Tourism impacts, planning and Management* (2nd Ed.) Amsterdam: Butterworth Heinemann, 39-40
- Milano, C., Novelli, M. & Cheer, J. (2018) Overtourism: a growing global problem, www.researchgate.net/publication/326573468
- Milano, C., Novelli, M. & Cheer, J. (2019) Overtourism and Tourismphobia: A Journey through four decades of tourism development, planning and local concerns. *Tourism Planning & Development*, 16(4), 353-357

- Minguetz,C., Piñeira, M.J. & Tabales, A. F. (2019). *Social Vulnerability and Touristification of Historic Centers*, www.mdpi.com/journal/sustainability, accessed on 07-07-2020
- Município de Óbidos (2015). Delimitação da Área de Reabilitação Urbana de Óbidos [PDF File]
- Nunkoo,R. (2016). Toward a more comprehensive use of Social Exchange Theory to study residents' attitudes to tourism. *Procedia Economics and Finance*, 39, 588-596
- Nunkoo,R. & Gursoy,D. (2012). Residents' support for tourism, An Identity Perspective, *Annals of Tourism Research*, Vol. 39 (1), 243-268
- Óbidos Municipality Web page. Available online: www.cm-obidos.pt Portuguese
- O'Leary, Z. (2014). *The essential guide to doing your research project* (2nd ed.). London: Sage Publications
- Pallant,J. (2007). *SPSS Survival Manual: a Step by Step Guide to Data Analysis using SPSS* (version 15), 3rd Edition. McGraw-Hill Companies Inc.
- Pavlic,I., Portolan,A. & Puh,. (2017). (Un)supported current tourism development in UNESCO protected site: The case of Old city of Dubrovnik, Department of Economics and Business Economics, University of Dubrovnik, *Economies*, 2017,5(1),9.
- Pereira,A.P. (2005). *A Promoção Turística em Óbidos. Dinâmica urbana e reapropriação do Património*. Forum Sociológico, nº 13/14 (2ª série), pp. 59-76
- *Place Branding: Glocal, Virtual and Physical Identities, Constructed, Imagined and Experienced*, R. Govers & F. Go.Palgrave MacMillan (2009).
- Pires,E.C.(2003). *O Baile do Turismo: Turismo e Propaganda no Estado Novo*. Casal de Cambra, Caleidoscópio
- Pounds, Norman John Greville - *The Medieval City*, Greenwood guides to historic events of the medieval world. Westport, Connecticut: Greenwood Publishing group, 2005
- Prats,L. (1997). *Antropologia y Patrimonio*. Barcelona. Editora Ariel
- Prista,M.L.(2013). Turismo e sentido de lugar em Óbidos: uma Pousada como metáfora, *Etnográfica*, vol.17 (2), pp.369-392
- Purvis,B., Mao,Y. & Robinson,D.(2018). Three pillars of sustainability: in search of conceptual origins, *Sustainability Science*
- PWC (2016), "Video Games, Key Insights at a Glance," Retrieved from <https://www.pwc.com/gx/en/global-entertainment-media-outlook/assets/2015/video-games-key-insights-4-social-gaming.pdf>
- Richards G. (2019), Creative tourism: opportunities for smaller places?, *Tourism & Management Studies*, 15 (SI), 7-10
- Richards,G. (2018), *Tourism, an Underestimated Driving Force for the Creative Economy*, *Revista Turismo em Análise - RTA*, v.29, n.3, p.387-395, Sept./Dec., 2018
- Ritchie,J. & Zins, M. (1978). Culture as determinant of the attractiveness of a tourism region. *Annals of Tourism Research*, 5 (2), 252-267

- Marques,H. (2018). *Humberto Marques explica estratégia para este mandato, Óbidos ID: uma estratégia de Identidade e Inovação*, RIO - Revista Informativa de Óbidos, (48): p5
- Slivar,I. (2018). Stakeholders in a Tourist Destination - Matrix of Possible Relationships Towards Sustainability, Center for Open Access in Science, <https://www.centerprode.com/ojre.html>, *Open Journal for Research in Economics*, 2018, 1(1), 1-10
- The Concept of Sustainable Tourism in Croatia - a Study of Sustainable Tourism in Croatia and Beyond, Roland Berger Strategy Consultants, Zagreb (2008), accessed 25-06-2020, <https://www.yumpu.com/en/document/read/25832176/sustainable-tourism-in-croatia-and-beyond-roland-berger>
- Toselli, C. (2006). *Algunas reflexiones sobre el turismo cultural*. Pasos. Revista de Turismo y Patrimonio Cultural,4, 175-182
- Williams,J. & Lawson,R. (2001). *Community issues and resident opinions of tourism*. Annals of Tourism Research, 28 (2), 269-290
- World Tourism Organization & European Tourism Commission (2005). *El turismo urbano y la cultura. La experiencia europea*. Madrid: World Tourism Organization
- www.unwto.org/sustainable-development, accessed on 21-04-2020
- www.patrimoniocultural.gov.pt. accessed on 21-07-2020
- WTTC (2020), World Travel and Tourism Council, Portugal 2020 Annual Research: Key Highlights Global Data
- www.unesco.org/creative-cities/creative-cities-map, accessed on 09-09-2020
- Zelenka,J. & Kacetl,J. (2014). The concept of carrying capacity in tourism. *Amfiteatru Economic*, 16 (36), 641-654
- UN (2012a) The future we want. Resolution adopted by the general assembly on 27 July 2012 (A/RES/66/288). United Nations, New York
- UN (1987) Report of the world commission on environment and development: our common future. Oxford University Press, Oxford
- UN (1992), Agenda 21. United Nations, New York
- UN (1995), The 2030 Agenda for Sustainable Development. United Nations, New York
- UNDESA (2020), Impacts of Covid-19 on the SDGs, United Nations Department of Economic and Social Affairs
- UNWTO (1998), Guide for Local Authorities on Developing Sustainable Tourism, Madrid
- UNWTO (2001), Global Code of Ethics for Tourism, For Responsible Tourism, New York
- UNWTO (2004), Tourism Congestion Management at Natural and Cultural Sites, Madrid
- UNWTO (2005), A/16/20 - Implementation of the Global Code of Ethics for Tourism, presented to the General Assembly of UNWTO
- UNWTO (2019), Global survey on the perception of residents towards city tourism: impact and measures. UNWTO E-library eISBN: 978-92-844-2110-7
- UNWTO (2020), Shared responsibility, global solidarity: responding to the socio-economic impacts of Covid-19

- UNWTO (2020), Covid-19 Tourism Recovery Technical Assistance Package
- UNWTO, Tourism for Sustainable Development Goals, available on www.tourism4sdgs.org, accessed on 15-06-2020
- Zolfani,S.H., Maknoon,R., Sedaghat,M., Zavadskas,E.K. (2015), Sustainable tourism: a comprehensive literature review on frameworks and applications

Appendices

Appendix 1: Resident's questionnaire - Portuguese

Questionário

Este questionário faz parte de um projeto de investigação que visa conhecer as perceções dos residentes sobre os efeitos económicos, socioculturais e ambientais, positivos e negativos, da atividade turística no centro histórico de Óbidos.

Agradeço a sua colaboração no preenchimento deste questionário. A sua contribuição é extremamente importante para este projeto.

Todas as respostas são estritamente confidenciais e para efeitos académicos, esperando que os resultados possam servir para uma melhor análise e definição de estratégias futuras, para o centro histórico de Óbidos.

I - Caracterização dos residentes

1. Idade ____

2. Género: Masculino Feminino

3. Nacionalidade ____

4. Nível de instrução:

Ensino primária ensino secundário Licenciatura

Outro grau avançado além de licenciatura

5. Número de elementos no agregado familiar ____

6. Rendimento familiar mensal média (em euros):

0 - 500 501 - 1000 1001 - 2000 acima de 2000

II - Perceções dos residentes

7. Enquanto residente do centro histórico de Óbidos, como se encontra profissionalmente relacionado com a atividade turística:

Envolvido Não envolvido

8. Enquanto residente do centro histórico de Óbidos, como considera que as suas opiniões e interesses são tidos em conta, bem como a sua intervenção ativa, na tomada de decisões relacionadas com a atividade turística (assembleias municipais):

Integrado Não integrado

9. Utilize a escala abaixo para demonstrar o nível de concordância considerando os **efeitos económicos** da atividade turística no centro histórico de Óbidos:

1 - Discordo fortemente 2 - Discordo 3 - Nem concordo/Nem discordo 4 - Concordo 5 - Concordo fortemente

	1	2	3	4	5
Aumento de novos negócios					
Aumento dos preços dos produtos					
Os produtos locais são adquiridos por mais pessoas de outras partes do mundo					
Aumento dos custos de vida dos residentes					
Aumento de oportunidades de emprego para residentes					
Traz mais custos que benefícios para a população local					
Aumenta o rendimento mensal do agregado familiar					
Estimula mais a oferta de produtos externos do que produtos locais					
A Câmara e freguesias recebem mais dinheiro (incentivos ao turismo, taxa municipal) que é usado para a preservação das infraestruturas e património					
Aumento da dependência da economia local em relação ao turismo					

10. Utilize a escala abaixo para demonstrar o nível de concordância considerando os **efeitos socioculturais** da atividade turística no centro histórico de Óbidos:

1 - Discordo fortemente 2 - Discordo 3 - Nem concordo/Nem discordo 4 - Concordo 5 - Concordo fortemente

	1	2	3	4	5
Aumento da oferta de entretenimento (eventos, festividades, bares)					
Aumento dos conflitos entre residentes e visitantes					
Melhora as infraestruturas básicas locais (serviços de transporte, estradas, rede de comunicações, saneamento)					
Aumenta a perda de autenticidade da comunidade local (tradições, costumes, património natural, cultural, imaterial)					
Aumenta a preservação da identidade cultural e do património locais					
Aumenta o sentimento de insegurança e vandalismo					
Aumenta o orgulho dos residentes na cultura local					
Aumenta a superlotação dos espaços locais					
Permite que os moradores locais aceitem e respeitem diferentes culturas através do contato com os turistas					
Redução do emprego para residentes					

11. Utilize a escala abaixo para demonstrar o nível de concordância considerando os **efeitos ambientais** da atividade turística no centro histórico de Óbidos:

1 - Discordo fortemente 2 - Discordo 3 - Nem concordo/Nem discordo 4 - Concordo 5 - Concordo fortemente

	1	2	3	4	5
Melhora a qualidade nas requalificações de edifícios e planeamento urbano					
Aumenta o tráfego rodoviário (nº de carros em circulação) e a poluição					
Aumenta a conservação e proteção de espaços públicos					
Aumenta a degradação com a superlotação dos espaços locais					
Aumenta os incentivos do município aos residentes, na preservação dos imóveis (ex. ajudas no pagamento da cal para pintura; apoios nas renovações dos imóveis)					
Aumento da descaracterização (construção diferente da original) da arquitetura local					
Aumenta os incentivos do município aos residentes, na adoção de medidas favoráveis ao meio ambiente (ex. entrega de sacos para reciclagem e recolha frequente, tarifas reduzidas para menores consumos de água)					
Aumenta a poluição visual e sonora (mais pessoas, carros, mais barulho que incomoda o quotidiano)					
Melhoria de estradas e eficiência na mobilidade					
Aumenta os desperdícios e resíduos					

12. Enquanto residente do centro histórico de Óbidos, indique ações/medidas que gostaria de ver tomadas pelo poder local, de modo a minimizar os impactos negativos do turismo, no centro histórico.

Appendix 2: Residents questionnaire - English

Questionnaire

This questionnaire is part of a research project that aims to know the perceptions of the residents of the historic center of Óbidos, regarding the positive and negative economic, socio-cultural and environmental impacts of the tourism activity, in the historic town of Óbidos.

All answers are strictly confidential and for academic purposes only, hoping that the results may contribute for a better analysis and definition of future strategies for the historic center of Óbidos.

Thank you for your cooperation in completing this questionnaire. Your contribution is extremely important for this study.

I - Resident characterization

1. Age ____

2. Gender: Male Female

3. Nationality ____

4. Education Level:

Elementary school High school Licentiate degree

Other advanced degree beyond licentiate degree

5. Number of elements in the household ____

6. Average monthly household income (in euros):

0 - 500 501 - 1000 1001 - 2000 over 2000

II - Resident's perceptions

7. As a resident of the historic center of Óbidos, how are you professionally related to the tourism activity:

Involved Not involved

8. As a resident of the historic center of Óbidos, how do you consider your opinions and interests are taken into account as well as your active intervention, in the decision-making related to the tourism activity (municipal assemblies):

Integrated Not integrated

9. Use the scale to demonstrate the level of agreement considering the **economic effects** of the tourism activity, in the historic center of Óbidos:

1 - Strongly disagree 2 - Disagree 3 - Neither agree nor disagree 4 - Agree 5 - Strongly agree

	1	2	3	4	5
Increases new businesses					
Rise of product prices					
Local products are purchased by more people from other parts of the world					
Increases residents living costs					
Increases job opportunities for local residents					
Brings more costs than benefits to local people					
Increases monthly household income					
Stimulates more the offer of outside products than local products					
Increases local government tax revenue (incentives for tourism, municipal tax), which is used for the preservation of infrastructure and heritage					
Increases dependency of the local economy on tourism					

10. Use the scale to demonstrate the level of agreement considering the **socio-cultural effects** of the tourism activity, in the historic center of Óbidos:

1 - Strongly disagree 2 - Disagree 3 - Neither agree nor disagree 4 - Agree 5 - Strongly agree

	1	2	3	4	5
Increases entertainment offer (events, festivities, bars)					
Increases conflicts between residents and visitors					
Improves basic infrastructures (transport services, roads, communications network, sanitation)					
Increases loss of local community authenticity (traditions, behaviours, natural, cultural and intangible heritages)					
Increases the preservation of local cultural identity and heritage					
Increases the feeling of insecurity and vandalism					
Increases resident's pride in the local culture					
Increases overcrowding of local spaces					
Allows locals to accept and respect different cultures through contact with tourists					
Reduced employment of local residents					

11. Use the scale to demonstrate the level of agreement considering the **environmental effects** of the tourism activity, in the historic center of Óbidos:

1 - Strongly disagree 2 - Disagree 3 - Neither agree nor disagree 4 - Agree 5 - Strongly agree

	1	2	3	4	5
Better quality of building renovations and town planning					
Increases traffic and pollution					
Increases conservation and protection of public spaces					
Increases degradation with overcrowding of local spaces					
Increases the municipality's incentives for residents, for the preservation of houses (eg. subsidies for painting, support for property renovations)					
Local architectural contamination (constructions different from the original)					
Increases the municipality's incentives for residents to adopt environment-friendly measures (eg. delivery of recycling bags and frequent garbage collection, reduced tariffs for lower water consumption)					
Increases visual and noise pollution (more people, cars, more noise, which disturbs daily)					
Improvement of roads and effective mobility					
Increases waste					

12. As a resident of the historic center of Óbidos, indicate actions/measures that you would like to see taken by the local authorities, in order to minimize the negative impacts of tourism in the historic center.

Appendix 3: Accommodations questionnaire - Portuguese

Questionário

Este questionário faz parte de um projeto de investigação que visa conhecer as perceções dos hoteleiros do centro histórico de Óbidos, acerca dos impactos económicos, socioculturais e ambientais, positivos e negativos, da atividade turística, no centro histórico da Vila.

Todas as respostas são estritamente confidenciais e para efeitos académicos, esperando que os resultados possam servir para uma melhor análise e definição de estratégias futuras, para o centro histórico de Óbidos.

Agradeço a sua colaboração no preenchimento deste questionário. A sua contribuição é extremamente importante para este projeto.

I - Identificação do Hotel

1. Categoria:

Hotel Alojamento Local

2. Negócio:

Cadeia Hoteleira Independente

3. Dimensão:

0 - 15 quartos 16 - 30 quartos Acima de 30 quartos

4. Recursos Humanos - Nº pessoas ao serviço:

Residente no concelho _____

Não residente no concelho _____

II - Integração do hoteleiro na gestão e planeamento local da atividade turística

5. Enquanto hoteleiro no centro histórico de Óbidos, qual a sua relação com os processos locais de gestão e planeamento da atividade turística:

Integrado na tomada de decisões

Não integrado na tomada de decisões

III - Percepção do hoteleiro

6. Utilize a escala abaixo para demonstrar o nível de concordância considerando os **efeitos económicos** da atividade turística no centro histórico de Óbidos:

1 - Discordo fortemente 2 - Discordo 3 - Nem concordo/Nem discordo 4 - Concordo 5 - Concordo fortemente

	1	2	3	4	5
Aumenta o investimento					
Aumenta as taxas de licença turísticas					
Atrai novos mercados e parcerias					
Aumenta os custos com mobilidade, dentro e no acesso ao centro histórico					
Aumenta a receita dos órgãos governamentais locais (através de taxa municipal turística e/ou Fundo para a Sustentabilidade Turística), sendo utilizada no financiamento de investimentos na área do turismo					
Aumenta os custos com renovação e preservação dos edifícios e infraestruturas					
Aumenta as vagas de emprego					
Estimula mais o desenvolvimento de negócios fora do centro histórico que no seu interior					
Aumenta os benefícios económicos e as receitas					
Estimula mais a procura por hotéis fora do centro histórico que no seu interior					

7. Utilize a escala abaixo para demonstrar o nível de concordância considerando os **efeitos socioculturais** da atividade turística no centro histórico de Óbidos:

1 - Discordo fortemente 2 - Discordo 3 - Nem concordo/Nem discordo 4 - Concordo 5 - Concordo fortemente

	1	2	3	4	5
Melhora as infraestruturas básicas e as instalações de transporte					
Aumenta os conflitos entre visitantes e a comunidade local					
Aumenta as instalações recreativas e serviços para turistas					
Aumenta a perda de autenticidade da comunidade local					
Aumenta a preservação de produtos turísticos culturais e naturais					
Falta de comunicação e envolvimento com as empresas locais, por parte do poder local, em decisões relacionadas com a atividade turística					
Aumenta parcerias locais e o empreendedorismo					
Aumenta a superlotação dos espaços no centro histórico					
Aumenta as vagas de emprego					
As unidades hoteleiras empregam, na sua maioria, colaboradores residentes em concelhos vizinhos					

8. Utilize a escala abaixo para demonstrar o nível de concordância considerando os **efeitos ambientais** da atividade turística no centro histórico de Óbidos:

1 - Discordo fortemente 2 - Discordo 3 - Nem concordo/Nem discordo 4 - Concordo 5 - Concordo fortemente

	1	2	3	4	5
Melhora a qualidade nas requalificações de edifícios e planeamento urbano					
Aumenta o tráfego rodoviário e a poluição					
Aumenta a conservação e proteção de espaços públicos					
Aumenta o desperdício de comida					
Aumenta o tratamento de resíduos e reciclagem					
Aumenta a poluição visual e sonora					
Aumenta a adoção de políticas amigas do ambientais					
Aumenta os desperdícios e resíduos					
Melhora as estradas e eficiência na mobilidade					
Aumenta a competitividade na hotelaria local					

9. Nomeie um tipo de ação que a sua empresa tenha levado a cabo por forma a reduzir o impacto económico, sociocultural e/ou ambiental do Turismo em Óbidos.

Appendix 4: Accommodations questionnaire - English

Questionnaire

This questionnaire is part of a research project that aims to know the perceptions of the hoteliers in the historic center of Óbidos, regarding the positive and negative economic, socio-cultural and environmental impacts of the tourism activity, in the historic town of Óbidos.

All answers are strictly confidential and for academic purposes only, hoping that the results may contribute for a better analysis and definition of future strategies for the historic center of Óbidos. Thank you for your cooperation in completing this questionnaire. Your contribution is extremely important for this study.

I - Hotel identification

1. Category:

Hotel Local Accommodation

2. Business:

Hotel Chain Independent

3. Dimension:

0 - 15 rooms 16 - 30 rooms Above 30 rooms

4. Human Resources - nº of employees:

Residents in the municipality _____

Non-residents of the municipality _____

II - Hotelier's integration in the local management and planning of the tourism activity

5. As a hotelier in the historic center of Óbidos, how are you related to the local management and planning processes of the tourism activity:

Integrated in the decision-making process

Not integrated in the decision-making process

III - Hotelier's perceptions

6. Use the scale to demonstrate the level of agreement considering the **economic effects** of the tourism activity in the historic center of Óbidos:

1 - Strongly disagree 2 - Disagree 3 - Neither agree nor disagree 4 - Agree 5 - Strongly agree

	1	2	3	4	5
Increases investment					
Increases tourism license fees					
Attracts new markets and partnerships					
Increases costs with mobility within and access to the historic center					
Increases local government tax revenue (through municipal tourism tax and/or Fund for tourism sustainability), which is used for community development					
Increases costs with building and infrastructure renovation and preservation					
Increases employment vacancies					
Stimulates more the development of businesses outside the historic center					
Increases economic benefits and revenue					
Stimulates more the demand for hotels outside the historic center than those inside					

7. Use the scale to demonstrate the level of agreement considering the **socio-cultural effects** of the tourism activity in the historic center of Óbidos:

1 - Strongly disagree 2 - Disagree 3 - Neither agree nor disagree 4 - Agree 5 - Strongly agree

	1	2	3	4	5
Improves basic infrastructures and transport facilities					
Increases conflicts between visitors and host community					
Increases recreational facilities and services for tourists					
Increases loss of local community authenticity					

Increases the preservation of cultural and natural tourism products					
Lack of communication and involvement with local businesses, by local authorities, in decisions related to tourism					
Increases local partnerships and enhances entrepreneurship					
Increases overcrowding in the historic center					
Increases employment					
Most hotel units employ mostly residents of neighbouring municipalities					

8. Use the scale to demonstrate the level of agreement considering the **environmental effects** of the tourism activity in the historic center of Óbidos:

1 - Strongly disagree 2 - Disagree 3 - Neither agree nor disagree 4 - Agree 5 - Strongly agree

	1	2	3	4	5
Better quality of building renovations and town planning					
Increases traffic and pollution					
Increases conservation and protection of public spaces					
Increases food waste					
Increases waste treatment and recycling					
Increases visual and noise pollution					
Increases the adoption of environment friendly policies					
Increases waste and garbage					
Improves roads and efficient mobility					
Increases competitiveness in the local hospitality					

9. Name a type of action that your company has taken to reduce the economic, socio-cultural and/or environmental impact of the tourism activity in Óbidos.

Appendix 5: Interview

Interviewer: *"Dear Mr. President, my name is Sílvia Cláudio and I am currently writing my master thesis on the Tourism impacts in the historic center of Óbidos, from the residents and accommodation units perspective. A questionnaire has been applied to each one of the groups and I would like to share some concerns revealed and get your feedback during this interview. The main concerns were reduced number of residents, car traffic, increased litter on the streets, poor management of public space and events which are not in accordance with the logistics capacity. Taking this into account, what is the future strategy for tourism in Óbidos?"*

Interviewee: *"I would say we have two axes of action, from a strategic point of view, for tourism. The first strategic axe I would say is heritage preservation and territorial identity, and the second axe is internationalization versus qualification. Within the first axe for heritage preservation, what have we been doing in the historic center? Right away, and if you research an interview of the Secretary of State for Culture, the preservation of the walled perimeter, the walled perimeter which is not property of the municipality, so what the municipality did was get European funding, which was the responsibility of the Central administration to do, and protocol with the General Direction of Treasury and Finance, which owns this heritage. It is the municipality that is financing the part of the self funding, this is, 85% of the investment is European funding and the remaining is done by the municipality itself and not the central administration. When it is said that we have done little investment it's because there is little perception of who are the responsible entities and what we are doing. Over time we have also been investing in heritage maintenance, mainly in whitewashing buildings. I recall, three years ago we invested more than 120 thousand Euros whitewashing all public buildings, including churches. What have we also done to encourage private individuals to whitewash buildings? According to a regulation, we have provided free lime and lime pigment powder, so people would have no excuses to not do this heritage preservation. They can come to the municipality, request the lime powder and the lime, for free. We also created a public space regulation together with the DGPC (Directorate General for*

Cultural Heritage), which took three years to reach a consensus, we made three meetings with residents and local business owners dedicated to this issue. It was an imposition of the municipality because many business owners did not want, followed by a systematic inspection, because the most important is heritage, because if we stop having this heritage identity and preserved heritage, we will stop having a reason for people to visit Óbidos. We have also invested in houses that were in ruins within the historic center, buying and rehabilitating more than 14 houses..."

Interviewer: "Those houses that were bought and rehabilitated were done for a purpose?"

Interviewee: "Yes, mainly for artistic residences, more precisely following the strategy Óbidos City of Literature, where we have writers all year round, writing from Óbidos to the world or finishing their literary works. In one of the residences we have an artistic residence of musical manufacturing instruments. All of these are teasers for the internationalization of the destination. Still within the heritage preservation, for more than 20 years ago, in the "Sanctuary Our Lord Jesus of the Stone", there was a strong investment of the municipality in the preservation of that icon. We are in this phase finishing the banning of vehicles within the historic center. We created a traffic regulation, we created the mechanic conditions, using street pins, which will be placed at the Town's Gate (Our Lady of Piety), Our Lady of Grace Gate and the Old Arms Square Gate, being only allowed inside, those with a traffic circulation authorization card."

Interviewer: "How are the traffic circulation cards assigned?"

Interviewee: "The traffic circulation card will be assigned in accordance with the regulation, but basically, will only be provided to residents of the historic center, who prove to be residents, for which it is necessary proof of property ownership of a building"

Interviewer: *"And what if it is a rented house?"*

Interviewee: *"In case it is a rented house, it is necessary to have a lease agreement. And only one car is allowed per property owner, even if the resident owns more than one property."*

Interviewer: *"And hotel units?"*

Interviewee: *"Hotels will have the possibility, within certain time periods, the possibility of, with one car only, make the necessary transportation of guests, luggage or goods to the inside of the walls, out of that time period no transportation will be allowed."*

Interviewer: *"You are aware that hotel guests will arrive at any time?"*

Interviewee: *"Yes"*

Interviewer: *" And that car is who's property?"*

Interviewee: *"It belongs to each hotel unit itself. It is also under development with the Óbidos Merchants Association, a Welcome desk at the Óbidos Tourism Office. Guests will arrive, leave their car in the parking lot outside the walls and a car will do the transportation to the accommodation within the walls. Guests will not be harmed. They'll leave their car in the parking lot, put their luggage in that car and will be transported to the hotel units" That car belongs to the hotel units, who are organizing themselves to analyze the costs savings. Regarding the waste collection we have two schedules: one summer schedule and one winter schedule, and what has been verified, and that does not dignify this identity and this heritage, is the placing of garbage outside these pre-established schedules, I would say a lack of respect for tourism, reason for which we had three inspections, where two were already notified, more specifically in the restaurant business, so I would say, this is a lack of respect for their own businesses. So in this matter we will also be having an iron fist"*

"To finish this first axe, if in the time period of six years, spending 6 million Euros in the historic center is little investment, I don't know what is referred to little investment. Now saying that the tourism that comes to Óbidos generates revenue and so there should be more investment, what have to say is that that tourism comes, that spends, but the revenues of that tourism..".

Interviewer: *"What revenue does the municipality receive from tourism?"*

Interviewee: *"Zero."*

Interviewer: *"There is already an approval of a tourism tax, correct?"*

Interviewee: *"The tourism tax is in the period of public discussion, will be again presented to the town council, and I would say maybe October/November, but is expected to be applied in the beginning of the next civil year, so to say, January 2020. But let us be aware of one thing, that tourism tax will only cover tourism costs by approximately 55%. What the municipality has is costs, it's 520 thousand Euros in costs with tourism, annually, for a revenue of around 210 to 230 thousand Euros, which will reach almost 50%, I was saying 55% but it won't reach 50%."*

Interviewer: *"That revenue you are referring to comes from where? The tourism tax?"*

Interviewee: *"It's from the tourism tax, only from the tourism tax."*

Interviewer: *"The hotels will be intermediating a tourism tax payment, for the tourists that stay overnight and create value to the local economy. For the excursionist/day visitor, that comes to Óbidos for a few hours, that goes to the shops, produces waste, uses the local facilities, would you consider a fee, having as intermediaries the shops and tourism businesses (excluding hotels)?"*

Interviewee: *"I understand your point, the question is we don't want fees just because. There is something above this which is the Constitutional Right, and the Constitutional Right, and there are practical cases for this, for example the Civil Protection tax in Lisbon, that was created by the municipality, and that the Constitutional Court found that tax unconstitutional, so what did that mean, the return of tax payments. Many tourism fees were created and the Constitutional Court didn't pass, because the fundamentals to the creation of that fee, was more of a tax than a fee, and municipalities cannot charge taxes. So from the constitutional point of view, it is not possible to apply. What would be possible to do, would be an entrance at the main entrance gate, but that is not possible because it is a national monument and cannot be closed, and that revenue would never be possible to be created by the municipality but by the Directorate General of Treasury and Finance, so it would never be a revenue for the municipality. The other possibility that has been studied, a payment to access the castle walls, but what happens is that we are, once again, in the private domain of the state. Adding to this, the DGPC (Directorate General for Cultural Heritage), which manages, and the General Administration of the Treasury and Finance, which owns, when we started discussing this matter, there was an incident on the wall which caused one death, and the family filed a lawsuit seeking compensation of 30 million Euros, we calmed our impulses for that idea. From the moment we charged one, two or three Euros at the entrance to go on the wall, and to guarantee security conditions, which we also consulted with DGPC, a rail with a maximum vertical distance of 7 cm would have to be fixed on the wall, this would mean destroying heritage and the municipality gave up on the idea. So we don't have many more sources of revenue. Within the second axe, what we have been doing is a set of events and recently a brand repositioning to a superior target, through the strategy Óbidos City of Literature, where the FOLIO - Óbidos International Literary Festival fit, the LATITUDES Travel Literature Festival fit, the writers residences fit, during the 365 days, where journalists, and I believe the local community has no perception of this, of what is written in the international press about Óbidos, and this is the result of an invisible work the municipality has been doing and has looked for another type of market."*

Interviewer: *"Always within the UNESCO Creative Literature cities network?"*

Interviewee: *"Not only, this has also happened in the United States where there are no literature creative cities, every month we welcome international journalists."*

Interviewer: *"Does it worry you that the loss of permanent and original residents, who still give Óbidos identity and memory, could transform the historic center into a place empty of authentic life, and thus lose its attractiveness as a tourism destination?"*

Interviewee: *"It does worry me, a lot."*

Interviewer: *"Would the municipality consider that some of the buildings that were built for literary residences could be rented creating an incentive to the fixation of families within the walls?"*

Interviewee: *"What we are facing here is a problem and the reality in many historic centers. But we don't resign to the problem because it is a problem of historic centers. What we have been working on to overcome this problem is, by using a Detailed Urban Plan, to regulate the market. The question "does it worry you?", it does, but what truly originates that, not only in these historic centers but also in other historic centers, is two major situations: land and real estate speculation, and lets recall that the price per square meter, that the municipality bought, was 6 thousand Euros, to rebuild. So when we look at the residential rental market, this is unaffordable, and is even more unaffordable when the European funds never had a strict vision for the historic centers. I can't apply, for example the residences I spoke about, all those investments we made, our first aim was for permanent residences, but the European funds did not allow it. The only way to turn the situation around was with the creative residences. So the financing mechanisms themselves lead to that. The speculative market leads to, who buys, because its rare, buys at a high price, and buys not to rent, it's not to charge 500 or 600 Euros per month, which has no economic viability, it's for services. So, what does this Detailed Urban Plan aim to do? It*

establishes quotas. A percentage of the building is used for services and another percentage for residential usage. What is the objective? The objective is to lower the speculative value and make the prices of the houses more affordable, and thus, fixing residents. The second aspect that conditions people living in historic centers is the difficulty in accessibilities, and this, only mischaracterizing a historic center would be possible to solve. On the other hand, the traffic regulation aims to improve the accessibility, not fully but at least partially. I recall that recently the decision of the Supreme (Administrative Court) for the exemption of property tax. And because it is a concern of the municipality for some years now, I recall I started this mission in 2013, with Oporto, Guimarães and Évora, during the Trioka period, for the exemption of property tax payment. It is less revenue for the municipality, around 120 thousand Euros, but which is justified for being one more incentive so people can live in the historic center and can afford to preserve those residences, because there are already increased costs rehabilitating or doing any works, as small as it may be, within the historic center, compared to others outside the historic centers. More, the bureaucratic process for whitewashing the houses has been taken care of. We prepared the specifications with the DGPC, entity that always has a binding opinion, that from now on, people only have to do a previous written communication."

Interviewer: "By working in a hotel, many tourists ask me the history of Óbidos and if there is any interpretation center. Is this thought out in the future?"

Interviewee: "In October a 3.5 million Euro investment will begin its construction which will be the Welcome Desk for tourism, at the Praça da Criatividade (Creative Square) and will be the hotspot of the territory, connecting with other territories."