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Stakeholders' attitudes towards tools for sustainable tourism in historical cities

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ABSTRACT

Urban space is often the cause of disputes. The underlying causes of these disputes are conflicting interests, attitudes and needs regarding the way it is used. Among the various functions performed by cities, tourism activities have been distinguished as the foremost in the cities of historical value. Mass tourism has developed in the last decade and its excessive flow of tourists has in turn led to overtourism which as described by literature is a negative phenomenon. The causes of conflicts related to the development of tourism and their scale are very diverse. The freezing of the tourism economy during the COVID-19 pandemic created an opportunity to balance its development in the future. As described in the article, this research aims at identifying the attitudes and expectations of Krakow's residence towards the tools of balancing the tourism economy in the post pandemic period. The statistical analysis of the acquired data collected through questionnaires from 386 respondents during July 2020 revealed that most of the respondents support the preservation of cultural heritage and landscapes over business and profit making.

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Introduction

In the era of the increasing need to care for the quality of life, with the simultaneous decline in the role of the tourism economy in the COVID-19 period, it is necessary to develop action tools for all local stakeholders, shaping the city's tourism policy that would maintain a balance between the interests of various groups making up the city's community (visitors, residents, entrepreneurs, investors). An important premise is the need to balance the benefits and costs of tourism development in the city, and primarily, to estimate them socially in the perspective of the benefits and costs experienced by the residents (Maintland & Newman, 2009; Paskaleva-Shapira, 2007; Walas, 2020).

In this article, the attitudes of stakeholders towards the intention to balance tourism in a historic city were examined on the example of Krakow – a city already added to the first UNESCO World Heritage List in 1978. The number of visitors to Krakow has been growing in recent years, and in 2019 the city was visited by over 14.5 million people, including 3.3 million tourists from abroad (Borkowski, 2019). According to Seweryn et al., (2017), GDP generated by the tourism industry in 2017 accounted for over 8% of the city's total GDP and the share of the tourism economy in employment in the entire economy of Krakow exceeded 10%. The sum of taxes and fees paid directly by the entities of the

tourism economy accounted for 5.25% of the city budget revenues (Kruczek & Mazanek, 2019).

However, in recent years, the residents of Krakow have started to feel the negative effects of the overcrowding of tourist traffic and the structure of the accommodation base, which have been defined and described in the literature in the area of night economy (Pawlusiński & Zmyślony, 2018), tourism hypertrophy-overtourism (Zmyślony & Kowalczyk-Anioł, 2019), gentrification (Kowalczyk-Anioł, 2019), the socio-psychological resilience of residents as measured by the Doxey index (Doxey, 1975; Szromek et al., 2020) or short-term tourist rental (Kruczek, 2019; Walas, 2019). Based on the Doxey irritation index, a survey of the opinions of residents and entrepreneurs regarding the consequences of tourism development in Krakow conducted in 2019 (Szromek et al., 2020) showed that the assessment of attitudes of the residents of Krakow's districts towards tourism is dominated by the two types of attitudes (euphoria and apathy). The Old Town which is the main tourist district of Krakow is exception where residents despite having euphoria also show the attitude of irritation (24%) and antagonism (13.6%).

At the same time, one should be aware of the fact that after the pandemic ends, tourist cities will want to (will have to) revive tourist traffic at a rapid pace, with a view to, for example, restoring its profitability for both

local tourist entrepreneurs and the city budget. Therefore, is this necessity not contrary to sustainable development, which, by its nature, may consist in introducing regulations and restrictions?

Hence, the research problem undertaken here indicates a dual cognitive goal. First of all, it is to diagnose and estimate the intensity of conflict situations between residents and tourists and representatives of the tourism sector, accompanying the development of tourism to date. Then, based on the obtained diagnostic results, the authors' activities are aimed at identifying the expectations and attitudes of stakeholders towards the available methods of building a sustainable tourism economy in a city recovering from the pandemic.

Literature review

The genesis of the problem

The OECD predicts a decline of 45% to 70% in the tourism economy, depending on the duration of the health crisis and the pace of recovery in tourism activity (UNWTO, 2020). Meanwhile, tourism, which is ascribed the status of the basic social practice of modern society (Sharpley, 2018), becomes a carrier of various attitudes. This applies in particular to urban tourism, which is one of the fastest-growing segments of the global tourism market (Kowalczyk-Anioł, 2019; UNWTO, 2018). Before the pandemic, many cities, especially historic ones, were the destination of the so-called mass tourism, resulting in the phenomenon colloquially known as overtourism (Goodwin, 2017), and in the literature also tourist hypertrophy, which caused, *inter alia*, housing and commercial gentrification. As a result, there is a gradual outflow of the existing residents and services from attractive historical districts (Atkinson & Bridge, 2005; Zmysłony & Kowalczyk-Anioł, 2019).

Therefore, urban space has become the main cause of disputes, which are rooted in various interests, attitudes and expectations regarding the way it is used (Dziedzic, 2010; Hausner et al., 2013; Suchanek, 2018) and since the 1980s defined as the NIMBY¹ syndrome (Dmochowska-Dudek, 2013; Hermansson, 2001). It is true that in the autumn of 2020, cities recorded a shortage of tourists, especially foreign ones, causing serious negative economic consequences, but it was considered a good time to revise the existing management concepts, reflected in the sustainable tourism policy declared by many cities, and even to create new development strategies (for Krakow, Prague, Warsaw).

Development trends of the tourism market until the end of 2019 and the expected effects of the COVID-19

pandemic indicate the need to change tourism development indicators, from quantitative to qualitative (UNWTO, 2020), which do not deprive residents and spaces (especially cultural heritage) of the primary role in the functioning of the city. The authors believe that the concept of sustainable tourism in a historic city should be understood as a process in which the consequences of tourists' behaviour and business models of local service providers do not cause losses or changes in carrying capacity, environmental space, and changes in social and economic relations that are difficult to reverse (Benner, 2020).

Assessment of the situation in the context of overtourism

The growth in tourist traffic observed in the second decade of the twenty-first century, as well as investments in urban tourism, are the reason for its contestation among the residents of many cities, especially European ones, seeing it as a source of tourism gentrification (Atkinson & Bridge, 2005) and hypertrophy (Kowalczyk-Anioł, 2019). It was especially visible where mass tourism significantly worsened the conditions and quality of life of local communities. In the literature, there are examples of European historical cities, i.e. Venice, Barcelona, Dubrovnik, Amsterdam and Berlin (Colomb & Novy, 2017; Hughes, 2018; Kowalczyk-Anioł & Zmysłony, 2017; Peeters et al., 2018; Żemła, 2020), including Polish ones, i.e. Krakow (Kruczek, 2019; Szromek et al., 2020), Wrocław (Fedyk et al., 2020) and Poznań (Zmysłony & Pilarczyk, 2020). The implications of this phenomenon stimulate media discussion on the nature of the modern tourist city and the strategy of sustainable tourism in cities (Walas, 2020).

The causes of tourism-related conflicts and their scale are very diverse. It can be assumed that in conflicts over urban space two basic planes intertwine. First of all, conflicts may concern access to limited goods and resources (such as, territory, light, silence, greenery, air) and the way they are used and shaped. Secondly, besides the fact that they relate to a specific resource, they may refer to specific symbolic values, such as religion, traditions or aesthetics (Tomczyk, 2017). The city is treated (Harvey, 2012) as an area of conflicts and tensions that have for example an economic basis, and are articulated, *inter alia*, by urban movements reflecting the division of communities (Thurnell-Read, 2011) around the idea of 'the right to the city' – interpreted as the 'right to change the world, change lives and reinvent the city more after their hearts' desire' (Harvey, 2012).

These processes contributed to the destruction of the social and cultural tissue of the city, as the residents lose

their subjectivity, and their place was taken by visitors for whom public space was organised (Gonzalez et al., 2018). Various models of strategic regulation of public space management in historical cities are being created, e.g. in relation to Dubrovnik, Venice or Spanish historical cities, aimed at reducing the negative effects of overtourism (Abbasian et al., 2020; Calle-Vaquero et al., 2021). With reference to the Tourism Area Life Cycle (TALC) by Butler (1980), various variants of the decline in the last phase were identified in places affected by overtourism, determined by external factors and the behaviour of the tourism sector (Benner, 2020).

The lockdown time as an opportunity for changes

The declaration of a pandemic by the World Health Organisation and a lockdown for tourism worldwide has been the impetus for many tourism researchers and industry analysts to take up the topic. Reported changes that the COVID-19 pandemic has caused in the tourism economy (Goodger & Ferran, 2020) made it possible to formulate multi-variant forecasts of the development of the situation and scenarios of overcoming the crisis and proposed corrective actions. The effects of the pandemic are described in numerous publications, e.g. in a special issue of *Tourism Geographies*, vol. 22, no. 3, with as many as 25 articles on topics related with COVID-19. Among other things, they forecast a vision of tourism after the epidemic (Haywood, 2020), proposed necessary economic measures to save the tourism economy (Cave & Dredge, 2020), and indicated the necessary transformation (Hall et al., 2020). There are theses about the need for socialising tourism for social and ecological justice after COVID-19 (Higgins-Desbiolles, 2020; Crossley, 2020) with a strong emphasis on sustainable development and responsible tourism (Niewiadomski, 2020). It was pointed out that while recovering from the epidemic crisis, trips within one's own country, stays in agritourism farms and facilities capable of ensuring sanitary safety would be more popular.

The principles of implementing the concept of sustainable tourism development, suggested by many national and international institutions, should be characterised by, inter alia, relations with residents by respecting the sociocultural attitudes of the local community, preserving its cultural assets and traditional values, as well as undertaking actions for intercultural understanding and tolerance and ensuring real and long-term economic processes enabling social benefits for all city users (UNWTO, 2018; Żemła, 2020).

There has been a discussion related to the concept of sustainable tourism among many authors. Critical positions are presented, raising the definition inconsistency,

lack of effective examples of operationalisation or methods for measuring sustainable tourism development (Bell & Morse, 2003; González et al., 2018; Paunovic, 2016; UNWTO, 2004). In the guide for policy makers, (UNWTO, 2005) sustainable tourism is defined as tourism based on the principles of sustainable development. This assumption refers to the basic goal: to make tourism as a whole, treated as a system of connections and impacts, more sustainable.

The development of sustainable tourism meets the needs of modern tourists and host regions, while protecting and expanding opportunities for the future. In other words, the sustainable development of tourism consists of striving for the optimal distribution of benefits achieved by tourists (survival), enterprises (profit) and local residents (socio-economic development) while limiting the impact of tourism on the environment (see Berno & Bricker, 2001; Creaco & Querini, 2003; Risteskia et al., 2012). So one of the areas of treating tourism as sustainable is respecting the social and cultural attitudes of the local community, preserving its cultural goods and traditional values. The search for tools for sustainable tourism is now becoming an urgent task, otherwise it exposes tourism, assuming the return of overtourism, to a strong conflict with the inhabitants (UNWTO, 2020; Walas & Kruczek, 2020).

The challenge is the two-way nature of the impact: on the one hand, the form defined in this way will depend on the model of tourists' behaviour and choices – responsible consumption (from the side of demand), but on the other hand, on the infrastructure layout, organisation and management of tourism in a given reception area – responsible 'production' like shaping seasonality, supporting pro-ecological solutions e.g. in accommodation facilities, certification of facilities and products, supporting and promoting local initiatives (Report, 2007).

One of the key aspects of sustainable development is monitoring the tourism impacts on the target area. There are many indicator systems for measuring sustainable tourism development, proposed by international organisations and institutions such as UNWTO (UNWTO, 2004), Global Sustainable Tourism Council (GSTC, 2020) or the European Tourism Indicators System for Sustainable Destinations (European Tourism Indicator System, 2016). The implementation of indicator systems is an element of managing the sustainable development of tourism in the city and must be integrated with the strategic assumptions of the destination. However, in the period after the COVID-19 pandemic, the compiled indicators must also take into account the real situation of the need to rebuild tourism.

Sustainable tourism and the problem of measuring the implementation of sustainable goals

According to the authors providing both a high quality of life for residents and, at the same time, a high quality stay for visitors is the overriding goal of local sustainable development strategies. The boundaries between residents and visitors in the use of leisure services are blurring, and the sense of localhood begins to be the central axis of the strategic development concept. This localhood is already the most sought-after value by both residents and visitors.

Among the tourism management tools in European cities for urban DMOs (destination marketing organisation) that are relevant in a pandemic situation are: planning tourist initiatives according to the formula 'residents' needs first', creating partnerships through conflict management or introducing taxes, restrictions and limits such as tourist tax, entry or admission restrictions, limits for the development of short-term tourism rental (Jordan & Moore, 2018).

In the document 'Guiding Principles', announced in July 2020 by a coalition of six non-governmental international organisations operating under the name 'The future of tourism is at stake' (Future of tourism, 2020), there are recommendations aimed at minimising conflicts in tourism recovering from a pandemic. Conflict management is given particular attention in this document. The leading assumption was that overcoming the COVID-19 crisis offers an opportunity for a more sustainable future, also with regard to tourism. In this context, one should agree with the assumption that tourism in historical cities should be developed in such a way as to increase the city's resilience in the ecological, social, economic and infrastructural dimensions to the threats related to the pressure created by the global external conditions caused by tourist traffic and new tourism investments, as well as by the development of other urban functions.

Materials and methods

An essential area of tourism management is the recognition of intensity and the nature of social conflicts that arise under its direct or indirect influence, and then stimulating their course (Niemczyk, 2016). They result from the existence of different, conflicting interest groups: *tourism industry – residents*, *tourists – residents*, *tourists – tourists*, *residents – residents*. While conflicts are an inevitable element of the city's continuity, and often the driving force behind its development (Madurowicz, 2017), they result from the function of tourism

itself, which has become its more and more distinctive feature, especially in cities (Kowalczyk-Anioł & Włodarczyk, 2017; Mika, 2007; Zmysłony & Pilarczyk, 2020). The analytical tool for identifying conflicts is the so-called circle of conflicts (Moore, 2014) (reduced to the 5-point Likert scale). The basic problem is therefore to identify areas of conflict between stakeholders based on the circle of conflicts (Moore, 2014), detailing:

- Data conflict – stakeholders are unable to determine the actual state (they have incorrect data or interpret it differently, rely on false information, e.g. gossip),
- Relationships conflict – stakeholders have a negative emotional attitude towards the other party related to, for example, stereotypical perceptions or misunderstanding, each party is committed to retaliation and communicates in this form,
- Values conflict – conflicts that are due to different structures in the hierarchy of values and the difference in looking at the city. Some give themselves the right to tell others what the city should look like and do not agree with different views. It raises the need to defend one's own values and ideas,
- Interest conflict – one group of stakeholders perceives itself or another group of stakeholders as stronger, more privileged,
- Structure conflict – property right was recognised as such, which may not limit its economic purpose.

Based on the formulated research issues, the authors conducted empirical research. Their main cognitive goal was to identify key attitudes of residents towards remedial actions minimising conflicts related to the phenomenon of overtourism in Krakow before the pandemic and leading to a sustainable tourism economy.

Krakow is located in the south of Poland and the second largest and one of the oldest cities in Poland, where cultures, regions and traditions merge: a testimony to the meanders of history and legends lastingly fused with facts. The city of kings and rebels, stately bourgeois and inspired artists, academics and students. Krakow is a former capital of the country. The Old Town is a unique treasury of works of art, historical monuments and historic buildings, representing almost all architectural styles. In 2000, Krakow was awarded the title of the European, and in 2019, the European Capital of Gastronomy Culture. Krakow also has the status of a UNESCO city and is a member of the Creative Cities network. In 2019, it chaired the OWHC World Heritage Cities Organization (Historical Cities 3.0, 2018).

The basic problem is therefore not only to identify areas of conflict between stakeholders based on the circle of

conflicts (Moore, 2014), but also to find answers to three basic issues formulated in the form of research questions:

- (1). How to attract tourists again after the pandemic and prevent their excess, and thus reduce existing conflict situations?
- (2). Are there any differences between the stakeholders regarding the primary sources of conflict? It is mainly about the differences in the perception of the sources of conflicts between representatives of the tourist district and other districts, as well as between representatives of the tourism industry and respondents not related to tourism.
- (3). Is preserving the cultural heritage and landscape a priority over running a business and making a profit?

The described studies were conducted in July 2020, i.e. during the COVID-19 pandemic, based on the original research questionnaire. The first part of the questionnaire covered the questions used in the selection of respondents. It was necessary due to the fact that only residents of Krakow, including entrepreneurs running business in tourism, were to be subject to the research. This made it possible to select a subgroup of representatives of the tourism industry (hotels, gastronomy, travel agencies and tourist guides) and a subgroup of respondents not professionally related to the tourist traffic service. The essential criterion for all respondents was that they should be permanent resident of one of the districts of Krakow. Since the Old Town is the the main tourist district of Krakow, residents and entrepreneurs from this district were qualified to represent the direct tourist reception area, while residents of other districts were qualified to represent the areas adjacent to the tourist area, and at the same time not being direct residents of the tourist reception area.

The respondents were asked to present their attitude towards specific views and opinions on the issues under consideration, as well as to indicate whether they find certain views true or false. The answers variants were prioritised by assigning them subsequent ranks. The scale of grades used here was a five-level character in the range from -2 to 2 , i.e. calibrated in 0 point, where values below zero mean objection to the opinion formulated, while values above zero mean consent to the opinion. The value range from -0.05 to 0.05 was considered inconclusive.

The developed research questionnaire was subjected to reliability analysis using the Cronbach's alpha coefficient, which in this case was 0.8413, which makes it possible to be convinced of the high reliability of the research tool (Leontitsis & Pagge, 2007). The

questionnaire was placed on the main social networks associating residents and entrepreneurs running a business in Krakow. This made it possible to reach the respondents via the Internet. In total, 456 respondents took part in the research. After scrutiny of the collected questionnaires, 70 (about 15%) were found incomplete or invalid. Therefore 386 questionnaires were qualified for further research, which was sufficient to achieve the assumed reliability threshold of a random sample. The study assumed the maximum statistical error of the sample of $\pm 5\%$ and the confidence level of $p = 0.95$.

The processing of the collected data consisted of performing a statistical analysis, both one dimensional in the form of a descriptive analysis, and of a two-dimensional nature in the form of an analysis of the dependence of pairs of the examined features. In some cases, the level of significance of differences between the obtained average values was also studied. For the comparison of two groups with variables with a distribution other than normal, the U test (Mann-Whitney) was used, and in the case of normal distribution of the feature, the t -test was used. The significance of differences between structure indicators was verified with Chi -squared test. When verifying statistical hypotheses, the statistical tests were used, taking into account significance at the level of $\alpha \leq 0.05$. All calculations were made using the STATISTICA 13 software.

Research results

The statistical analysis of the obtained data took into account questionnaires obtained from 386 respondents, including 70 tourist guides, 48 owners of travel agencies, 33 hotel managers and 26 restaurateurs. A total of 45.9% of the respondents provided tourist services of various nature. The rest are residents and entrepreneurs from Krakow not related to tourism (Table 1).

In terms of the respondents' residence, the largest number of questionnaires was obtained from the Old Town district (30.1%), which is the main tourist district of Krakow (Figure 1). The remaining districts were represented by 28.2%, 18.9%, and 12.7% of respondents respectively (Table 2).

The respondents were asked to express their opinion on whether the preservation of the cultural heritage and landscape is a priority over running a business and making a profit. This question was asked to know the attitude of the inhabitants about the supreme value of the entire city as a heritage city as a superior value will indicate whether they are able to partially limit the economic exploration of urban space. It was found that four out of five respondents (80.3%) confirmed this opinion as consistent with their values. Less often than every

Table 1. Respondents by professions.

Respondents' professional status	Percentage of representatives
city guides	18.1%
travel agency	12.4%
education or university employee	11.4%
Functionary	9.6%
hotel industry	8.5%
owner / manager of non-tourism services companies	7.0%
Gastronomy	6.7%
employed by a company outside of tourism services	6.7%
Student	5.7%
employee of a cultural institution (museum, theatre)	4.9%
pensioner	4.4%
Transport	4.4%

Source: own study.

tenth respondent (9.1%) is of the opposite opinion (Table 3).

The classification of respondents representing a tourist district and non-tourist districts shows a very similar structure of answers to this question. However, while the percentage of people agreeing to prioritize the preservation of cultural heritage and landscape over profit is similar in both groups, disagreement to this priority is twice less common among the inhabitants of the Old Town than in other districts. This may be due to the fact that there are many entrepreneurs amongst the respondents from the Old Town.

This opinion may be confirmed by the results of comparisons obtained on the basis of the classification of

Table 2. Respondents' place of residence.

Krakow district	Percentage of district representatives
Śródmieście – Old Town (tourist district)	30.1%
Podgórze	28.2%
Nowa Huta	12.7%
Krowodrza	18.9%
Other places	10.1%

Source: own study.

those studied into respondents representing the tourism industry and those outside the industry. The structure of the answers is very similar. However, while the percentage of people who consider preservation of cultural heritage and landscape superior to profit is similar between tourism and non-tourism representatives, disagreement with such a superior value is three times more common among representatives of the tourism industry. The tourism industry is more likely to refuse to put profit above cultural heritage.

Using Moore's circle of conflict, respondents were faced with theses that would allow them to identify the area of the conflict. The answers are presented in Table 4.

The conflicts among stakeholders, classified into four groups, were analysed – entrepreneurs from the tourism industry, residents of Krakow, tourists from the reception area and local government. The level of conflicts was tested using a rating scale that was calibrated against zero (0.0 ± 1.0). Negative values indicate that the respondents do not perceive conflict, and positive values

**Figure 1.** Respondents' place of residence. Source: own study.

Table 3. The respondents' attitude towards the thesis – 'preservation of cultural heritage and landscape has a value that is paramount over entrepreneurship and profit'.

Opinion	% in general	Inhabitants by residential districts		Inhabitants by industry of employment	
		Tourist district	Other districts	Tourist district	Other districts
Yes	39.4%	47.1%	37.7%	30.4%	48.4%
Probably yes	40.9%	31.4%	43.0%	45.9%	35.9%
Do not know	3.9%	8.6%	2.8%	3.1%	4.7%
Probably not	6.5%	4.3%	7.0%	9.3%	3.6%
No	2.6%	1.4%	2.8%	4.6%	0.5%
Lacking	6.7%	7.1%	6.6%	6.7%	6.8%

Source: own study.

indicate its clear occurrence. The range from -0.05 to 0.05 was considered inconclusive (Table 5).

The respondents most often indicated the occurrence of conflicts between tourists and residents ($W_{T/F} = 0.31 \pm 0.65$) and between representatives of the tourism industry and residents ($W_{T/F} = 0.25 \pm 0.63$). A conflict between residents and local government is noticed a little less frequently ($W_{T/F} = 0.13 \pm 0.59$) (Table 4). The level of indications of a conflict between the tourists themselves ($W_{T/F} = -0.31 \pm 0.56$) was small.

The results suggest that the selected indicators of sustainable tourism development should minimise conflict areas.

In order to compile a catalogue of activities aimed at sustaining tourism in the city in the post-COVID-19 period, respondents were asked what measures are the most appropriate to attract tourists again after the

Table 4. Sources of conflicts between stakeholders.

Conflicts	In general	Tourism industry	Other industry
Information conflict	2.43 ± 1.16	2.26 ± 1.21	2.59 ± 1.08
Relationships conflict	2.35 ± 1.13	2.25 ± 1.14	2.45 ± 1.12
Values conflict	2.12 ± 1.06	2.06 ± 1.08	2.17 ± 1.04
Structure conflict	2.29 ± 1.1	2.29 ± 1.13	2.3 ± 1.08
Interest conflict	2.33 ± 1.07	2.41 ± 1.03	2.25 ± 1.11

Source: own study.

Table 5. Conflicts of respondents in relation to place of residence and industry affiliation.

Conflict relationships	In general	Conflict	Inhabitants by residential districts			Inhabitants by industry of employment		
			Tourist district	Other districts	<i>p</i>	Tourist district	Other districts	<i>p</i>
Industry-residents conflict	0.25 ± 0.63	T	0.39 ± 0.65	0.22 ± 0.62	0.036	0.14 ± 0.65	0.36 ± 0.6	0.001
Industry-industry conflict	-0.04 ± 0.61	-	0.01 ± 0.64	-0.05 ± 0.59	0.458	-0.07 ± 0.69	-0.02 ± 0.5	0.428
Tourists-residents conflict	0.31 ± 0.65	T	0.49 ± 0.62	0.27 ± 0.66	0.009	0.21 ± 0.67	0.41 ± 0.62	0.005
Tourists-tourists conflict	-0.31 ± 0.56	F	-0.22 ± 0.6	-0.33 ± 0.54	0.245	-0.34 ± 0.6	-0.28 ± 0.51	0.094
Residents-residents conflict	-0.08 ± 0.64	F	-0.13 ± 0.66	-0.07 ± 0.63	0.388	-0.09 ± 0.66	-0.08 ± 0.62	0.822
Industry-local government conflict	0.01 ± 0.58	-	-0.01 ± 0.57	0.01 ± 0.58	0.887	0.03 ± 0.64	-0.03 ± 0.52	0.341
Residents-local government conflict	0.13 ± 0.59	T	0.24 ± 0.6	0.11 ± 0.58	0.090	0.03 ± 0.64	0.23 ± 0.51	0.002

Source: own study. Explanations: T: true (there is a conflict); F: false (there is no conflict).

pandemic and to prevent their excess, and thus reduce conflict situations. The respondents indicated that the best solution is to create attractions that benefit both residents and visitors ($W_{T/F} = 0.75 \pm 0.48$) and encourage visitors to explore the city outside the historical centre and outside the city ($W_{T/F} = 0.7 \pm 0.53$). A successful solution may also be the systematic measurement and monitoring of tourism ($W_{T/F} = 0.67 \pm 0.47$) as well as communication and the involvement of local communities ($W_{T/F} = 0.67 \pm 0.46$).

Other successful solutions include initiating discussions about development problems and establishing common goals for all stakeholders (0.63 ± 0.51), or introducing campaigns to make tourists aware of the rights of residents, providing information on local laws, customs and culture norms ($W_{T/F} = 0.63 \pm 0.58$). Also indicated is the introduction of on-line booking systems for tourist attractions and cultural institutions ($W_{T/F} = 0.57 \pm 0.56$), as well as supporting the initiative of new tourist offers, even niche ones ($W_{T/F} = 0.56 \pm 0.56$).

Ideas such as creating preferential tax conditions for service activities maintaining local identity in the city centre ($W_{T/F} = 0.54 \pm 0.6$) and striving for a consensus of residents and local service providers in terms of development through acceptance (by each of the stakeholder groups) of the possibility of giving up part of one's own benefits for the benefit of the city's common values, with planned sustainable development of the local economy ($W_{T/F} = 0.54 \pm 0.51$). A solution of introducing registration rules for short-term tourist letting as a business activity ($W_{T/F} = 0.53 \pm 0.6$) has also gained recognition, as well as proposing mobile applications with alternative attractions of the area ($W_{T/F} = 0.51 \pm 0.6$).

The introduced classifications of respondents usually show no significant differences between the answers. Obviously, the limitation of short-term letting may hit entrepreneurs from the Old Town, that is why this solution is not viewed positively there ($W_{T/F} = 0.5 \pm 0.66$). However, there are also solutions that provoke opposition among residents of non-tourist districts. It is, for example, an idea for stopping tourist promotion ($W_{T/F} = -0.72 \pm 0.55$) or charging higher local taxes for

service providers using the cultural heritage of the city ($W_{T/F} = -0.18 \pm 0.65$).

Representatives of the tourism industry are not convinced by the solution of introducing a voluntary, free quality certificate for service providers of sustainable development (ecological, sanitary) ($W_{T/F} = 0.21 \pm 0.68$), as is the case with representatives of other industry ($W_{T/F} = 0.53 \pm 0.55$). The opinion is different in the case of the mobile application with alternative attractions – it more often gains recognition by representatives of the tourism industry ($W_{T/F} = 0.57 \pm 0.65$) than by representatives of other industries ($W_{T/F} = 0.19 \pm 0.65$).

Discussion

Social tensions result in exceeding the limits of the social psychological capacity of the area (SCC – *social carrying capacity*), i.e. the ability to accept the changes taking place in the evolving process of city gentrification (Gerritsma & Vork, 2017; Kowalczyk-Anioł & Włodarczyk, 2017; Kruczek, 2019). Hence, it is believed that the sustainable strategic management of the city must maintain a relative balance between the benefits of income and the possible losses resulting from conflicts (Zmyślony, 2012) because the hypertrophy (overtourism) that

continued until 2019 and tourism gentrification have become a fact (Kowalczyk-Anioł, 2019; Helms, 2003). The possible return to the phenomenon of overtourism is now becoming a concern and a challenge for cities.

Even before the COVID-19 pandemic, there were many strategies to sustain tourism in historic cities. And so, Milano (2018) proposes a strategy reduced into five groups (5D) according to their main goal: Deseasonalisation, decongestion, decentralisation, diversification, and deluxe tourism. Abbasian et al. (2020), based on surveys of tourist entrepreneurs in Dubrovnik, distinguish infrastructure-oriented, tourist-oriented, local authority-oriented, and tour operator-oriented or similar solutions. Eckert et al. (2019) identified the five groups of factors to sustain tourism in cities, these are: Understanding the role of tourism, spatial and seasonal distribution, promoting tourism acceptance, restrictions and monitoring, and smart destination development. Meanwhile, Verissimo et al. (2020) have identified six types of strategies: Those focused on infrastructures and decentralisation, those that seek local involvement and collaboration, those oriented towards planning and regulation, those focused on promoting smart tourism, those oriented towards degrowth and segmentation, and improving relations between tourists and resident.

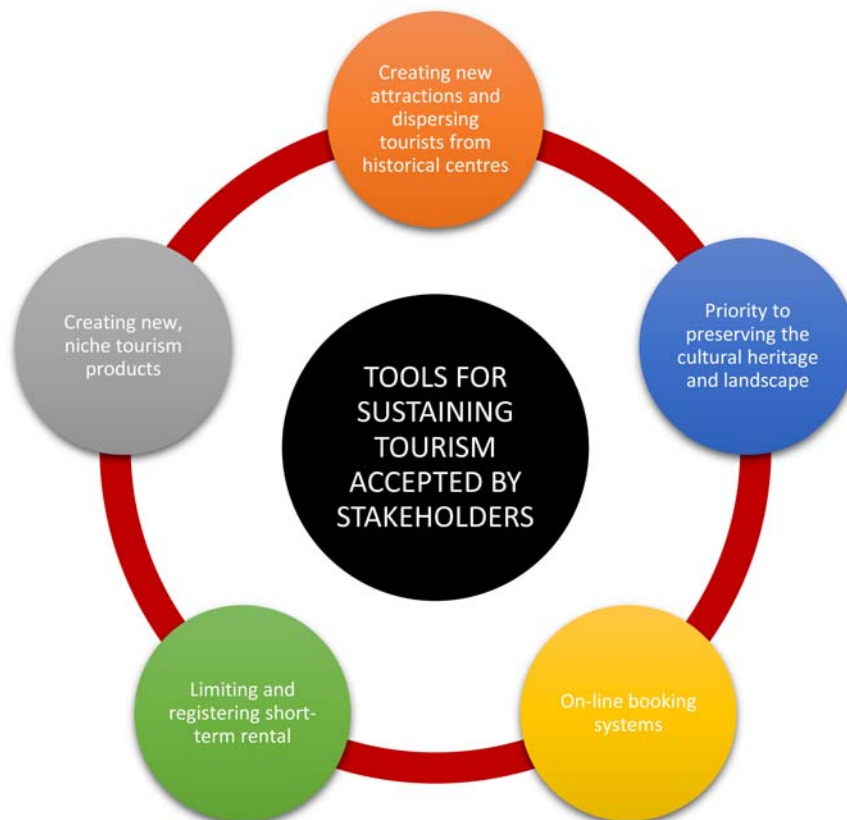


Figure 2. Tools for sustaining tourism in Krakow accepted by stakeholders. Source: own work.

Tourism management, according to the concept of agile tourism (Petraakis & Karpathiotaki, 2010), must focus on quick and effective response to changes, smoothly adapt the organisational culture, quickly obtain information about market changes, use them and adjust products to individual preferences, provide visitors with up-to-date information on the local offer (Bornhorst et al., 2010; Inversini et al., 2014).

The results of the research conducted by the authors in Krakow allow to determine the perception of the social impact of tourism on the everyday life of the city's residents and people running a business in it, as well as to diagnose the attitudes of stakeholders towards the proposed measures to sustain tourism.

Our research also showed that there are no significant differences in the main sources of conflict between stakeholders, especially between representatives of the tourist district and other districts, and between representatives of the tourism industry and respondents not involved in tourism.

The opinion on whether the preservation of cultural heritage and landscape is a value superior to running a business and making a profit is shared by the vast majority of respondents (80.3%). This awareness of the value of cultural heritage among all stakeholders is an important premise for sustaining the development of tourism. It is related to the willingness of stakeholders to give up some of their own benefits for the sake of

Table 6. Stakeholders' attitudes towards tools for sustainable tourism.

	In general	Inhabitants by residential districts			Inhabitants by industry of employment		
		Tourist district	Other districts	<i>p</i>	Tourist district	Other districts	<i>p</i>
Preventative actions							
Create attractions that benefit both residents and visitors	0.75 ± 0.48	0.75 ± 0.45	0.75 ± 0.48	0.973	0.74 ± 0.53	0.75 ± 0.42	0.360
Encourage visitors to explore the city outside the historical centre and outside the city	0.7 ± 0.53	0.73 ± 0.49	0.69 ± 0.54	0.722	0.67 ± 0.58	0.72 ± 0.48	0.956
Systematically measure and monitor tourism	0.67 ± 0.47	0.72 ± 0.45	0.66 ± 0.48	0.414	0.63 ± 0.55	0.71 ± 0.38	0.699
Communicate and involve local communities	0.67 ± 0.46	0.68 ± 0.49	0.67 ± 0.46	0.676	0.68 ± 0.49	0.66 ± 0.44	0.369
Initiating discussions about development problems and establishing common goals for all stakeholders	0.63 ± 0.51	0.64 ± 0.52	0.62 ± 0.51	0.652	0.65 ± 0.52	0.6 ± 0.5	0.298
Introducing campaigns to make tourists aware of the rights of residents, providing information on local laws, customs and culture norms	0.63 ± 0.58	0.62 ± 0.68	0.63 ± 0.56	0.393	0.6 ± 0.6	0.65 ± 0.57	0.524
On-line booking systems for tourist attractions and cultural institutions	0.57 ± 0.56	0.5 ± 0.59	0.59 ± 0.55	0.298	0.6 ± 0.59	0.54 ± 0.53	0.087
Support the initiative of new tourist offers, even niche ones	0.56 ± 0.56	0.41 ± 0.57	0.6 ± 0.56	0.014	0.67 ± 0.54	0.46 ± 0.57	0.000
Create preferential tax conditions for service activities maintaining local identity in the city centre	0.54 ± 0.6	0.55 ± 0.6	0.54 ± 0.6	0.763	0.5 ± 0.63	0.58 ± 0.58	0.357
Striving for a consensus of residents and local service providers in terms of development through tourism consisting in the acceptance by stakeholders of the possibility of giving up part of one's own benefits for the benefit of the city's common values, with planned sustainable development of the local economy	0.54 ± 0.51	0.51 ± 0.58	0.54 ± 0.49	0.994	0.51 ± 0.53	0.56 ± 0.49	0.608
Introducing registration rules for short-term letting as a business activity	0.53 ± 0.6	0.54 ± 0.65	0.53 ± 0.58	0.575	0.58 ± 0.6	0.49 ± 0.59	0.133
Creating mobile applications with alternative attractions	0.51 ± 0.6	0.37 ± 0.68	0.55 ± 0.58	0.098	0.49 ± 0.65	0.53 ± 0.56	0.980
Introducing a voluntary, free quality certificate for service providers of sustainable development (ecological, sanitary)	0.43 ± 0.62	0.49 ± 0.62	0.42 ± 0.62	0.380	0.43 ± 0.64	0.44 ± 0.6	0.960
Limits to the development of certain types of services in the historical zone	0.38 ± 0.63	0.47 ± 0.64	0.36 ± 0.63	0.167	0.21 ± 0.68	0.53 ± 0.55	0.000
Intensify the tourist promotion of the city in order to 'recover' tourists	0.37 ± 0.67	0.17 ± 0.74	0.42 ± 0.65	0.033	0.57 ± 0.65	0.19 ± 0.65	0.000
Extend the opening hours of cultural institutions	0.36 ± 0.62	0.27 ± 0.63	0.38 ± 0.61	0.240	0.38 ± 0.62	0.35 ± 0.62	0.675
Limit the existing short-term rental	0.25 ± 0.7	0.5 ± 0.66	0.19 ± 0.7	0.002	0.2 ± 0.7	0.29 ± 0.69	0.235
Reduce the number of new accommodation facilities in the centre	0.25 ± 0.69	0.5 ± 0.54	0.19 ± 0.71	0.005	0.15 ± 0.72	0.34 ± 0.65	0.034
Ban on burdensome types of transport such as a scooter	0.24 ± 0.74	0.32 ± 0.75	0.22 ± 0.73	0.299	0.19 ± 0.77	0.28 ± 0.7	0.419
Introduce restrictions on night opening hours of the so-called 'gardens'	0.17 ± 0.75	0.36 ± 0.74	0.12 ± 0.74	0.026	0.03 ± 0.74	0.29 ± 0.73	0.003
Increase entry restrictions to the city centre	0.13 ± 0.73	0.25 ± 0.7	0.1 ± 0.74	0.208	-0.07 ± 0.74	0.32 ± 0.68	0.000
Introducing a tourist tax for each night	0.13 ± 0.72	0.26 ± 0.68	0.09 ± 0.72	0.130	0 ± 0.73	0.24 ± 0.69	0.007
Introducing restrictions on the hours of serving alcohol	0.05 ± 0.8	0.33 ± 0.8	-0.03 ± 0.78	0.003	-0.07 ± 0.81	0.15 ± 0.78	0.030
Charge higher local taxes for service providers using the cultural heritage of the city	-0.11 ± 0.67	0.16 ± 0.68	-0.18 ± 0.65	0.002	-0.27 ± 0.66	0.04 ± 0.63	0.000
The city authorities should not interfere in the phenomenon of short-term rental because it restricts the freedom of business activity	-0.17 ± 0.68	-0.42 ± 0.62	-0.11 ± 0.69	0.003	-0.05 ± 0.69	-0.28 ± 0.66	0.010
Stop tourist promotion of the city	-0.64 ± 0.61	-0.35 ± 0.74	-0.72 ± 0.55	0.000	-0.74 ± 0.6	-0.56 ± 0.61	0.000

Source: own study.

maintaining common values and hypothetically (declaratively) consent to preferential taxation conditions for entrepreneurs who maintain local identity.

Among the proposed tools for sustaining tourism, the thesis about the need to create new attractions that would contribute to the dispersion of tourism in the city and the touristic exploration of other districts, outside the historic centre, was highly accepted. It also indicated (albeit to a lesser extent) the need to monitor tourism phenomena and to communicate and involve local communities in the development of tourism activities, as well as the need to discuss the problems and goals of tourism in the city with the participation of all stakeholders.

Another way of sustaining tourism, which has been highly rated, is the wide implementation of Internet systems (on-line) in the booking of access to tourist attractions and the creation of niche tourism products (cf. [Figure 2](#)).

A high level of agreement was found to register short-term letting as an economic activity, which is not happening at present. However, the thesis about stopping the promotion of the city, higher taxation of entrepreneurs using cultural heritage resources and the introduction of a voluntary safety certificate for the services provided did not find support.

The catalog presented in [Table 6](#) of possible sustainable tourism tools allows for the graphic illustration ([Figure 2](#)) of those that received the greatest support from the respondents.

Conclusions

Overtourism (hypertrophy), experienced especially by residents, tourist gentrification of districts, functioning of public transport and new forms of economic activity in the field of the sharing economy have become a common challenge for historical cities. Fundamental here is the cooperation of public administration, residents, non-governmental organisations, economic self-governments and entrepreneurs, as well as the mutual understanding of residents and visitors.

These activities do not guarantee the disappearance of the negative phenomena observed before the COVID-19 pandemic, but they become a kind of declaration of the direction of the city's tourism policy, acceptable by a large part of residents. This means that the strategy of further tourism development should, to a greater extent than before, focus on the acceptable relations between residents and visitors. The assumption that the basic product of tourism in historical cities, i.e. city break, will rebuild incoming tourism over time, which does not stand in opposition to the implementation of new tourism management principles in the

city. The attitudes of residents towards the proposed tools for sustaining tourism in historical cities, described in the article, will be helpful in their construction.

The approach to the problem used by the authors is adapted to the conditions of a specific tourist destination of a historical nature, which at the same time indicates the need to analyse these issues in the context of various types of tourist destinations. This may significantly differentiate the impact of stakeholders in these destinations depending on the intensity and impact of overtourism. Therefore, the authors are aware of the limitations of the conducted research, both in terms of narrowing down the sample to city representatives present in the most popular social media and narrowing down the analyses to the concept of the circle of conflicts by Ch.W. Moore.

The policy of sustainable tourism in Krakow is focusing on integrated strategic management of tourism in the city (Walas, 2020). This implied the public-private partnership with local entrepreneurs for the development of modern tourist services, as well as the support to the creation of new local tourist products and their commercialisation building the image of the city. Moreover, the implementation of the strategic management and the policy implementation in the field of tourism in Krakow is possible only through involvement of local residents in tourism development process and through collaborative forms of local economy. Krakow focuses on sustainable tourism between the needs of visitors and the quality of life of its residents. To this end, city is working on tools for implementing the principles of sustainable tourism, including accessibility to the old town, activation of residents for the development of services in accordance with the principle of 'localhood'. Also, the introduction of certification of services indicating to the consumer that the principles of sustainability are respected, and this is confirmed by numerous analyses (UNWTO, 2020).

The practical use of the knowledge obtained through this conducted research will help local administration of tourist destinations. The conclusions drawn from this research were used in the development of the strategic document of Krakow, namely 'the policy of sustainable tourism for 2021-2028' (Walas, 2020).

In the context of the post-pandemic period, the authors believe that the recommendations of the Global Sustainable Tourism Council (The GSTC Destination Criteria) are extremely accurate for the coalition "The future of tourism". These recommendations are related to the standards of sustainable travel and tourism for destinations – to help public decision makers and destination managers, and industry – to help hotels, attractions and tour operators. The results of this research verify the level of social acceptance for the recommended tools of 'new tourism' in historical cities.

Note

1. The term NIMBY is an acronym for the English words 'not in my backyard'. This term describes the attitude of people who object to the location of dangerous facilities or those that will result in losses for the local population in their immediate vicinity.

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