DEVELOPMENT OF A SUSTAINABLE TOURISM MODEL FOR AVEIRO COASTAL REGION (PORTUGAL)

Helena Albuquerque [helena.albuquerque@ua.pt]
Carlos Costa [ccosta@ua.pt]
Filomena Martins [filomena@ua.pt]
PRESENTATION STRUCTURE

[1] THEMATIC FRAMEWORK

[2] TOURISM PLANNING PARADIGMS

[3] RIA DE AVEIRO REGION (PORTUGAL)

[4] SUSTAINABLE TOURISM STRATEGY

[5] FINALS CONSIDERATIONS

[6] CHALLENGES FOR THE FUTURE
THematic FRAMEWORK

COASTAL AREAS

• Complex and Dynamic
• Vulnerable Environments

• Diversified Environments
  • Attractive Natural Resources with strong Economic Potential
  • Potential Area for Recreation and Leisure

• Economic Growth, Employment, Investment and Life Quality Improvement

COASTAL TOURISM

• Interface between Land and Sea Resources

• Important Economic Activity [with the biggest growth]

BUT it contributes

(cnads, 2001)

• Strong Urban Growth and Lack of Land-use Planning
• Strong Environmental and Sociocultural Problems
• Lost of Tourist Quality

Balance and Sustainability
COASTAL TOURISM PLANNING PARADIGMS

Costa (1996)

Implementation of a network system for tourism sector

Amdam (2000)

Development process as a learning spiral

Carr et. al. (2008)

Destination Management and Planning Processes – The Cycles and the Mental and Organizational Structures

UNEP (2009)

Sustainable Coastal Tourism: An integrated planning and management approach
Network Systems in Tourism Sector

1. Abandon of rational principles that support the previous planning practices

2. Need to break the gap between planning and private sector organizations

3. Changes in processes and planning policies – more pragmatic, participatory, informed, strategic and adjusted to the new global world view

4. Need to develop design strategies and implementation planning together

Costa (1996)
Coastal Tourism Planning Paradigms

Amdam (2000)
Carr et al. (2008)

**Fixed Mindset**
- Abilities are immutable
- All of this confirms...
- Fail more often in new situations
- Place big bets, slowly...
- Manage risk through analysis
- Overlook new growth opportunities

**Vicious Cycle**
- Life is a test, therefore avoid looking foolish and...
- Fear
- AVOID
- New Experiences
- NarroW
- Repertoires

**Growth Mindset**
- Abilities are malleable
- All of this confirms...
- Succeed more often in new situations
- Place small bets, quickly...
- Manage risk through action...

**Virtuous Cycle**
- Life is a journey of learning, therefore...
- Embrace uncertainty
- Seek new experiences
- Broaden repertoires
- Understand customers as people
- Detect new growth opportunities
- Understand customers only as data
COASTAL TOURISM PLANNING PARADIGMS

UNEP (2009)

Phase 1
Decision to begin the Strategic Planning Progress

Phase 2
Consensus on the Vision Statement

Phase 3
Initial Analysis of the Destination

Phase 4
Tourism Carrying Capacity Assessment

Phase 5
Definition of the Baseline Scenario

Phase 6
Preparation of alternative scenarios for tourism development and definition of the Sustainable Scenario

Phase 7
Strategy for Sustainable Tourism

Phase 8
Formulation of the Strategic Action Plan

Phase 9
Implementation of the Strategic Action Plan

Phase 10
Monitoring

Phase 11
Review
Ria de Aveiro Region

- Strong Image and Brand
- Business and Associative Dynamics
- Institutional Dynamics
- Resources and Territorial Context
**THE REGIONAL AND TOURISM**

**POTENTIAL OF THE AREA**

- **Quantity, Quality and Diversity of Natural and Cultural Resources**
- **Systematic and Strategic Knowledge** and at Municipal, Regional and National Levels
- **Demand Dynamics**
- **Business Dynamics (Offer)**
- **Image & Marketing**
  - To raise curiosity to visit

**WHAT IS NECESSARY TO DEVELOP?**

- **Networks**
  - Activities and Events
  - Partners
  - Paths
  - Accommodation
- **Project**
  - Attractive and Distinct
- **Partners Involvement** [Public e Private]
- **Activities Regulation and Monitoring**

**ACTION PLAN FOR TOURISM DEVELOPMENT**
SUSTAINABLE TOURISM STRATEGY
[Ria de Aveiro Region]

[BASIS AND MODEL]
# Sustainable Tourism Strategy

**Global Vision (Strategic)**

The region of Ria de Aveiro as an area of recognized tourism interest, unique, sustainable and competitive, based on the harmonious balance between the biophysical system and heritage values and social and economic systems, that should be able to ensure competitive distinction capacity nationally and internationally.

<table>
<thead>
<tr>
<th>Domains</th>
<th>Strategic Objectives</th>
</tr>
</thead>
</table>
| **1** Resources and Region | • To identify, to describe and to geo-reference all the resources  
• To respect the biophysical system of the area |
| **2** Stakeholders Mobilising | • To identify and to select strategic partners  
• To establish partnerships |
| **3** Policies and Management | • To confirm leadership capacity  
• To provide sources of public and private investments |
| **4** Actions | • To observe and to analyse models and case studies  
• To stimulate local economic basis competitiveness through distinction |
| **5** Projects | • To show capacity of accomplishment  
• To develop Image & Brand, Marketing and Dissemination |
# Sustainable Tourism Strategy

[Ria de Aveiro Region]

## Management / Implementation

<table>
<thead>
<tr>
<th>Phases</th>
<th>Moments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phase 1 _ Operational Structure</td>
<td>IN Volvement and Decision</td>
</tr>
<tr>
<td>Phase 2 _ Decision</td>
<td>Distinction</td>
</tr>
<tr>
<td>Phase 3 _ Vision</td>
<td>Attraction / Establishment of Partnerships</td>
</tr>
<tr>
<td>Phase 4 _ Analysis</td>
<td>Information / Communication</td>
</tr>
<tr>
<td>Phase 5 _ Sceneries</td>
<td>Action</td>
</tr>
<tr>
<td>Phase 6 _ Action Plan Development</td>
<td>Promotional</td>
</tr>
<tr>
<td>Phase 7 _ Programming, Execution and Financing</td>
<td>Attracting Visitors</td>
</tr>
<tr>
<td>Phase 8 _ Commitment / Contracting</td>
<td></td>
</tr>
<tr>
<td>Phase 9 _ Action Plan Implementation</td>
<td></td>
</tr>
<tr>
<td>Phase 10 _ Monitoring and Revision</td>
<td></td>
</tr>
</tbody>
</table>
SUSTAINABLE TOURISM STRATEGY
[Ria de Aveiro Region]

MANAGEMENT / IMPLEMENTATION

It depends

- Resources & Territory
- Political Context
- Dynamics & Opportunities

It involves

- Counties/CIRA
- Stakeholders
- Entities

It demands

- Operational Structure
  (Sustainable Tourism Development Group)
- Finance Capacity
- Political Decision

It should define

- Networks
  - Infrastructures
  - Partnerships
  - Events
- Image
  - Projects
  - Marketing
- Results
  - Socioeconomics
  - Environmental
  - Identity
Final Considerations

Findings / Known Reality

Bewildering Facts
[Much talk and little action]

Tourism as a potential engine of development in the region

Diversity and quality of Natural Resources

Institutional and business Dynamics existence

Why so little have happened in the Ria surrounding?

Challenge

The need for doing different and to think out of the box, going beyond the traditional institutional inertia

Definition and Implementation of a Strategic Model for Sustainable Tourism

Development of Ria de Aveiro Region
Thank you for your attention!