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VISITOR MANAGEMENT FOR SUSTAINABLE TOURISM:
THE CASE OF ISTANBUL'S PRINCES' ISLANDS

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LIST OF ABBREVIATIONS

Abbreviation	Full Description
AKP	Justice and Development Party (Adalet ve Kalkınma Partisi)
BIFED	Bozcaada International Festival of Ecological Documentary
CHP	Republican People's Party (Cumhuriyet Halk Partisi)
DMO	Destination Management Organization
ETB	English Tourist Board
GDP	Gross Domestic Product
GNH	Gross National Happiness
HDP	Peoples' Democratic Party (Halkların Demokratik Partisi)
IBB	Istanbul Metropolitan Municipality (Istanbul Büyükşehir Belediyesi)
IUCN	International Union for Conservation of Nature
LAC	Levels of Acceptable Change
MDG	Millenium Development Goals
MDPP	Minimum Daily Package Price
MHP	Nationalist Movement Party (Milliyetçi Hareket Partisi)
NGT	Nominal Group Technique
PAVIM	Protected Area Visitor Impact Management
ROS	Recreation Opportunity Spectrum
SDF	Sustainable Development Fee
SDG	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOMM	Tourism Optimisation Management Model
TURAD	Tourism Researchers Association (Turizm Araştırmaları Derneği)
OUV	Outstanding Universal Value
UKOME	Transportation Coordination Directorate
UN	United Nations
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNWTO	World Tourism Organization
VAMP	Visitor Activity Management Process
VAT	Value Added Tax
VERP	Visitor Experience and Resource Protection
VIM	Visitor Impact Management
VM	Visitor Management
VMP	Visitor Management Plan
VUMF	Visitor Use Management Framework
WCED	World Commission on Environment and Development
WHS	World Heritage Site
WWF	World Wide Fund for Nature
WWTC	World Travel and Tourism Council

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ABSTRACT

The purpose of this paper is to create a framework to set the foundation for the visitor management planning in the Princes' Islands. The Princes' Islands are a cluster of 9 islands located in the southeast of Istanbul in the Sea of Marmara. The fact that Princes' Islands are overcrowded with visitors especially during the months of summer, creates major problems not only for the local inhabitants but also for the protection of the destination and its cultural and natural heritage. By means of a holistic visitor management plan, visitor flows and impacts can be managed more efficiently, the unique heritage assets of the Princes' Islands can be better protected to be passed down to the next generations, and sustainability of tourism can be achieved in the long term.

This thesis aims to understand what constitutes a visitor management plan, what are different methodologies to conduct visitor management planning; who would carry it out, what would the priorities of the plan be, how would it be executed, how would it be updated, and what would be the effect of having a visitor management plan in the Princes' Islands. Throughout the study different examples of visitor management models, techniques and strategies from other destinations and heritage sites located both in Turkey and overseas were analyzed to be able to provide the most appropriate visitor management practices for the Princes' Islands. The research was conducted as a mixture of desk-based research and a field work involving a fact-finding mission to the Islands.

Keywords: Visitor Management, Sustainable Tourism, Visitor Experience, Visitor Impact, Protected Areas

ÖZET

Bu tez çalışması İstanbul Adaları için hazırlanacak ziyaretçi yönetim planının temelini oluşturmayı amaçlamaktadır. İstanbul Adaları Marmara Denizi'nde yer alan ve 9 adadan oluşan bir takımadadır. Adalar özellikle yaz aylarında yoğun gününbirlikçi ziyaretçi akınına uğramaktadır. Yaz sezonu yaşanan bu nüfus artışı yalnızca ada sakinleri için değil, destinasyonun kültürel ve doğal mirasının korunması bakımından da büyük sorunlar yaratmaktadır. Kapsamlı bir ziyaretçi yönetim planı sayesinde, ziyaretçi akışı ve etkileri daha verimli bir şekilde yönetilebilir, Adalar'ın eşsiz mirası daha etkili bir şekilde korunarak gelecek nesillere aktarılabilir ve uzun vadede Adalar turizminin sürdürülebilirliği sağlanabilir.

Çalışma, ziyaretçi yönetimi kavramını tanımlayarak ziyaretçi yönetim planlaması için kullanılmakta olan metodoloji ve yöntemleri, planlamanın kimler tarafından ve nasıl yürütüleceğini, planlamada rol alacak paydaşları ve ziyaretçi yönetiminin Adalar turizmine olası etkilerini analiz etmektedir. Çalışmada Türkiye ve yurtdışındaki çeşitli destinasyon ve miras alanlarında uygulanan ziyaretçi yönetim model, teknik ve stratejileri analiz edilerek Adalar'da kullanılacak yöntemler vurgulanmıştır. Araştırma masa başı araştırma ve saha çalışması gibi çeşitli yöntemlerle yürütülmüştür.

Anahtar Kelimeler: Ziyaretçi Yönetimi, Sürdürülebilir Turizm, Ziyaretçi Deneyimi, Ziyaretçi Etkisi, Korunan Alanlar

INTRODUCTION

In the recent years, tourism industry has been growing and the number of travelers are rapidly increasing. The number of international arrivals reached 1.4 billion by the end of 2018 even though this number was expected to be reached by the end of 2020 according to UNWTO's International Tourism Highlights annual report published in 2019. The fact that this number was achieved two years prior to the date it was forecasted reveals that the tourism industry is growing faster than expected and each year more people get the opportunity to travel internationally. The economic and technological improvements worldwide, the price of international flight tickets decreasing and the increase in visa free traveling opportunities highly affects this growth. UNWTO expects that with economic and technological improvements and globalisation the number of international travellers will rise to 1.8 billion by 2030 (UNWTO, 2019).

This rapid increase is a positive sign for many destinations whose economy strongly relies on tourism. However, tourism has as many drawbacks as it has benefits. One of the most important drawbacks of tourism is the negative visitor impacts on local residents, local culture and the heritage resources of destinations. Some popular destinations such as Venice, Barcelone, and Dubrovnik have been dealing with many adverse visitor impacts due to overcrowding especially during the months of summer with many other destinations following suit.

Minimizing negative visitor impacts is crucial to maximize the quality and the level of visitor experience by protecting the unique values that make visitors opt for the destination in the first place. If these values are not protected appropriately through certain management measures it is impossible to keep them intact for the benefit of the next generations which is the core aim of sustainable tourism. Using sustainable tourism practices, destinations can offer better touristic experiences and protect their heritage values for the continuation of tourism in the upcoming years.

Visitor management can be used as a useful tool to achieve sustainable tourism development at destinations. Managing visitor flows, behaviors and expectations through visitor management strategies and techniques are crucial to ensure an unforgettable visitor experience is provided, while the negative footprint they leave on the destination and its host community, culture, and heritage values are wavered.

BACKGROUND OF THE STUDY

Located in the Sea of Marmara, only 20 kilometers away from Istanbul, the Princes' Islands are an archipelago consisting of 9 islands known as Büyükada (Prinkipo), Heybeliada (Halki), Burgazada (Antigoni), Kınalıada (Proti), Sedefadası (Antirovithos), Sivriada (Oxia), Yassıada (Plati), Kaşıkadası (Pita), and Tavşanadası (Neandros).

The Princes' Islands have historical, natural, cultural, and archaeological heritage assets, however the boom of tourism in the recent years affects the Islands and its heritage values negatively. The two of the most visited islands among the archipelago, namely Büyükada and Heybeliada, can receive more than 140.000 visitors per day on summer weekends and public holidays (Adalar Belediyesi, n.d.). The high number of visitors lead to adverse impacts on the Princes' Islands such as overcrowding, littering, alienation of locals, and traffic related issues.

These impacts as well as the high number of visitors need to be managed through a holistic visitor management plan to make tourism more sustainable while protecting the heritage assets the Islands are home to. The following reasons make it crucial to support sustainable tourism development in the Princes' Islands:

- 1 The Princes' Islands are designated as protected areas under the official law number 234 dated 31.03.1984. They are home to natural and cultural heritage values that belong to the nation and they need to be protected. Sustainable tourism aims to protect heritage assets.
- 2 By March 2019, the Princes' Islands submitted its official application for the UNESCO World Heritage List. Its possible acceptance into this list

means that the Islands hold outstanding universal value and they need to be protected.

- 3 The second biggest timber building in the world, also known as the Greek Orphanage, is located in Büyükada and it was listed as one of the 7 Most Endangered buildings in Europe by the Europa Nostra program in 2018. These international protection programs divert the attention of the world to the Princes' Islands which will likely increase its touristic demand in the upcoming years.
- 4 Nowadays, the economy of the Princes' Islands relies solely on tourism as there is no production on the islands. The sustainability of tourism ensures the continuation of economic revenue.
- 5 The 2023 agenda of Turkey tourism policy underlines the importance of sustainable tourism and the balance of protection and utilization of resources. This applies to all destinations including the Princes' Islands.

Above reasons supports the necessity of sustainable tourism development in the Princes' Islands. An effective visitor management plan can contribute to the sustainable tourism development by managing visitor flows more efficiently, conserving heritage assets from adverse visitor impacts, communicating the heritage site to visitors properly for maximum visitor satisfaction, and by preserving the destination unspoiled for the benefit of the next generations.

PROBLEM DEFINITION AND RESEARCH QUESTIONS

The aim of this study is to show that through effective visitor management planning, the tourism on the Princes' Islands can be made sustainable for the preservation of its heritage values. For this reason throughout this study, various visitor management strategies and techniques in the literature are analysed and visitor management planning models and steps are laid out to serve as a guide for the authorities who are to undertake the task of visitor management planning for the Princes' Islands. Therefore, the purpose of this study is to create a framework to set the foundation for visitor management planning at the Princes' Islands.

This thesis aims to understand what constitutes a visitor management plan, the different methodologies to conduct visitor management planning; the stakeholders, the priorities of the plan; and the ways to execute and update the plan.

In this scope, several research questions were developed to guide this study:

1. What is currently being done for visitor management in the Princes' Islands?
2. Is the carrying capacity of the Princes' Islands determined?
3. If the carrying capacity is not determined, what needs to be taken into consideration to determine it?
4. What are the fundamental problems related to sustainability and visitor management in the Princes' Islands? Why do the Princes' Islands need a visitor management plan?
5. What is the most appropriate visitor management planning model for the Princes' Islands?
6. What are the most appropriate visitor management strategies and techniques for the Princes' Islands?
7. What can be the core elements of a visitor management plan for the Princes' Islands?
8. What measures can be taken to improve the quality of visitor experience in the Princes' Islands?
9. What are some examples of visitor management strategies and techniques implemented to address sustainability issue around the world and in Turkey?

The study evaluates the different examples of visitor management models, plans, strategies and techniques implemented in touristic destinations and heritage sites located both in Turkey and overseas. The research consists of a mixture of desk-based research and a fieldwork involving a fact-finding mission to the Islands.

THESIS STRUCTURE

This study consists of five chapters.

Chapter one focuses on the terms sustainability and sustainable tourism. The aims and indicators of sustainable tourism are listed. The term carrying capacity is also explained and its relation with sustainable tourism is analyzed in this chapter.

Chapter two deals with visitor management. The definitions of visitor and visitor management are done and the ties between sustainable tourism and visitor management is explained in this chapter. Visitor management strategies and techniques are analyzed and various visitor management frameworks in the literature are listed and compared to each other for their similarities and differences. A step by step visitor management planning process can also be found in this chapter.

Chapter three aims to take a look at the visitor management examples implemented in different parts of the world where sustainable tourism is aimed. The chapter is divided into two sections. The first section deals with international destinations such as Bhutan and Palau where sustainable tourism is is core tourism strategy. Destinations currently suffering from overcrowding such as Venice, Barcelona, Amsterdam, Angkor Archeological Park, and Macchu Picchu are also analyzed in this part.

The second section deals with destinations located within Turkey. Bozcaada, Küre Mountains, and Göbeklitepe are the destinations analyzed in this section.

Chapter four is the case study where the focus is on the Princes' Islands, its problems caused by tourism and visitors.

Chapter five is the discussion on the effective visitor management strategies that can be implemented for the Princes' Islands. The visitor management planning process for the Princes' Islands is also analyzed in this chapter.

CHAPTER ONE

1. SUSTAINABILITY, SUSTAINABLE DEVELOPMENT AND SUSTAINABLE TOURISM

In order to clearly understand what is meant by sustainability of tourism, this chapter focuses on the definition and the historical context of the sustainability concept, as well as sustainable development which is closely related with sustainable tourism. The chapter goes on to introduce terms related to sustainable tourism such as carrying capacity, indicators, and standards.

1.1. SUSTAINABILITY AND SUSTAINABLE DEVELOPMENT

In the 19th century, industrialization negatively impacted and severely damaged the environment by overconsuming natural resources and leaking industrial waste into natural habitats. At first, this damage was overlooked for the sake of development. However, researches from 1960s and onwards revealed the scope of the damage on the environment. Several conferences and meetings were held to take steps to control and minimize this damage and to take precautions to prevent it. Some of the remarkable conferences that were held on the issue of development and environmental protection produced reports that predicted that if the nature is not used *sustainably* there is going to be a *limit to growth* in the next 100 years which will result in the sudden declination of population and the industry (Meadows & The Club of Rome, 1972). In this context, sustainability can be defined as a universal solution to protect the nature by reducing environmental problems such as thinning of the ozone layer, increasing greenhouse gases and loss of biodiversity (Özgen, Dilek, Türksoy, & Çelebi, 2016, p. 12).

The term got its popularity after the report titled *Our Common Future* was published in 1987 by the UN World Commission on Environment and Development. Also known as the Bruntland report, this document used sustainability in the context of development and defined sustainable development

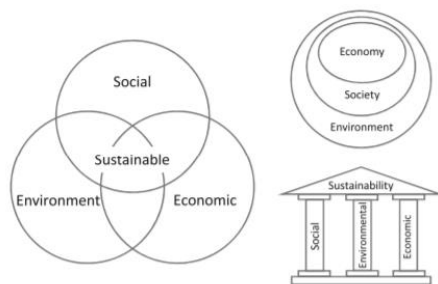
as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” (WCED, 1987, p. 41)

In a publication titled *Caring for the Earth: A Strategy for Sustainable Living* that was published in 1991 through the collaboration of UNEP, IUCN, and WWF, the definition of sustainable development was elaborated as “improving the quality of human life while living within the carrying capacity of supporting ecosystems.” (p. 10). This definition shifted the focus of sustainable development on to humanity’s present actions to use environmental resources carefully within limits instead of an elusive concept of respecting the resources the next generations’ needs (Sloan, Legrand, & Chen, 2009).

Published after the Earth Summit held in Rio de Janeiro in 1992, the publication titled Agenda 21 added two other dimensions to the definition of sustainable development as the economic and socio-cultural dimensions (Sloan et al., 2009).

In its core, sustainable development suggests that it is possible to achieve economic growth without the destruction of the environment and with full respect for society’s needs. Therefore, sustainability brings together three of the seemingly irrelevant subjects namely economic growth, environmental protection and human welfare. These are also known as the three core pillars of sustainability and they are commonly shown in three interlocking circles titled as economy, environment, and society respectively shown in Figure 1.1 (Purvis, Mao, & Robinson, 2018).

Figure 1.1 Three Pillars of Sustainability



Source: (Purvis, Mao, & Robinson, 2018)

According to United Nations (n.d.), the three pillars of sustainability are not only interrelated but also vital for the healthy functioning of individuals and societies. (United Nations, 2015) Therefore for a sustainable world, the sustainability of all three dimensions

needs to be considered and a balance among them needs to be fulfilled (UNEP, 2005, p. 9). In the guidebook titled “Making Tourism More Sustainable”, UNEP (2005) describes these three dimensions of sustainability as follows:

Environmental Sustainability is the protection of non-renewable resources that are crucial for the continuity and prosperity of human life through universal actions towards decreasing pollution.

Social Sustainability is considering the well-being of all segments of the society through universal actions to reduce poverty, improve human rights, and create equal opportunities for everyone.

Economic Sustainability is achieving long term economic growth while respecting the above two dimensions and their needs through distributing wealth equally for all and protecting the natural resources that the industry relies on.

The United Nations Millennium Declaration signed by 191 UN member states in 2000 brought the attention of the world on Millennium Development Goals (MDGs). These consist of eight interdependent and universal goals to reduce poverty and hunger, improve health and eradicate diseases, promote education, protect the environment, and empower women.

Building on the MDGs, the 2030 Agenda for Sustainable Development was developed by the UN and adopted universally in 2015. The agenda suggested that to achieve sustainable development worldwide in the next 15 years, nations share a global vision and they need to work together towards fulfilling 17 goals also known as the Sustainable Development Goals (SDG). These goals aim to improve environmental, social and economic problems the humankind faces such as extreme poverty and hunger, inequalities, contamination of water, global warming, illiteracy, unemployment, overconsumption and overproduction, violation of human rights and women’s rights (UN, 2015).

1.2. SUSTAINABLE DEVELOPMENT AND SUSTAINABLE TOURISM

The concept of sustainable development applies to all industries including the tourism industry. The first attempts to connect sustainability with tourism took place during the early '90s when the negative impacts of tourism were revealed and the term sustainable tourism was coined (Dumbraveanu, 2007). In 1995, the European Charter for Sustainable Tourism in Protected Areas was created by EUROPARC Federation aiming to improve tourism in protected areas while protecting natural and cultural heritage values, respecting residents' and visitors' needs, and considering private enterprises' interests. (EUROPARC Federation, 2010)

Sustainable development, sustainable tourism and environment are interdependent concepts for the following three reasons (Kahraman & Türkay, 2014, p. 111):

- Environment is one of the major attraction points that draw travelers to destinations
- Environmental factors impact tourism positively and negatively
- Tourism impacts the environment positively and negatively

Despite once being thought as benign, tourism creates several negative impacts not only on the environment but also on the other two pillars of sustainability (McCool & Moisey, 2008). Table 1.1 outlines the negative impacts of tourism on environment, economy, and society.

Table 1.1 Negative Impacts of Tourism

Environmental Impacts	Economic Impacts	Socio-cultural Impacts
Water Pollution	Rise in Prices (Induced Inflation)	Commodification of Traditional Values
Air Pollution	Economic Disparity	Social Disharmony
Noise Pollution	Infrastructure Expenses	Rise in Crime
Visual Pollution	Leakage of Tourism Receipts	Health Issues and Diseases
Overcrowding and Congestion	Seasonal Unemployment	Sexual Exploitation
Land Use Problems	Economic Dependency on Tourism	Change of traditional way of living
Ecological Disruption	Enclave Tourism	Limited access of locals to services and infrastructure
Environmental Hazards	Displacement Effect	Disruption of local social ties
Damage to Heritage Sites	Underground Economy	Seasonality of employment for locals
Improper Waste Disposal	Under Use or Shortage of Facilities	

Source: Lickorish and Jenkins, 1997, pp. 88-89; UNWTO, 2013, p. 104; Özgen et al., 2016, p. 52; Duffield, 1982, p. 252

Sustainable development of tourism can help alleviate most of these negative impacts that touristic activity causes. Therefore, tourism industry was also included in the SDGs previously mentioned in section 2.1. with the aim of decreasing negative impacts and increasing positive impacts. Among the 17 SDGs, three of them relates to tourism industry directly. These are Goal 8 , Goal 12, and Goal 14 respectively, and more detail on them are provided below (UNWTO, n.d.-a):

Goal 8: This goal aims to reduce unemployment by creating more job opportunities with decent working conditions and safe working environments. The ultimate aim is to be able to provide jobs for everyone in the world by 2030. All genders and all disabled are to be paid equal for similar professions. Tourism industry is directly related to this goal as it is one of the leading forces of economy globally creating millions of jobs all around the world.

Goal 12: This goal aims to make life better for all by reducing mindless consumption and production, redirecting consumption and production to a more sustainable, green alternative, creating sustainable infrastructure and services, promoting green energy and resources, and providing education on sustainable and responsible consumption. By 2030, it is ultimately aimed to reduce the amount of waste production by the motto reduce, recycle and reuse. Tourism is directly related to this goal as it has the potential to shape a sustainable world through sustainable consumption and production.

Goal 14: This goal focuses on the conservation of marine life and aquaculture, and the sustainable use of seas and oceans to protect the ecosystems. Tourism is directly related to this goal as coastal tourism makes up of the biggest portion of touristic activity.

To further emphasize the relationship between sustainable development and tourism, the United Nations declared the year 2017 as the International Year of Sustainable Tourism for Development.

1.3. SUSTAINABLE TOURISM

Butler (2007) states that sustainable tourism is a vague concept that can be taken into different contexts by different stakeholders involved, making it hard to define it in a universally accepted way. While Dumbraveanu (2007, p. 78) defines sustainable tourism as “the opposite of mass tourism” and classifies it as a type of alternative tourism, Weaver (2006) suggests that the term sustainable tourism is used to apply the idea of sustainable development in the tourism industry to describe all types of tourism. Harris, Griffin and Williams (2002) agree that the term sustainable tourism contributes widely to sustainable development, yet they claim that it can not be defined precisely unless one of its core elements are mentioned: economic growth or environmental protection. UNWTO defines sustainable tourism with the added socio-cultural perspective as *"tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host*

communities" (UNEP & UNWTO, 2005, p. 12). Liu (2003) suggests that sustainable tourism is about meeting the needs of all stakeholders involved including the tourists, local businesses, residents and the environment. Therefore, a delicate balance is necessary through mutual concessions among all the components of tourism to achieve sustainability (UNEP & UNWTO, 2005, p. 9).

Kahraman and Türkay (2014) outlines the characteristics of sustainable tourism as (p. 112):

- Natural, historical and cultural resources are preserved for the current and future benefit of tourism.
- Tourism development is planned and managed in a way that does not lead to environmental and socio-cultural problems in the region.
- Overall quality of the environment is maintained and improved where necessary.
- A high level of visitor satisfaction can be achieved by maintaining the marketability and popularity of the destination.
- The benefit of tourism is spread to wider segments of the society.

Merging tourism development with the principles of conservation, the core aim of sustainable tourism is to align the needs of tourist destinations such as economic revenue with the needs of its visitors such as the heritage resources of the destination (IUCN, 2001, p. 6).

UNEP (2005, pp. 18-19) classifies the aims of sustainable tourism under 12 categories and they include economic viability, local prosperity, employment quality, social equity, visitor fulfillment, local control, community wellbeing, cultural richness, physical integrity, biological diversity, resource efficiency, and environmental purity. Table 1.2 outlines the 12 aims of sustainable tourism in detail.

Table 1.2 The 12 Aims of Sustainable Tourism (Adapted from UNEP & UNWTO, 2005)

Economic Viability	Sustainable tourism aims to create an environment where the competitiveness of the destination and the businesses within are maintained for long term, generating economic revenue.
Local Prosperity	Sustainable tourism aims to maximize visitor spending so that the economic revenue generated due to tourism stays at the destination and benefits the local communities to compensate for the negative impacts of tourism.
Employment Quality	Sustainable tourism aims to improve the quality and payment of jobs in the tourism industry. This is crucial for reducing turnover and seasonal employment, and better performance which effects visitor satisfaction.
Social Equity	Sustainable tourism aims to distribute economic and social contribution of tourism to the host community by offering better services, income and support to all segments of the society, including the poor to maintain equality among the members of the society.
Visitor Fulfillment	Sustainable tourism aims to ensure all visitors have a fulfilling experience while consuming the tourism product.
Local Control	Sustainable tourism aims to take host community's and other stakeholders' rights, remarks, and suggestions into consideration while planning for tourism development in the area.
Community Wellbeing	Sustainable tourism aims to prevent exploitation and social degradation to ensure the host community has high standards of living.
Cultural Richness	Sustainable tourism aims to maintain the cultural diversity by protecting historic, cultural, traditional heritage values of the host communities.
Physical Integrity	Sustainable tourism aims to avoid physical degradation of the destination and its natural heritage values to strengthen the quality of urban and rural landscapes.
Biological Diversity	Sustainable tourism aims to control and reduce harm towards nature, ecosystems, flora and fauna, and wildlife to protect and maintain the biological richness and natural assets.
Resource Efficiency	Sustainable tourism aims to promote and enhance the usage of renewable resources for touristic infrastructure, products and services.
Environmental Purity	Sustainable tourism aims to encourage visitors and tourism enterprises to reduce air, water and land pollution by producing less garbage.

Source: (UNEP & UNWTO, 2005)

The sustainability of tourism is necessary for all destinations to be able to keep their authentic natural and cultural values that attract visitors and generate economic income in return. However, it is even more crucial for protected areas and World Heritage sites as the heritage values they are built upon have universal outstanding value that deserve protection and tourism can not be sustainable if they are not efficiently protected. (IUCN, 2015)

IUCN (2008, p. 8) defines a protected area as “*a clearly defined geographical space, recognized, dedicated and managed, through legal or other effective means, to achieve the long-term conservation of nature with associated ecosystem services and cultural values.*” According to this definition the protected area needs to be explicitly stated, it needs legal acceptance and management of its natural and cultural assets.

The aims of sustainable tourism in protected areas can be specified in four points as (IUCN, 2001, p. 10):

1. Ensuring visitors get a deep understanding and appreciation of the natural and cultural heritage values of the protected area
2. Ensuring the effective management of the natural and cultural heritage the protected area provides for its long-term sustainable maintenance
3. Ensuring tourism in protected areas cause minimum negative impacts on society, culture, economy, and ecology,
4. Ensuring tourism in protected areas achieve maximum positive impacts on society, culture, economy, and ecology.

Therefore, through adopting sustainable tourism practices, protected areas and heritage sites can ensure maximum protection of heritage assets they are built upon. They also make sure to provide maximum visitor satisfaction by offering experiences with unspoiled heritage values which encourages visitors to return to destination so that tourism can continue for long periods of time.

Achieving sustainability of tourism is not a one-time task, rather it is a process of specifying tourism related issues and measuring its impacts on destination’s natural and cultural environment, local communities and economy (Guerreiro & Seguro, n.d.). The use of indicators to measure the extent of these impacts has been suggested in the literature by several scholars. Therefore, the suggested number of sustainable tourism indicators varies from 9 to 768 (Petrevska, 2012, p.3). To clarify, UNWTO (2004) suggests 13 sustainability indicator areas that

can be applied to all destinations to assess their problems and needs to develop the appropriate solutions. These indicator areas are common all around the world where touristic activity is present, however the specific set of indicators suggested for each area needs revisions and adjustments according to each destination considering its specific situation and needs (Petrevska, 2012, p.3). To be able to measure and monitor sustainability, it is crucial for decision makers to be aware of the appropriate indicators pertaining to the destination for which they are responsible (UNWTO, 2004). Table 1.3 outlines UNWTO's 13 suggested indicator areas and sub areas to evaluate sustainability of tourism.

Table 1.3 Sustainable Tourism Indicator Areas (UNWTO, 2004)

Sustainable Tourism Indicator Areas	
1- Wellbeing of Host Communities	Local satisfaction with tourism Effects of tourism on communities Access by residents to key assets Gender equity Sex tourism
2- Sustaining Cultural Assets	Conserving built heritage
3- Community Participation in Tourism	Community involvement and awareness
4- Tourist Satisfaction	Sustaining tourist satisfaction Accessibility
5- Health and Safety	Health Coping with epidemics and international transmission of diseases Tourist security Local public safety
6- Capturing Economic Benefits from Tourism	Tourism seasonality Leakages Employment Tourism as a contributor to nature conservation Community and destination economic benefits Tourism and poverty alleviation Competitiveness of tourism businesses
7- Protection of Valuable Natural Assets	Protecting critical ecosystems Sea water quality
8- Managing Scarce Natural Resources	Energy management Climate change and tourism Water availability and conservation Drinking water quality
9- Limiting Environmental Impacts of Tourism	Sewage treatment Solid waste treatment Air pollution Controlling noise levels Managing visual impacts of tourism facilities and infrastructure
10- Controlling Tourists	Controlling use intensity Managing events
11- Destination Planning and Control	Integration of tourism into local/regional planning Development control Tourism related transport Air transport
12- Designing Products and Services	Creating trip circuits and routes Providing variety of experiences Marketing for sustainable tourism Protection of the image of a destination
13- Sustainability of Tourism Operations and Services	Sustainability and environmental management policies and practices at tourism businesses

Good indicators are useful for sustainable tourism as they help authorities take better decisions with lower risks and costs; they help visitor impacts and emerging problems to be pinpointed beforehand so that preventative and restorative measures can be taken as soon as possible; and they help authorities to stay on track within the limits through continuous evaluation and monitoring (UNWTO, 2004, pp. 9-10).

Carrying capacity is accepted to be one of the indicators of sustainable tourism that can be applied to several of the forementioned indicator areas where measuring the maximum limit of adverse impacts the site, its local host, its heritage values can accept is necessary. However, it has also caused much controversy in the literature by those opposing to its efficacy and pointing out its limitations. The concept has been extensively used in different domains such as forestry and wildlife management, however in the tourism context, carrying capacity is defined as the maximum number of people that can be permitted to a site without causing degradation on its natural and cultural environment, economy, and society (Pedersen, 2002, p. 56). UNEP (2005, p. 75) and IUCN (2018, p. 35) enlarges the definition of the concept by adding the dimension of visitor experience, claiming that respecting the carrying capacity ensures not only the protection of resources but also the quality of visitor experience. UNEP (2005, p.75) identifies five different types of carrying capacity as:

Ecological: Also known as physical carrying capacity, this type of carrying capacity is based on the biophysical factors and how much impact they can tolerate.

Socio-cultural: The maximum level of negative impacts on society and culture is called socio-cultural carrying capacity.

Psychological: It is determined by the perceptions of visitors to deem a site overcrowded. This perception depends on the kinds of activities and the types of visitors.

Infrastructural: Infrastructural carrying capacity is used to explain the number of infrastructures, such as hotels and transportation systems, that can be used without causing problems.

Managerial: Managerial carrying capacity is about determining a realistic number of visitors that can be managed on site without leading to adverse effects on the environment, economy and society

McCool and Moisey (2008) argue that the concept of carrying capacity originally focuses on limiting visitor numbers to protect resources, whereas the real focus should be on the maximum level of degradation that can be accepted in exchange for the benefits of tourism. This can be achieved through identifying the desired conditions of a destination, identifying indicators that warn authorities against unacceptable changes to these desired conditions, and taking necessary management actions to improve and sustain these conditions (McCool & Lime, 2001). The desired conditions are also known as standarts and they will be defined and analyzed in detail in the next chapter.

CHAPTER TWO

2. VISITOR MANAGEMENT

This chapter focuses on the definition of visitor and visitor management, how visitor management is related to sustainable tourism, as well as to destination and site management concepts which are explained in the next sections. Visitor management strategies and techniques in the literature are analyzed throughout the chapter. Visitor management frameworks implemented in different parts of the world are listed and their common characteristics and steps are analyzed. The chapter ends with a step by step visitor management planning process.

2.1. DEFINITION, CORE AIMS AND PRINCIPLES OF VISITOR MANAGEMENT

To understand visitor management (VM), it is crucial to properly define what ‘visitor’ refers to. UNWTO (n.d.-b) defines a visitor as someone who is traveling to a destination with the purpose of business or recreations for a period of time that is shorter than a year. In the case that the travel plans include spending one or more nights at the destination, the visitor is referred to as a tourist. On the other hand, without an overnight stay, the visitor is named as same-day visitor or day-tripper. (UNWTO, n.d.-b) In the scope of this study, the term visitor is used for an individual visiting a touristic destination whether for the same day travels or overnight travels with the purpose of recreations and business.

Visit England¹ (n.d.) defines visitor management as the operation of influencing, guiding and coordinating visitor flows at destinations. However this definition is not adequate considering the fact that VM has various aims.

Mason (2005) suggests that VM aims to protect heritage resources and therefore it attempts to influence and modify visitor behavior and manage visitor flows more

¹ Visit England is the national tourism agency of the United Kingdom working to promote tourism in Britain.

efficiently within a site to minimize adverse impacts touristic activity causes Schouten (2005) points out the visitor satisfaction aspect and states that VM also aims to improve visitor experience on site. Therefore, visitor management is essentially the practice of ensuring that high-quality visitor experiences are provided to achieve maximum visitor satisfaction while natural, cultural, and historical resources are protected and managed for their long-term sustainability through minimizing adverse visitor impacts (Kuo, 2003; Crabolu, 2015; El-Barmelgy, 2013).

2.1.1. Maximizing Visitor Satisfaction

All management tools, decisions and strategies used to influence and control the visitor flow and behavior at a destination can be classified as visitor management practices and they essentially influence and shape visitor experience (Albrecht, 2017). Experiences and the satisfaction that is derived from them are the main reasons that motivates visitors to travel and participate in tourism, to discover and experience new, authentic and different things that are not found in their day-to-day environment (Kuo, 2003). Essentially visitor attractions are experiences that visitors consume. The better and the more satisfactory the experiences, the more they appreciate the attractions and their natural, cultural and historical resources, and in return, the more they support VM practices by behaving according to the rules (Kuo, 2003). For this reason, it is crucial to implement VM practices to keep resources from decaying due to heavy visitor impacts, which eventually lead to the decline of visitor satisfaction (Kuo, 2003).

2.1.2. Minimizing Visitor Impacts

Touristic activity creates both positive and negative impacts on three distinct features: resources, visitor experiences, and host community. Some of the positive impacts include economic revenue, attention to heritage resources and site infrastructure. However, the negative impacts of visitors both on the resources and on other visitors's experiences of the site is inevitable due to tourism's nature. Negative visitor impacts may range from littering to disturbing wildlife and host

community, to damaging resources through souvenirism and vandalism. Negative visitor impacts are categorized into the following five main subjects: Overcrowding, Wear and Tear, Traffic Related Problems, Impacts on Local Community, and Impacts of Visitor Management Practices on the Authenticity of Visitor Attractions (ETB, 1991 as cited in Fyall, Garrod, Leask, & Wanhill, 2008). Reducing adverse visitor impacts while undermining the importance of visitor satisfaction is the conventional approach to VM (Mason, 2005).

Essentially, efficient visitor management should pay equal attention to visitor experience and resource protection aspects. Monitoring visitor impacts is no less crucial than monitoring the quality of visitor experiences for the sustainability of tourism. Because detecting and amending the damage caused by visitors on resources and site can only be achieved through a systematic management of visitor impacts, however educating visitors to minimize their footprint voluntarily helps authorities deal with issues faster and more efficiently (Kuo, 2003).

An efficient visitor management system also relies on a few core principles. Eagles, McCool and Haynes (2002) defines these visitor management principles in 9 points. Table 2.1 outlines the visitor management principles.

Table 2.1 Principles of Visitor Management

Principles of Visitor Management
A set of specific management objectives developed with public participation is essential for visitor management. These objectives are to identify desirable conditions of resources and experiences, and they are used to evaluate whether the management actions are successful.
Visitor impacts vary in different environmental settings in different types and levels. This diversity of visitor impacts is inevitable and management actions can be taken considering it. In this regard, zoning can be a useful tool to manage the diverse visitor impacts by deciding which areas can be used for what type of use.
Visitor management deals mainly with human-induced change to minimize it. However some types of human-induced change can be even favorable because of the benefits they provide such as economic development. Visitor management practices influence the types, levels and locations of human-induced change to reach maximum benefit.
All types and levels of visitor use lead to visitor impacts. Therefore, site authorities are to specify the acceptable level of these impacts and strive to take necessary actions to stay within the limits of acceptable levels.
Visitor impacts and visitor use are deeply connected. Even though some impacts might occur outside the destination, they might still affect the quality of the destination. Therefore, authorities need to understand the connection between impacts and use so to be able to foresee the possible impacts visitor use can bring about and plan accordingly.
The impacts caused by visitor use depend on several other variables such as group size and visitor behaviors. Limiting the use might not be enough to solve problems and other visitor management techniques such as informing visitor of appropriate behaviors, implementing fines to dissuade inappropriate visitor behavior etc. are necessary for the solution.
The problems caused by high numbers of visitors can be solved easily through improving conditions and infrastructure. However, it is necessary for authorities to acknowledge that there is not always a linear relationship between the visitor numbers and visitor use.
Setting limits to visitor use is not the only visitor management technique but the most intrusive one and it can lead the political tension to rise. There are several other visitor management techniques available to improve visitor related problems with less intrusive methods.
Some visitor management actions are based on technical decisions while others are based on value judgements. There should be a separation of these two while planning for visitor management.

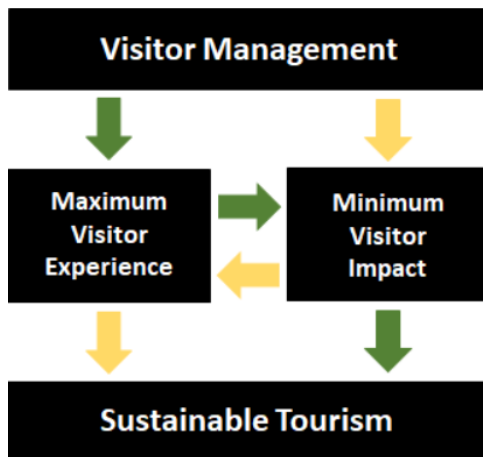
Source: (Adapted from Eagles et al, 2002)

2.2. VISITOR MANAGEMENT AND SUSTAINABLE TOURISM

Visitor management has been the buzzword in the literature for areas suffering due to negative impacts of tourism and it has been one of the key issues in the sustainable tourism debate (Swarsbrooke, 1999, p. 32). Therefore the concept is closely related to sustainable tourism development. The core aims of sustainable tourism is to protect the resources a site holds while allowing touristic activity to take place within limits. The goal of visitor management is to set these forementioned limits to act as a guide for decision makers on how to protect the resources for their sustainability while creating an atmosphere for visitors to have a quality visitor experience and keep returning to the destination, which in turn contributes to the sustainability of tourism.

Visitor management, therefore, can be defined as a tool that is used to achieve sustainable tourism development in destinations (Kuo, 2003; Candrea & Ispas, 2009; Pedersen, 2002).

Figure 2.1 Relationship Between VM and Sustainable Tourism



Source: (Author)

Figure 2.1 portrays the relationship between visitor management and sustainable tourism on the basis of its outcomes as maximum visitor experience and minimum visitor impact. Green arrows symbolize soft visitor management techniques which primarily focus on maximizing the quality of visitor experience, while the yellow arrows symbolize hard visitor management techniques which primarily focus on

minimizing adverse visitor impacts. These techniques will be analyzed in the next section of this chapter in detail.

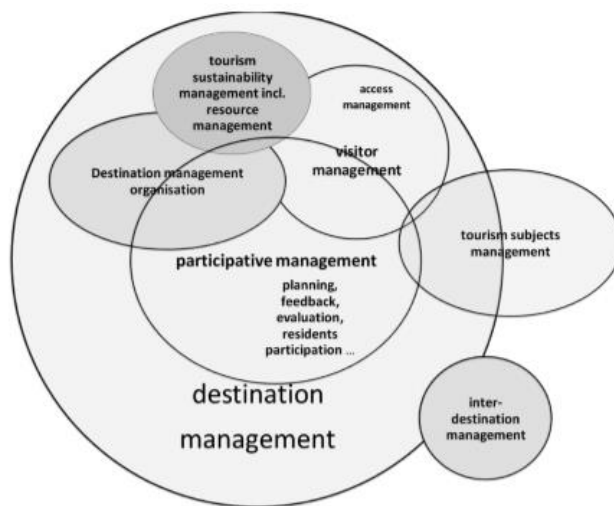
2.3. VISITOR MANAGEMENT AND DESTINATION MANAGEMENT

Visitor management is also closely connected with destination management and site management concepts. UNWTO (n.d.-b) defines a destinations as “the place visited that is central to the decision to take the trip”. Destinations are the sum of services and goods offered in the name of tourism in a region (Türkay, 2014).

A site is essentially a smaller area compared to larger destination that attracts visitor interest. A site is defined by UNESCO (2005) as “work of man or the combined works of nature and man, and areas including archaeological sites, which are of outstanding universal value from the historical, aesthetic, ethnological, or anthropological point of view”. This definition assumes that the site holds heritage resources that carry outstanding value for everyone in the world. Protected areas and World Heritage Sites can be included in this definition.

Destinations may include many sites within their borders or they may have only one site. Regardless, both destination management and site management are crucial concepts to delve into to understand their relationship with visitor management.

Figure 2.2 Relationship Between VM and Destination Management



Source: (Zelenka, 2012)

While some scholars suggest that the visitor management is an element of a holistic destination management plan and it is more successful when it is developed alongside it (Zelenka & Kacetl, 2013), other scholars suggest that visitor management and destination management share many commonalities however visitor management mainly deals with visitors and destination management’s task fields include many other factors concerning the overall destination, thus it is necessary to have a stand-alone visitor management plan for success (Albrecht, 2017).

Whether a part of a destination management plan or not, all visitor management plans include some strategies and techniques to realize their ultimate aims and visions. These strategies and techniques are analyzed throughout the next sub-chapter.

Despite its resource protection and visitor satisfaction improvement benefits discussed above, visitor management is still implemented as a part of destination and site management plans (Tandoğdu, 2015).

The literature is divided regarding the relationship between visitor

2.4. STRATEGIC APPROACHES AND TECHNIQUES FOR VISITOR MANAGEMENT

In the literature there are different classifications of visitor management techniques. These classifications are known as strategic approaches for visitor management. Manning and Lime (2000) identifies four strategic approaches that focus on managing the supply, managing the demand, managing the resource, and managing the impact of use.

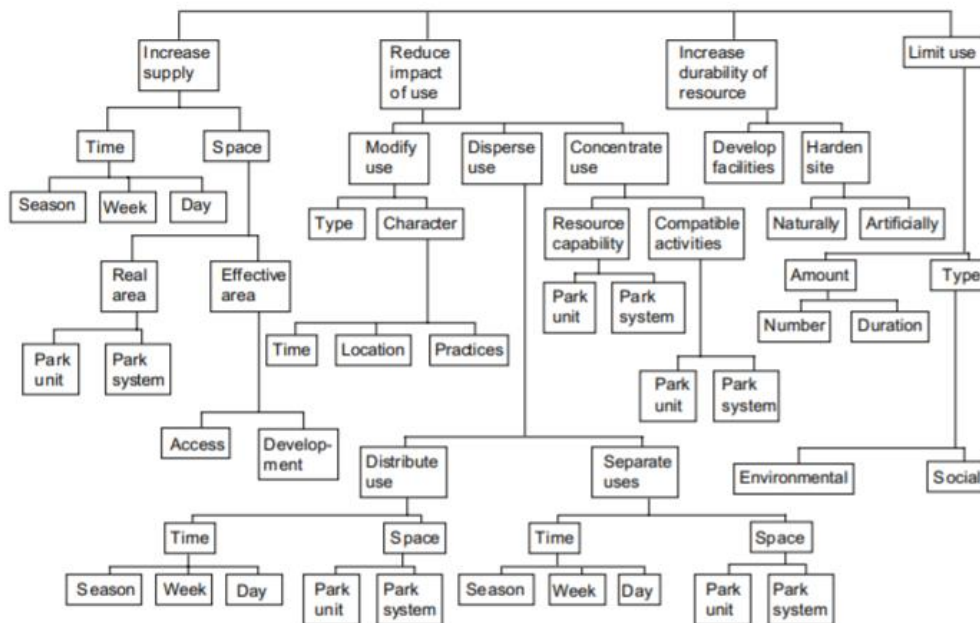
Supply side strategies and techniques aim to welcome more visitors through increasing the space or time necessary for visitation. These techniques include designating new areas for recreations to increase capacity, or developing new facilities to be able to use the existing recreational areas more efficiently so that the site can accommodate more visitors (Manning & Lime, 2000).

Demand side strategies and techniques aim to curb the demand for recreational opportunities through implementing rules and regulations to limit the number of total visitors, limit the duration of visitation, or to discourage visitors to use the site on high season while encouraging them to use it on low season instead (Manning & Lime, 2000).

Resource side strategies and techniques aim to make resources more durable to withstand direct visitor use and impacts through hardening sites or developing new facilities (Manning & Lime, 2000).

Impact side strategies and techniques aim to minimize impacts visitors cause on site and its resources and infrastructure. These include modifying the type or the character of use, distributing and seperating visitor use according to time or space, and concentrating visitor use through grouping activities that can be done concurrently without effecting each other (Manning & Lime, 2000).

Figure 2.3 Four Strategic Approaches to VM Techniques



Source: (Manning and Lime, 2000)

Fyall et al. (2008) opts for a different classification of VM techniques by dividing them in two sections as managing the supply and demand. Supply side techniques consist of Queue Management, Making Capacity More Flexible, Increasing Capacity, Site Hardening, Restrictive Ticketing and Quota Systems and they aim to expand the capacity of the site for welcoming more visitors with less impact (Fyall et al., 2008). Demand side techniques, on the other hand, focuses on influencing visitor behavior or visitor numbers, with the aim of lessening negative visitor impacts through Price Incentives, Marketing, Education and Interpretation (Fyall et al., 2008).

Another classification of the visitor management techniques divides them in two sections as direct and indirect strategies according to the level of impact on visitor behavior. While direct strategies allows the highest amount of control over visitors by influencing visitor behavior through rules, regulations and fines (Peterson & Lime, 1979), it also limits the visitors' freedom of choice (Göktuğ & Kurkut, 2016). Indirect visitor management strategies aim to communicate essential information of the site so that visitors can decide how they would like to

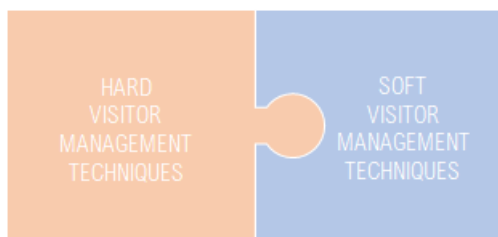
behave, which gives only a moderate amount of control over their behavior, but helps protect visitors' freedom of choice (Göktuğ & Kurkut, 2016). Kuo (2003) renames this classification by calling it hard and soft visitor management strategies. Mason (2005) calls hard visitor management strategies as regulatory, as they focus on regulating resources through rules, regulations and fines. Soft visitor management strategies, on the other hand, consist of informative measures that aim to inform visitors on acceptable visitor activity, improving their interpretation of the site, which leads them to behave appropriately on their own will (Kuo, 2003).

2.4.1. Hard (Direct) Visitor Management Techniques

Hard visitor management techniques include setting use limits for some areas and activities in destination that aim to restrict some types of visitor activities partially or completely, restrict access temporarily or permanently, restrict visitation times such as the length of stay, and to restrict the number of visitors or maximum group size allowed on site (Kuo, 2003). Employing security staff, applying different entry and parking fees for different visitor types, setting rules that allows authorities to charge fines for disapproved behavior, and zoning can also be included in this classification (Kuo, 2003).

2.4.2. Soft (Indirect) Visitor Management Techniques

Figure 2.4 Visitor Management Puzzle and Two Approaches Depicted as Puzzle



Source: (Author)

Soft visitor management techniques include providing visitors directorial, administrative and interpretive information so that they are aware of the law enforced rules and regulations of the destination, as well as its historic, cultural and natural significance (Kuo,

2003). These techniques rely on the understanding of visitors and gives them a sense of freedom. Marketing, visitor research and monitoring are also included in this classification of visitor management techniques.

Hard and soft approaches to visitor management techniques can be resembled into two interconnected puzzle pieces. They produce the most effective results when they are used together because hard visitor management techniques ensures the protection of the destination through law enforced rules and regulations that soft visitor management techniques might fail to achieve as efficiently, and soft visitor management techniques ensures that visitors are informed about the law enforced rules and regulations so that they behave in a way that cause minimal impact on the destination (Kuo, 2003, p. 41).

2.5. PLANNING VISITOR MANAGEMENT

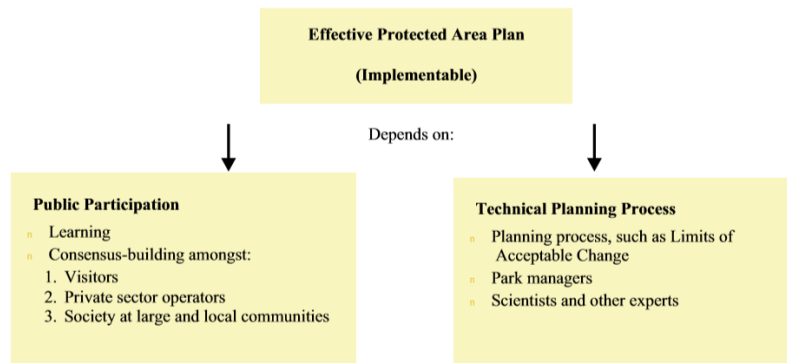
A visitor management plan is a document that specifies the decisions, methods and definitions to regulate visitor's relationship with the site in every aspect (Tandoğdu, 2015).

Eagles et al. (2002, p.49) bases effective protected area planning on two foundations as public participation and technical planning process. This concept can be adapted to visitor management planning. According to this adaptation, the planning process start as the planning authority or authorities create an environment where public can express their concerns, ideas, and requests. Planning authorities can collect data to learn more about the issues the destination faces, and a consensus can be created among all stakeholders as well (Eagles et al., 2002).

Public participation is crucial to ensure all stakeholders are included and their opinions are taken into consideration for visitor management related decisions because the yields of the plan will inevitably affect the interests of all the stakeholders involved in the destination. Public participation creates a sense of ownership of the management actions (Eagles et al., 2002) which further ensures

the stakeholders' respect towards the use levels and limits, as well as other rules and regulations.

Figure 2.5 Foundations of Effective Protected Area Planning



Source: (Eagles et al., 2002)

Pedersen (2002, p. 38) suggests that stakeholder involvement ensures that time and money is saved, failure to take

management actions are prevented, cultural differences that might cause misunderstandings between locals and managers are minimized, issues neglected by authorities are identified and taken into consideration, and necessary information is provided while specifying indicators and standards.

Stakeholders include society and local communities, local authorities, tour operators and other travel industry businesses, visitors (Eagles et al., 2002, p.49), government agencies and NGOs (Pedersen, 2002, p.38). Table 2.2 (below) gives a more detailed list of potential tourism stakeholders.

Table 2.2 A List of Potential Tourism Stakeholders Source: (Reprinted from UNWTO, 2004)

Tourism Stakeholders	
Communities	<ul style="list-style-type: none"> • Local community groups • Native and cultural groups • Traditional leaders • Private sector employees • Property and building owners (might live in the community or might be outsiders) • Tenants
Public sector	<ul style="list-style-type: none"> • Municipal Authorities • Regional authorities (e.g., planning areas, conservation authorities, coastal zone, regional parks, authorities) • National (and State, Province, County, Departments or equivalent) ministries responsible for tourism and its key assets • Other ministries and agencies in areas affecting tourism (e.g. transport, natural resources, environment, culture, infrastructure, planning, health, etc) • Agencies with an interest in the planning or maintenance of specific attractions (e.g., parks, protected areas, museums, marketplaces, cultural sites and events)
Private sector	<ul style="list-style-type: none"> • Tour operators and travel agents • Accommodation, restaurants and attractions, and their associations • Transportation and other service providers • Guides, interpreters and outfitters • Suppliers to the industry • Tourism and trade organizations • Business development organizations
NGOs	<ul style="list-style-type: none"> • Environmental groups (in the destination and outside but with an interest) • Conservation groups (e.g., wetlands, native species, parks, cultural heritage) • Other interest groups (e.g., hunters, fishers, sports and adventure associations)
Tourists	<ul style="list-style-type: none"> • Organizations representing tourists' interests at the point(s) of origin • International tourism bodies

A program to involve all stakeholders in the planning process right from the start is crucial (Eagles et al., 2002, p.49). This program consists of five stages which are (1) early involvement, (2) initial planning, (3) development of a public planning program, (4) implementation of the program, and (5) post decision public involvement (Eagles et al., 2002, p.50).

Alternatively, an effective technique in the visitor management context called the Nominal Group Technique (NGT) can be implemented for public participation (Pedersen, 2002). NGT suggests that key community leaders identify issues regarding tourism in the destination. Groups of eight to ten community members from different backgrounds are formed and presented with the identified issues. They are directed by a leader and they are expected to silently brainstorm for a given period of time. Later steps of NGT includes presentation and recording of proposed solutions, clarification and ranking of the solutions through voting, and selection of high-ranking solutions to be implemented in visitor management plans (Pedersen, 2002).

NGT has several advantages over the focus group technique which is mainly used for stakeholder participation. First of all, NGT gives participants the time and space to reflect on the chosen issues individually. This allows them to come up for possible solutions on their own which results in a more diverse solutions range instead of focusing only on a few possible solutions that cause debate from the beginning of the meeting. Silently listing and ranking possible solutions also allows full group participation and provides equal opportunities to speak for each participant. A balance can be easily struck between assertive and timid participants (Pedersen, 2002).

The second foundation of the planning is the technical process which involves the consultation of experts in the field. This stage also involves the use of one or a combination of several different visitor management frameworks developed specifically for the management of visitors and visitor related aspects of destinations. The next subchapter focuses on the existing VM frameworks in the literature in detail.

2.5.1. Visitor Management Frameworks

Framework is a structure developed for a system. In the literature, there are several visitor management frameworks that were developed by different organisations for different destinations. These VM frameworks offer a step by

step guidance to assess sites according to various criterias, specify desired standards, set certain indicators to measure quality and compare them with standards for constant monitoring to catch before the quality levels drop below desired standards. Some of the most commonly cited VM frameworks are outlined in Table 2.3.

Table 2.3 Existing Visitor Management Frameworks

Visitor Management Framework	Year	Developer
Recreation Opportunity Spectrum (ROS)	1978	US Forest Service & Bureau of Land Management
Limits of Acceptable Change (LAC)	1985	US Forest Service
Visitor Activity Management Process (VAMP)	1985	Parks Canada
Visitor Impact Management (VIM)	1990	US National Parks & Conservation Association
Visitor Experience Resource Protection (VERP)	1993	US National Park Service
Tourist Optimization Management Model (TOMM)	1996	Kangaroo Island, Australia
Protected Area Visitor Impact Management (PAVIM)	2002	Farrell and Marion
Visitor Use Management Framework (VUMF)	2006	Interagency Visitor Use Management Council

VM frameworks were originally based on the concept of carrying capacity (Tandoğdu, 2015), however current literature focuses on setting a set of indicators and standards of quality to measure visitor impact before degradation occurs instead of determining a limiting number above which degradation is sure to occur as the carrying capacity concept suggests. National Park Service (1997) defines indicators as:

specific, measurable physical, ecological, or social variables that reflect the overall condition of a zone. Resource indicators measure visitor impacts on the biological, physical, and/or cultural resources of a park; social indicators measure visitor impacts on the visitor experience. (pp. 57-58)

The characteristics of good indicators include specificity, objectivity, reliability and repeatability, relativity, sensitivity, resilience, nondestructivity and significance (National Park Service, 1997, pp. 62-63; Manning & Lime, 2000, p. 18). Good indicators are also manageable (Albrecht, 2017, p. 47), and easy and cheap to measure (Pedersen, 2002, p.57).

To formulate indicators there are a few different methods such as reviewing the literature, conducting scientific research at destination, public consultation, and

applying management judgement. (National Park Service, 1997) Conducting a literature review means to check scientific papers and reports of similar destinations to determine potential indicators that can be applied to the case at hand. Conducting a scientific research on site requires researchers to be physically present on site to run tests and visitor surveys to be able to determine biophysical and experiential factors impacting the quality of resource and social conditions. Consulting the public means to engage the local community to get a better idea of problems while formulating indicators. The last method is to apply management judgement to determine indicators. This method assumes that there is a protected area manager / site manager who is experienced with management of similar areas. Their insight can lead to substantial indicators. Each of these techniques have their pros and cons therefore a combination of them can lead to the most efficient result (National Park Service, 1997).

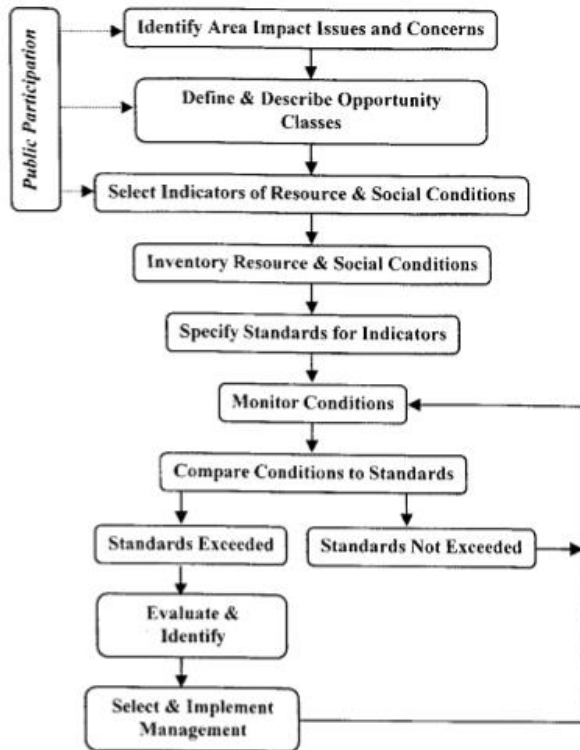
Standards, on the other hand, are defined as “the minimum acceptable condition for each indicator variable” (National Park Service, 1997, p. 59). In other words, standards reflect the limits of change that can be acceptable (Eagles et al., 2002, p. 85). Good standards are quantifiable, time and space bounded, impact oriented and attainable (Albrecht, 2017).

The forementioned frameworks rely on specification of indicators and standards to measure visitor management problems. Even though they originated as a response to visitor management problems in different settings, they share several common characteristics and steps for planning (Nilsen & Tayler, 1997; Manning, 2014; Albrecht, 2017; Crabolu, 2015).

First of all, all of the above VM frameworks share the same two objectives: (1) to protect natural and cultural heritage values, (2) to ensure visitors have satisfactory experience (Crabolu, 2015). They also require planning teams from various disciplines and backgrounds to be able to reflect all opinions and concerns, the management focus is largely on change caused by visitor use, data gathering and specific management objectives are crucial to be able to measure the outcomes, and finally constant monitoring and evaluating data is necessary to ensure limits

are respected (Nilsen & Tayler, 1997, p, 54). The VM frameworks also recognize the importance of providing a range of recreational and educational experiences and offers for maximum visitor satisfaction (Nilsen & Tayler, 1997, p, 54).

Figure 2.6 Common Steps of LAC, VIM and VERP Frameworks

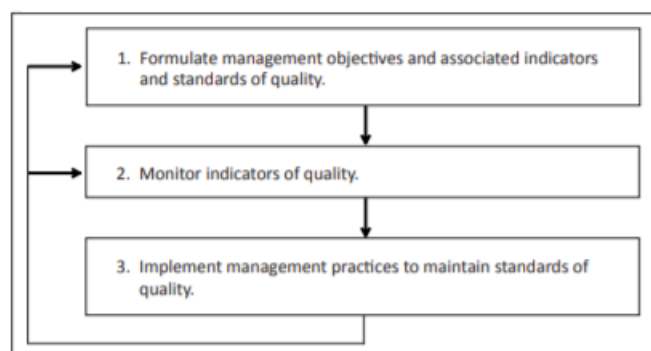


Source: (Farrell & Marion, 2002)

monitoring the conditions, and comparing conditions to standards to see if the standards are exceeded or not. If the standards are exceeded, another evaluation is necessary to identify the reasons why they were exceeded and what kinds of different management strategies and techniques can

Common steps for the three of the most popular visitor management frameworks LAC, VIM and VERP are outlined in Figure 2.6 (Farrell & Marion, 2002). These steps consist of identifying the problems in the site, selecting indicators of quality for the resources and conditions of the site, creating an inventory of present resources and conditions, specifying standards responding to each indicator,

Figure 2.7 Common Steps of Visitor Management Frameworks



Source: (Manning, 2014)

be implemented to fix the issue. If standards are not exceeded, conditions are to be monitored indefinitely (Farrell & Marion, 2002).

Manning (2014) suggests a less detailed chart that outlines the common steps of VM frameworks as selecting indicators and standards of quality according to management objectives, monitoring indicators, and when the quality falls below the standards taking management actions.

Despite the similar characteristics and steps, they have some key differences because most of these above frameworks were developed by various European and the Northern American institutions (Burns & Moreira, 2013). The VM frameworks developed in Europe aims to minimize visitor use after decades of such extensive use, while the others developed in the North America focuses on improving visitor experience to accommodate more recreational use (Burns & Moreira, 2013). This can complicate the procedure to adapt these frameworks at developing countries whose economy largely relies on tourism (Crabolu, 2015).

Moreover, implementing these frameworks can be costly (Farrell & Marion, 2002; Crabolu, 2015), because the need for technical knowledge to formulate indicators and standards of quality usually means that either the planning team should consist of those who possess this knowledge, or a consultation of experts is necessary (National Park Service, 1997, p. 58). This can raise the costs and the budget necessary for visitor management planning. Instead, an ad-hoc framework can be prepared specifically for the destination considering its particular characteristics and needs (Crabolu, 2015), following the steps of strategic planning and implementing visitor management techniques outlined in previous sections.

Table 2.4 Strategic Planning Steps Adapted for VM Planning

STRATEGIC PLANNING STEPS	ADAPTED STEPS FOR VISITOR MANAGEMENT PLANNING
SWOT Analysis	The destination is analyzed for its strengths, weaknesses, opportunities and threats regarding tourism.
Strategy Outline and Selection	Visitor management strategies and techniques are outlined and the applicable strategies and techniques are selected in response to the findings of the SWOT analysis.
Strategy Implementation and Monitoring	Selected visitor management strategies and techniques are implemented and monitored to evaluate if problems improve.

Source: (Adapted from Göktuğ & Kurkut, 2016)

Basic steps of strategic planning include (1) running a SWOT analysis, (2) outlining possible strategies that exist in the literature and selecting the appropriate ones that are expected to respond to the findings of the SWOT analysis, (3) implementing chosen strategies and monitoring the outcome to evaluate if problems improve. Table 2.4 demonstrates adapting the strategic planning steps for visitor management planning.

2.5.2. Visitor Management Governance

While the previous sub-chapters analyzed the planning process, the authorities who are to undertake planning as well as other authorities who implement, evaluate, and monitor the visitor management plans are crucial to touch upon in this section.

Managing tourism at a destination is more efficient when management decisions are supported by all stakeholders (Eagles et al., 2002). Therefore, it is crucial for all stakeholders to communicate and collaborate towards the same goals with the same vision and mission.

To create this partnership and a platform where all tourism stakeholders are free to voice their concerns and brainstorm for solution together before arriving at a decision regarding visitor management related issues, implementation of an organizational entity is necessary. Several studies suggest that destinations which employ an intrasectoral management body does not effectively respond to the needs of the destination, whereas destinations with decision makers from various disciplines and industries provide better solutions to problems through

multifaceted evaluations of the issues the destination encounters (Genç, Atay, & Eryaman, 2014). For the past few years destinations are starting to switch to this type of a management model, which is commonly known as the Destination Management Organization (DMO).

UNWTO (2017) defines DMOs as “the leading organizational entity which may encompass the various authorities, stakeholders and professionals and facilitates partnerships towards a collective destination vision” (as cited in UNWTO, 2019). The World Tourism Organization generally classifies DMOs in one of the following categories (Presenza, Sheehan and Ritchie, 2004 as cited in Özdemir, 2007):

- National tourism authorities or organizations responsible for the management and marketing of tourism in the national sense
- Regional or state-based destination management organizations responsible for the management and marketing of tourism in a geographic region.
- Local destination management organizations responsible for tourism management and marketing of smaller geographic areas, such as cities or towns.

DMO can be established as the main actor and decision maker for all tourism related issues at a destination, therefore DMOs can undertake the planning, implementing, evaluating and monitoring of the visitor management plans to come up with the most suitable VM techniques and strategies.

A DMO has the following characteristics (UNWTO, 2019):

- consists of a multisectoral selection of members
- can be public, private, or a combination of both
- can be national, regional, or local
- aims to initiate, coordinate, and manage certain activities regarding the destination
- seeks to create partnerships and alliances
- seeks to include community and NGOs in decision making processes

Destination management is the co-operation of all tourism stakeholders in terms of tourism development of the region (Türkay, 2014). Therefore a DMO consists of a wide selection of tourism actors that represent different sectors and protect the benefits of different groups. The stakeholders of DMO include (Türkay, 2014):

- local authorities (municipalities, mukhtars, etc.)
- regional and provincial administrations (governorships, district governorates, etc.)
- tourism enterprises (accommodation enterprises, travel enterprises, food and beverage enterprises, entertainment enterprises, recreation enterprises, etc.)
- transportation businesses (airline companies, road transportation enterprises, yacht enterprises, cruise enterprises)
- supporting enterprises (arts and culture institutions and enterprises, sports institutions and enterprises, shopping enterprises)
- trade associations and chambers
- educational institutions
- visitors
- tourism employees
- local people
- non governmental organizations

The taskfields of DMOs can be divided into 9 sections as product development, visitor management, marketing, creating competitiveness, market regulations, crisis management, sustainable development, lobbying, funding (Türkay, 2014). As visitor management is one of the taskfields of DMOs, they can be the responsible bodies of authority for the planning of visitor management, implementing, evaluating and monitoring VM plans at destinations as well as creating funding and financing visitor management planning.

2.5.2.1. Destination Management Organizations in Turkey

In Turkey, the concept of destination management is not widely known. In 2007, the Ministry of Culture and Tourism prepared a strategic plan for 2023. According to this plan, the ministry formulated a new model of management titled as National Tourism Councils. This management model is based on the concept of destination management and the model suggests to organize four levels of management authorities that are interconnected.

They are national tourism councils covering the whole country, regional tourism councils that are responsible of specific regions within the nation, city-based tourism councils that are responsible of the management and marketing of specific cities and destination-based tourism councils that are responsible of specific destinations.

Table 2.5 Turkey Tourism Councils Model

Turkey Tourism Councils Model	Responsibility Area
National Council	Turkey
Regional Councils	7 Unique Regions
City Councils	Each city of Turkish Republic
Destination Councils	Each major tourism destination in Turkey

Source: (Author)

These councils are member-based organisms, who consist of representatives of public authorities, private industry, and NGOs.

The new organizational structure:

- Aims good governance
- Consists of councils on national, regional, city-wide and destination-wide
- Promotes researching local demands, expectations and needs and presenting them to the National Tourism Council which is the final decision making authority
- These councils are made up of representatives from the public, private and NGOs, therefore, it allows the public, private sector and NGOs to

communicate more effectively and cooperate on the issues regarding tourism

- Ensures participation of the public, private sector, and NGOs in decision-making processes and leads to a more harmonious, multi-stakeholder decision making.
- Councils are responsible for carrying out activities to guide authorities in the industry.
- Thanks to the new structuring, the management gains a dynamic feature instead of a static nature, it does not command but it acts as a guiding mechanism to lead authorities to make better decisions that benefits all stakeholders in the long term.

Figure 2.8 Organizational Chart of Tourism Council Model



Source: (The 2023 Turkey Tourism Strategic Action Plan, 2007)

The 2023 Turkey Tourism Strategic Action Plan (2007) suggests that the necessary legal foundation was to be undertaken to implement the changes in the management model. However, the next strategic actions were outlined in 2019 in the 11th Development Plan of Turkish Republic, and they do not include the shift

in management, instead the Development Plan focuses on marketing and advertisement of destination by establishing the Turkish Tourism Development and Promotion Agency and increasing the total promotion budget 10 times (Presidency of Turkish Republic, 2019).

Even though the legal changes to establish destination management organizations have not been made yet as envisaged in the 2023 Strategic Plan, the third chapter of this study explores Turkey's first destination management organization that Şanlıurfa established within the current legal framework.

2.5.2.2. Destination Management Organizations in the Princes' Islands

As explored above, even though the tourism strategic plan aims the shift to the destination management model for 2023, so far there has been no efforts to follow up on the plans. Currently there is no destination management organization that is responsible of tourism growth and visitors at the Princes' Islands either.

CHAPTER THREE

3. VISITOR MANAGEMENT PRACTICES FOR SUSTAINABLE TOURISM

There are many destinations around the world and in Turkey that implement several visitor management techniques and strategies aiming to make tourism sustainable. This chapter focuses on some of the most popular touristic destinations that are struggling with negative visitor impacts due to overcrowding, and the measures that are implemented in these destinations for the sake of sustainable tourism. The findings are mainly integrated into the national tourism policies as well as site management and strategic management plans. There is not a stand alone visitor management plan for most of the destinations chosen to be analyzed, although visitor management is mentioned and incorporated in most site management plans as well as the strategic action plans.

Throughout the process of research, several destinations and WHSs were considered however the final selection of cases was done on the basis of three factors:

- I. Destinations sustainability has been at the core of management plans

Overseas: Bhutan, Palau

Turkey: Küre Mountains National Park, Bozcaada

- II. Destinations currently suffering from adverse visitor impacts and turning to VM for solutions

Overseas: Barcelona, Venice, Amsterdam

Turkey: -

- III. World Heritage Sites suffering from adverse visitor impacts and turning to VM for solutions

Overseas: Macchu Picchu, Angkor, Kulangsu

Turkey: Göbeklitepe

3.1. VISITOR MANAGEMENT EXAMPLES FROM ABROAD

3.1.1. Bhutan

Bhutan is a landlocked country surrounded by China, India, Nepal and Bangladesh. Despite being a small country, Bhutan is known for its sustainable tourism practices and in 2018 it won the Earth Award, a special program that was implemented by the non profit foundation called Green Destinations (Tourism Council of Bhutan, 2018).

Bhutan's success comes from its core development philosophy that focuses on sustainability and authenticity. Despite the popular belief that Gross Domestic Product (GDP) is an indicator of success and happiness, Bhutanese laws are set to promote Gross National Happiness (GNH), a value system that is implemented by the former king Jigme Singye Wangchuck in the early 1970s. According to this system, the national happiness is the sole purpose of development and it can be achieved through four pillars of GNH, namely: Environmental Conservation, Preservation and Promotion of Culture, Equitable and Sustainable Socio-Economic Development, and Good Governance. Bhutanese laws proudly follow the sustainability indicators that was developed based on the four pillars of GNH, to assess the country's success with sustainability. These indicators reflect nine domains namely living standards, health, education, culture, ecological integrity, community vitality, time use, good governance, and psychological wellbeing (Royal Government of Bhutan, 2012, p. 42).

In Bhutan, visitor management is used as a tool to implement sustainable tourism practices. The country's tourism policy is known as 'High Value Low Impact' policy and it aims to attract fewer yet quality visitors through implementing some hard visitor management strategies such as minimum price limits to enter the country (Dorji, 2001). Instead of setting strict entry numbers, Bhutan follows the strict entry requirements that all leisure visitors are expected to fulfill. According

to the official Tourism Council of Bhutan, all leisure travelers need to pay a minimum daily package price (MDPP) of 200 USD per night per visitor during the low season which consists of January, February, June, July, August, and December; and 250 USD per night per visitor during the high season which is March, April, May, September, October, and November. The MDPP includes a minimum of 3 star accommodation, all transportation within the country, all meals for the duration of travel, a licensed Bhutanese tour guide, all camping and trekking equipment if necessary, and all taxes and charges (Tourism Council of Bhutan, n.d.).

Single visitors have to pay a surcharge of 40 USD per night and a group of two visitors also have to pay a surcharge of 30 USD per visitor per night. This regulation is implemented to encourage group travelers over individual travelers. There is also a sustainable development fee (SDF) of 65 USD that is included in the MDPP and this amount goes directly to the country's free health care, education, tourism infrastructure expenses, as well as helps alleviating poverty among locals (Lucky, 2017).

This High Value Low Impact policy is beneficial for the sustainability of cultural and natural resources, enhancement of visitor experience, and local involvement of economic benefits. The high entry price ensures only the visitors who are interested in the cultural and natural resources of Bhutan access to the country, making them feel special and behave according to the visitation rules. The MDDP covers the cost of a credible, licensed Bhutanese tour guide who assist visitors throughout the extend of their stay, ensuring the visitors get the most of their trip and immerse themselves in the Bhutanese culture deeply. The SDF ensures that some of the revenue from tourism is directed to the host community, which in turn, makes locals friendly and welcoming towards visitors, contributing to visitor satisfaction.

3.1.2. Angkor Archeological Park – Cambodia

Located in Cambodia, one of the most popular tourist destinations in Southeast Asia is Angkor Archeological Park, drawing nearly two million visitors every year. Angkor is a spiritual Buddhist site and is still being inhabited. It is under the protection of UNESCO since 1992 for its outstanding universal value of its remarkable historical monuments dating back to the Khmer Kingdom in the 9th century (APSARA, 2012).

To cope up with the negative visitor impacts, local authorities in Angkor came up with the “Visitor Code of Conduct”, which is a list of do’s and don’ts for visitors to improve their experience while protecting the natural and cultural heritage as well as respecting the values of local inhabitants. Local authorities used an all inclusive approach while developing the Code of Conduct through surveys and meetings with the host community, visitors, guides and restoration teams (Borgers, 2017).

Angkor Visitor Code of Conduct is available in six languages and covers many topics such as appropriate dress code, interacting with monuments, entering restricted areas, smoking and littering, making loud noises, taking photos and videos, and disrespecting monks. A QR code is attached for visitors to give feedback on their experience through a specially designed visitor survey. (APSARA, 2012)

Other visitor management measures that were taken by the Cambodian authorities for the sustainability of tourism and heritage values include implementing more security staff and local guides on site to ensure all visitors obey the code of conduct, restricting access to some parts of the heritage site through zoning to protect fragile areas, and implementing higher entry fees to deter visitors (APSARA, 2012).

3.1.3. Palau

The Palau Archipelago is in Micronesia and it is home to the world's first shark sanctuary as well as other natural and cultural heritage. It is also the first country to implement a visitor's pledge at the immigration. While entering the country, visitors are asked to sign a pledge to protect the natural and cultural values of Palau during their visit for its sustainability and for the next generations. This pledge is stamped on the passports and it is compulsory to sign it to be able to enter the country (Republic of Palau, 2019).

Every visitor who signs the pledge is asked to follow the sustainable tourism checklist that outlines the appropriate visitor behavior. There are severe fines for those who fail to comply with the sustainable tourism checklist. The checklist

Figure 3.1 Palau Pledge and Sustainable Tourism Checklist



covers topics such as Littering, Smoking, Touching or Chasing Wildlife, Stepping on Corals, Collecting Marine Life Souvenirs, Supporting Local Businesses and Communities, Learning About the Culture and Local People.

In addition to the pledge, since November 2009 Palau asks visitors to pay a "green fee" which is 35 USD tax paid by non Palauians on departure to help with the sustainability of the natural and cultural heritage assets (Palau Tourism Bureau, 2016). However according to a report published in August 2016, it is pointed

Source: (Republic of Palau, 2019)

out that with the increasing number of visitors to Palau in the recent years, the green fee tax is not anymore enough to cover the negative impacts on the

environment and further solutions such as Value Added Tax (VAT) are necessary (Bonine, Barr, Bruner & Conner, 2016).

3.1.4. Macchu Picchu - Peru

Peru's popular tourist hotspot Incan citadels Macchu Picchu saw 1.000.000 visitors in 2012 while the maximum number of visitors officially agreed by Peru's national government and UNESCO was 2.500 per day in 2005 (Zan & Lusiani, 2011).

To spread the visitor load more evenly throughout the day, Peruvian authorities came up with a few regulations that all visitors are expected to adhere. First of all, all visitors need an official guide to accompany them throughout their trip. There are two time slots to choose from for entry, the morning session from 6.00 am to 12.00 pm and the afternoon session from 12.00 pm to 17.30 pm. The admissions begin at 6.00 am and the last admission takes place at 15.00 pm sharp. The site closes at 17.30 pm. There is also a maximum number of visitors allowed for each session, 3.267 visitors for morning session and 2.673 visitors for afternoon session, making a total of 5940 visitors per day. The number surely exceeds the limit UNESCO set, yet the Peruvian authorities aim to keep the maximum number of visitors to the site to 2.400 at one time, through timed entry by allowing 600 visitors per hour. According to this timed entry regulation, visitors are asked to purchase their tickets with a specific time within the morning or afternoon sessions. For example, if the visitor chooses to visit the site in the morning session, he is asked to choose an hour interval from 6.00 am to 12.00 pm. Those who fail to be present at the site one hour prior to their scheduled entry are not allowed to access the site with no refunds. Visitors have a maximum of 4 hours to visit the site before their exit.

Maximum group size is limited to 16 visitors. To prevent bottleneck traffic jams, there are time limits of 3 to 5 minutes for some popular points of interests for visitors to stop and take photos. There are signs that encourage visitors to "keep moving" to prevent road blockages.

There are 3 defined routes and visitors are also asked to choose the route they would like to visit while purchasing their tickets. They are not allowed to get out of the route they purchased. Paths are arrow marked and easy to follow for visitors. Security guards are employed on site to warn visitors for entering restricted areas and fragile zones.

The entry fee is planned to be differentiated by 2020 to even out the number of visitors throughout the day. According to this plan, the morning tickets are planned to be sold around 60 USD, while afternoon tickets are planned to be sold around 40 USD to encourage more people visiting the site in the afternoon. Other incentives such as a free museum entry for afternoon visitors, are planned to be implemented to stimulate people towards purchasing the afternoon tickets.

3.1.5. Venice – Italy

Home to 55.000 residents the famous Italian city Venice is visited by 60.000 visitors per day in peak season, creating the necessity for sustainable tourism practices to be implemented (Barrie, 2019). The local authorities started a few awareness campaigns to tackle the issue. One of these campaigns is titled as *Enjoy Respect Venezia* and it aims to encourage visitors to behave more responsibly and respectfully towards the natural, cultural, and historical heritage values the city offers and its residents for the sustainability of tourism (Venezia Unica, n.d.-a).

The campaign aims to inform visitors on the appropriate visitor behavior through handbooks that list 12 distinct rules to be responsible visitors. These rules include (Venezia Unica, n.d.-a):

1. Exploring hidden parts of Venice
2. Participating in events in Venice
3. Trying local cuisine and products
4. Attending artisan workshops to learn more on the Venetian heritage
5. Booking tours from official tour guide and abstaining from illegal products and tours
6. Obeying traffic rules of the city

7. Opting for public gardens to have picnics, instead of using steps of monuments and river streams
8. Not standing idly and consuming food & beverages on banned spots such as St. Mark's Square
9. Using beaches at Lido and Pellestrina for diving and swimming instead of Venetian canals and rivers
10. Protecting the environment by not littering or vandalizing
11. Getting informed on city's recycling rules and regulations
12. Planning your trip accordingly for a less crowded visitation

If visitors do not adhere to these rules and regulations, there are fines starting from 25 EUR to 500 EUR implemented by the Urban Police. There are also several fines and penalties to discourage visitors for other inappropriate behaviours. Visitors must pay 100 EUR for littering, 100 EUR for biking, 200 EUR for inappropriate dressing in public such as bathing suits and no t-shirts, 400 EUR for vandalizing and graffiti painting on public monuments, walls and benches, and 450 EUR for swimming in canals in Venice (Città di Venezia, n.d.).

The Tourism Department of the City of Venice also runs an awareness campaign to promote slow and sustainable tourism titled as Detourism Campaign. The campaign aims to spread visitors throughout the city by encouraging visitors to visit Venice "Like a Local" and promote the off the beaten path places in Venice for unique and authentic experiences. Visitors are informed of these parts of the city through social media, Detourism Web Magazine published online bimonthly, as well as through a weekly newsletter listing unique art exhibitions and events taking place in various parts of the city.

The Detourism campaign offers some routes that take visitors away from the popular tourist sites redirecting them to the less crowded parts of the city in search of more authentic experiences. The premade tours include Walking Art & Culture Tours, A Greener Venice Tours, Food & Wine Tours, and The Lagoon Islands Tours (Venezia Unica, n.d.-b).

In November of 2017, cruise ships were redirected from the center of Venice to other locations for berthing (Morris, 2018). In February of 2019, Venice authorities accepted the implementation of Daytripper Tax, an amount of fee paid by same day visitors. This practice was put into effect by May 2019 with the tax amount being 3 EUR per person. The authorities declared that 2019 was planned to be a transitional phase and the tax amount will be fixed to 6 EUR per person by 2020 over the year, with the amount dropping back to 3 EUR in low season, raising to 8 EUR in high season and to 10 EUR on some popular public holidays with exceptional overcrowding. The following are excluded to pay the daytripper tax (Gennaro, 2019):

- Residents in Venice and the Veneto region
- Students in Venice
- Family members of residents
- Overnight visitors who already pay tourist tax
- Children under 6 years old
- Severely disabled
- Volunteers

The overall aim for 2022 is to be able to forecast arrivals through advanced ticketing system and the aim of collecting this tax is not to restrict arrival numbers but by making access harder for those who don't book their tickets in advance (Gennaro, 2019).

3.1.6. Kulangsu Island – China

Located across the Xiamen city of China, Kulangsu Island has historical significance since the early 1900s when international settlements began on the island. It is a popular touristic destination for its unique architecture that combines Eastern and Western motives. Since the 2008 Beijing Olympics, Kulangsu has been attracting more visitors each year (Fourrier, 2017). This led authorities to start working for an application to the UNESCO World Heritage List in November 2008. By 2016 February, Kulangsu officially applied and admitted to

the tentative list in August the same year (Fourrier, 2017). Since the beginning of the preparations to apply for the UNESCO list and till 2016, Kulangsu had set up some goals and objectives and achieved them. These include (Fourrier, 2017):

- Establishing a holistic environmental and cultural protection plan
- Setting up the Kulangsu World Cultural Heritage Monitoring and Management and Archives Center
- Renovating damaged buildings that carry cultural importance
- Preserving traditional arts and crafts

However, receiving the World Heritage title brought an immense international attention which resulted in growing number of visitors and negative visitor impacts such as overcrowding, littering and disturbed residents (Wong, 2018).

In 2012, the visitor numbers hit 120.000 mark which alarmed the authorities. In 2014 a ticketing system was established, and the maximum number of visitors was set to 50.000 per day to be able to monitor visitor influx and minimize the negative visitor impacts for the sustainability of the cultural and natural heritage (Fourrier, 2017). This is the absolute maximum number including the residents, so the maximum number of visitors allowed on the island per day is limited to 35.000 year-round (UNESCO, n.d.).

Some of the other measures taken to minimize visitor impacts and maximize visitor experience for the sustainability of the tourism at the island includes establishing live monitoring systems to control how many visitors are on site at a given time, setting a warning system to alert authorities for overcrowding, limiting noise levels to 100 decibels, and banning outdoor barbecues to control air quality (Fourrier, 2017).

Focusing on sustainable tourism development, Kulangsu authorities are planning to set up a museum to better inform visitors on the heritage values of Kulangsu. The island is also focusing on events tourism by organizing several international conferences, seminars and cultural events. In the long run, the island aims to

attract more of higher spending individual tourists and less of day-trippers and tour groups (Fourrier, 2017).

3.1.7. Amsterdam – The Netherlands

With its 850.000 locals as of 2019, the city of Amsterdam attracted 19 million visitors in 2018 and this number is expected to go up to 29 million by 2025 (Schlagwein, 2019). These are big numbers given that it is merely a residential city and not a holiday resort. Therefore it is inevitable that Amsterdam has been facing several problems related to visitor impacts. First and foremost, the historic canals and streets of Amsterdam is under threat of overcrowding. Its unique charming atmosphere that stems from its locals is about to be eradicated as more and more locals opt to move out of the city because too many visitors making the city unliveable not only with their unappropriate behavior but also because of the rising rents and expenses.

To cope with this and other emerging problems against the sustainability of tourism in the city, authorities of Amsterdam came up with a few solutions. First of all, the focus of tourism was diverted to destination management, instead of destination promotion (NBTC Holland Marketing, 2019). The city has been promoted for years which led to overcrowding. Locals got frustrated because the town they once happily lived at turned into a tourist hotspot. Putting local residents first was one of the shifts Amsterdam aimed to implement while managing and developing the tourism in the city. Thus, one of the goals set for the year of 2030 is to make every Dutch resident receive tourism benefits (NBTC Holland Marketing, 2019). The visitor management measures taken to achieve a sustainable tourism in Amsterdam focuses on three core strategies (NBTC Holland Marketing, 2019):

- Dissuade visitors by:
 - Limiting/shutting down some accommodation and entertainment products
 - Implementing tourist taxes

- Modify visitor behaviour by:
 - Implementing a code of conduct
 - Setting fees and penalties for inappropriate behaviour
- Disperse visitors by:
 - Rebranding and promoting nearby destinations as Amsterdam
 - Developing and promoting new attractions in lesser visited districts of Amsterdam

Prostitution has been legal in the Netherlands since the year 2000. One of the most popular tourist attractions is the Red Light District where prostitution is practiced. Tours are organized to this area and locals complain how overcrowded it gets at certain times. Some prostitutes have also complained that the crowded visitor groups prevent potential customers. A set of new regulations were implemented as a solution. According to these regulations the Red Light District guided walks can only be organized by legal tour companies who have formal permits. The number of participants can not exceed 20 and there is a code of conduct that strictly controls visitor behavior. According to the code of conduct, tour participants can not have drugs or alcohol during the tour, and participants are to keep their backs to the windows when standing still. This is to prevent visitors filming sex workers. There are also signs on the pavements that warn visitors against filming sex workers. These regulations are implemented to give time to the tour companies to adjust their business accordingly because by January 1, 2020 all red light district tours will be banned in hopes of minimizing overcrowding in busy parts of the city (NBTC Holland Marketing, 2019).

The most booked experiences in Amsterdam was skip the line admission to Rijksmuseum and Anne Frank Museum in 2018, leading to overcrowding in and around of these two sites (NBTC Holland Marketing, 2019). To tackle the issue, in December of 2018 the Amsterdam City Council carried the famous *I Amsterdam* sign from outside the Rijksmuseum to other locations away from the center with the aim to reduce overcrowding in front of the museum and promote lesser-known locations in Amsterdam.

The city of Amsterdam collects two types of taxes from its visitors, namely the tourist tax (toeristenbelasting) and the day-tourist tax (dagtoeristenbelasting). The tourist tax applies to overnight visitors staying in a paid accommodation including hotels, apartments, holiday rentals such as Airbnb, and campsites. The rate is 7% of the room cost (City of Amsterdam, n.d.). The day-tourist tax practice was started in January 2019 and it applies to transit cruise passengers having a stopover in Amsterdam. The rate is 8 EUR per person per day (Port of Amsterdam, n.d.).

Locals and the government collaborated on an initiative titled *I live here*, that aims to create visitor awareness that Amsterdam is a residential city, not a place to party. Mural stickers and paintings reminds visitors to behave appropriately and respect the rules of the city visitor. The aim is to modify visitor behaviour through gentle reminders (Schlagwein, 2019).

An informative campaign was set in the summer of 2018 titled as “Enjoy and Respect”. The campaign portrays the typical tourist to Amsterdam who cause the most visitor impact. This is a male visitor named Liam between the ages of 18 to 34, coming to Amsterdam for 1 to 2 nights to party in the city. Liam is typically from the Netherlands or the U.K. The campaign aims to increase awareness and convey a message for all potential Liams to enjoy the city by respecting the rules. The inappropriate behaviours and the penalties are clearly outlined such as 95 EUR for bantering drunk in public, 140 EUR for urinating in public, dumping trash in the street, and singing out loud in public with the penalties having to be paid on the spot. While the concept was being developed, it was discussed with residents, private business owners and the target groups in the Netherlands and the UK to achieve the utmost stakeholder engagement. Rijksmuseum and Van Gogh Museum are two out of many other stakeholders supporting the campaign financially. With the support of various stakeholders the campaign is widely promoted through airports, public transports, posters around the city, and even through google search aiming to convey the code of conduct before visitors book their trip. Additionally, some zones in the city are digitally fenced which allows

potential Liams to receive a notification on social media reminding them to behave according to the code of conduct (Schlagwein, 2019).

Amsterdam is the first European city that has a night mayor who is responsible of the nightlife of the city. The night mayor can give 24 hour licenses to electronic music clubs outside the city center in an effort to divert visitors away from the city center where overcrowding happens (NBTC Holland Marketing, 2019).

With the collaboration of over 200 social entrepreneurs, a non profit initiative was implemented. This initiative is called the Untourist Guide to Amsterdam². Its aim is to act as an alternative city guide and offer unique local experiences that does not involve the areas where typically overcrowding occurs. The focus of the initiative is the sustainability of tourism and the city of Amsterdam while offering improved visitor experience. The unique local experiences include marrying an Amsterdammer for a day, riding former refugee boats in Amsterdam canals, collecting plastic bottles and manufacturing high quality skateboards from them, and visiting an urban farm to help locals.

3.1.8. Barcelone – Spain

After its tourism debut with the Olympic Games in 1992, Barcelona has been a tourism hotspot ever since. Like many other popular European destinations such as Venice and Amsterdam, Barcelona also has been struggling with overcrowding for the past few years. Visitor numbers hit 8.36 millions in 2016 whereas this figure was merely 1.7 million in 1990. For a destination whose population is only 1.6 million people, soaring visitor numbers are met with discomfort and strong opposition from the local community (Harrison & Sharpley, 2017).

On the other hand, the attention Barcelona receives from travellers all around the world is not a fluke. Local authorities has been working efficiently to improve and market the destination since the Olympic Games. The tourism management model Barcelona implemented has a crucial role in the success. Barcelona's tourism is

² www.untouristguide.com

managed through an authority called the Consortium of Turisme de Barcelona that was founded by the Barcelona City Council, the Chamber of Commerce, Industry and Navigation of Barcelona and the Foundation for the Promotion of Barcelona on 8 September 1993. A consortium means a type of association that typically consists of several different bodies. This consortium, which is also known as a destination management organization, allowed tourism stakeholders to discuss the measures that are necessary to be taken to receive more touristic demand in the long run while protecting their interests. Since then Barcelona's tourism skyrocketed.

Touristic activity was welcomed by residents during the 90s and early 2000s and up until 2009 the media and locals were not vocal about the problems Barcelona was increasingly facing each year. Tourism took a turn when it started to get out of control with endless numbers of visitors flocking to the city and when locals finally got frustrated. In December 2009, locals sent to the city officials 500 Christmas cards depicting the illegal and disrespectful acts tourists do in public such as urinating, having sex, and stag parties at night (Goodwin, 2018).

Local authorities took a few measures to soothe residents and to balance touristic use and sustainability of environment, including setting limits to the number of visitors and applying different rules and regulations for residents and tourists. In June 2015, Ada Colau, the mayor of Barcelona, decided to cap the number of visitors to Barcelona (Harrison & Sharpley, 2017). In January 2017, a new regulation was implemented by the Barcelona City Council to ban the opening of new hotels as well as other touristic accommodations in the center of Barcelona to reduce the number of beds. An official website³ was created for visitors to notify authorities of the unauthorised touristic accommodation so that the number of beds can be easily controlled and monitored. Barcelona chose to focus on touristic accommodation to reduce the number of hotels and therefore reducing the capacity of the city to handle more demand (Goodwin, 2018).

³ <https://meet.barcelona.cat/habitatgesturistics/en/>

Moreover, the Destination Management Functions was portioned into two sections as marketing and management of tourism, the former is undertaken by Turisme de Barcelona while Ajuntament de Barcelona is responsible of the latter (Goodwin, 2018). The focus of tourism management was also shifted from marketing and promoting based policies towards destination management and protection based policies (Ajuntament de Barcelona, 2017).

City officials also believe in the power of participatory planning. Therefore, in 2015 the City and Tourism Council was officially founded in accordance with Article 19 of the Citizen Participation Regulations. The council is a meeting point for all tourism stakeholders to discuss ideas, problems and solutions. It is not a decision making authority however it is used as an effective tool to get public participation and involvement and acts as a basis for tourism planning decisions.

3.2. VISITOR MANAGEMENT EXAMPLES FROM TURKEY

In this sub-section visitor management examples from Turkish destinations is analyzed. Visitor management is a relatively new phenomenon in Turkey compared to many destinations abroad. Therefore the findings are quite limited, even though some protected area site management plans briefly mention the concept.

3.2.1. Bozcaada Island – Çanakkale

Located in the Aegean sea, the island of Bozcaada is a subprovince of Çanakkale city in Turkey. Due to its location and natural and cultural heritage, the island is a popular tourism hotspot especially among daytrippers from Çanakkale and Greek islands during the months of summer. The demographics of Bozcaada's visitors show that 22% of total visitors consists of daytrippers and 32% of total visitors stay minimum 2 nights (Bozcaada District Municipality & Batman University, 2016).

The population of the island is 2.730 by 2017, but with visitors this number rises up to 20.000 on average between May and September (Bozcaada District

Municipality & Batman University, 2016). To manage a high visitor load and the negative visitor impacts, as well as to achieve sustainable tourism at the island, the local municipality took some important precautions and remarkable steps.

One of the biggest visitor impacts at Bozcaada is overcrowding in certain parts of the island, including the center of the island as well as the ferry port. This not only makes life hard for locals, but it also diminishes the quality of the visitor experience. To tackle this issue, Bozcaada municipality banned cars to enter the city center in summer season. The main roads that leads to the ferry port for the entry and exit of cars is controlled through a security guide and a barrier gate at certain hours of the day when there is too much traffic and visitor load.

There is an online reservation system to use ferries to arrive and exit the island. This system is used with a rough percentage of 50%-50%, meaning half of the capacity is filled through online reservations and the remaining half is left for first come first serve basis. In the summer season, there are ferries once every hour to and from Çanakkale Geyikli Port which is at a merely half an hour distance.

Tour buses are not allowed to enter the island and there are no car rental services at the island. There are four main car parks in the center that are free for locals and visitors to encourage them to park in specially designed locations instead of

busy streets. Visitors are also encouraged to rent a bike or walk the island for the sustainability of nature through marketing, price incentives and brochures.

Another visitor impact is pollution. To minimize this impact and for the sustainability of the environment, the Bozcaada municipality banned the use of plastic bags since 2015. In shops and markets, paper bags are offered for free of extra charge. Recycling is strictly controlled and there are severe fines for restaurants and shops if they fail to obey

Figure 3.2 Three colored recycling bins in Bozcaada



Source: (Bozcaada Municipality)

the recycling rules. There are three colored thrash bins all around the island to help locals and visitors easily separate their trash for recycling. Red is used for plastic waste, yellow for paper waste, and blue for glass and metal waste. To clean tiny trash such as cigarette butts, a special device called “Fil” is operated by the cleaning forces employed by the Bozcaada municipality. This device was a gift from the Kadıköy municipality of Istanbul. To further improve sanitation and visitor experience, portable toilets and changing cabinets were placed along the seaside.

In 2017, Bozcaada municipality started a campaign titled “Azalt, Yeniden Kullan, Geri Dönüştür, Çünkü Bozcaada Bizim”, literally meaning “Reduce, Reuse, Recycle Because Bozcaada is Ours”. The social media hashtag #bozcaadabizim has been used extensively to create a sense of place among locals and visitors to reduce pollution and contribute to the sustainability of the island.

Flyers were designed and printed informing visitors of the appropriate behavior on the island, reminding visitors that plastic bags are not used on the island, cars are parked in car parks, and reservations are required for vehicle owners to be able to embark ferries to exit the island.

Figure 3.3 Bozcaada's Code of Conduct

The flyer is currently only in Turkish language but the Bozcaada Tourism Master Plan suggests that there have been attempts to produce promotional and informational content in several other languages (Bozcaada District Municipality & Batman University, 2016).



Source: (Bozcaada Municipality)

For on site guidance, there are color coded signboards that were specifically designed and implemented considering the unique identity of the island. Instead of several different sized and colored signs, there is a one-size and a color palette for all signs used throughout the island. The signs show historic sites in turquoise, government offices in blue, beaches in black and useful information such as car parks in yellow. These signs improve visitor experience by better informing and scattering visitors all around the island instead of concentrating them in the center of the island where overcrowding is an issue.

In 2016, Bozcaada municipality collaborated with Batman University to prepare the Tourism Master Plan of Bozcaada. The plan states vision of Bozcaada as contributing to the development of Bozcaada's tourism with a sustainable perspective. Putting sustainability at the core of its tourism planning, Bozcaada has been working diligently to achieve the ultimate goal of sustainable Bozcaada.

The tourism master plan suggests that visitors choose Bozcaada because of its tranquility and peace (12,6%), natural heritage and beaches (12,3%), local architecture (10,5%), cultural and historical heritage (10,4%), vine making and viticulture (8,1%), and the safety of the island (8,1%) (Bozcaada District Municipality & Batman University, 2016).

As seen above, Bozcaada is famous for cultural tourism (%10,4). As a sub-category of cultural tourism, events tourism and religious tourism are main reasons why visitors visit the island.

Each year the island hosts several different events, including Bozcaada Culture, Arts and Grape Harvest Festival, Bozcaada Ayazma Fair, Bozcaada International Sailing Race, Bozcaada Local Tastes Festival, Bozcaada Poet's Day Festival, Run the Island: Bozcaada, Bozcaada Vine Tasting Days, Bozcaada Jazz Festival, Bozcaada Classical Music Festival, Bozcaada Squid Festival, and Bozcaada International Festival of Ecological Documentary (BIFED).

Among these events, the Grape Harvest Festival (Bağbozumu Festivali) is one of the most important visitor attractions. The project started in 2018 by the support

of Bozcaada Provincial Directorate of Food, Agriculture and Livestock; Bozcaada Vineyard Producers' Association, Bozcaada Agricultural Development Cooperative and Bozcaada Municipality. with the vision to make Bozcaada tourism more sustainable through uniting visitors and locals over a unique experience that represents the island's identity. The archeological findings suggest that there has been grape harvest at the island for 5000 years (Bozcaada District Municipality & Batman University, 2016). The economy of Bozcaada heavily relies on Viticulture. Thus, one of the most iconic experiences to have on the island is visiting a vineyard. The Grape Harvest (Bağbozumu) project⁴ is remarkable for this reason.

There is a booth located right at the entrance of the island, where the visitors pass upon arrival to the island. The booth is responsible of promoting the Grape Harvest project and handling reservations for the harvest tours. The tours take place every day on the grape harvesting season, which usually starts late July and ends early September. There are five time slots for visitors to choose from: 10.00 am, 12.00 pm, 14.00 pm, 16.00 pm and 18.00 pm. The tours are run through reservation systems but if there are empty seats for a time slot, last minute admissions are also accepted. There are trucks specifically designed for this project that carry visitors to the vineyards. The trucks are equipped with seats and seatbelts to ensure the safety of visitors. Upon payment, visitors are provided with a handmade basket which they use to fill with freshly harvested grapes during the tour. Each basket can weigh up to 5 kilograms of grapes. The vineyards are choosed through a lottery system that are registered members of the Bozcaada Agricultural Development Cooperative and each day a different vineyard is visited to make sure all members benefit from the project. The trucks carry visitors to the vineyard of the day after a brief tour of the island, accompanying a musical feast on board which draws the attention of other visitors and helps the promotion of the project. Visitors are welcomed by the vineyard owner and are given a brief introduction of the grape cultivation and harvesting, followed by a

⁴ <https://www.bagbozumu.net>

hands-on experience of grape harvesting. The tour lasts around an hour and a half and visitors are dropped to the starting point after the end of the tour. The cost of this tour is 70 TL per person by 2019. 50 TL of this fee directly goes to the vineyard owner, the remaining 20 TL is used to pay for the costs of the project such as baskets, gas, fee for musicians etc.

The project helps scatter visitors to the parts of the island that are not overcrowding, as well as ensure the Viticulture tradition and culture is preserved and transferred to the next generations through tourism. It also helps improve the visitor experience through allowing visitors a hands-on experience that they can participate while exploring a unique part of the island.

A study conducted by Doğan and Gümüş in 2014 suggests a destination management model for sustainable tourism development at Bozcaada. According to this study, the model is centered around a decision-making entity that is called the island council. The council is the board in which decisions about sustainable tourism practices are taken, practices are followed and executed. The members of the council consist of the local community, private tourism operators and the local government of Bozcaada. The council may, if necessary, establish relevant sub-committees for research / planning, monitoring, supervision and consultation activities. It also decides these activities and, if necessary, consult the opinions of other organizations for consultation and support (Doğan & Gümüş, 2014).

The study also suggests starting a bank account where the Sustainable Bozcaada Contribution Fund is collected. This fund is legally defined as the council's budget and spending is only towards the needs of the Island Council and its initiative. Local stakeholders such as private businesses are asked to pay a sum of money according to their scales and budgets once per year which directly goes to the fund (Doğan & Gümüş, 2014).

3.2.2. Küre Mountains National Park – Bartın

Named after the Küre district located among the mountains, Küre Mountains National Park is distinct for not only its natural heritage resources but also its cultural heritage values such as its unique architecture, colorful traditional clothes residents wear in their daily lives, and local cuisine and handicrafts. However, to experience the beauty of the national park, visitors and tour organizers are to obey a set of rules defined in the official visitor management plan of the park.

Tours can only take place on allowed sites and trails, with official tour guides who are registered to the Directorate of Nature Conservation and National Parks. Fragile protected sites are to be visited under the guidance of an official site guide. Other areas can be visited according to the rules stated with or without official site guides. Organising a tour requires the official permission of authorities. To apply for the permission, a form must be filled clearly stating the proposed tour, its purpose and necessary information about the visitors. Collection of this data is crucial for the sustainability and protection of resources, effective monitoring and management of visitors, as well as to better understand the visitor profile and their needs and expectations. Prior to the start of tours, all visitors must be informed through pamphlets on the rules to obey in protected sites and national parks. Travel agencies organizing tours are responsible of informing visitors of the rules and ensuring they behave according to the rules stated in pamphlets. It is also the responsibility of travel agencies to inform visitors of the appropriate clothing and necessary materials to be carried during visitation (Küre Dağları Milli Parkı, n.d.).

There are rules all visitors must always obey while on the protected site. These rules include following the paths and trails that are predefined and highlighted through signs, behaving appropriately to not harm the ecosystem, ensuring the sustainability of resources, obeying the noise limits to not disturb the animals, not littering and not setting fires. All visitors are required to bring the necessary equipment, follow the instructions of official tour guides and obey the limits of

carrying capacity defined by the authorities. Stepping into fragile zones is considered as a crime and it is strictly prohibited (Küre Dağları Milli Parkı, n.d.).

3.2.3. Göbeklitepe – Şanlıurfa

Spotted in 1963 by a local family with the official excavations starting in 1994 under the guidance of the German archaeologist Klaus Schmidt, this ancient temple has been a strong candidate for being the one of the most popular tourism destinations in Turkey in the recent years. Göbeklitepe is in the city of Şanlıurfa and is accepted as the oldest temple in the world, predating Stonehenge by 6000 years and dating back to 10.000 A.D.

Göbeklitepe is managed by Şanlıurfa Tourism Development Inc. (Şanlıurfa Turizmi Geliştirme A.Ş.), the first and only destination management organization currently implemented in Turkey which consists of 17 different shareholders of public bodies, foundations and NGOs, making it a collaboration between the public, private and NGO stakeholders. It aims to position Şanlıurfa as one of the leading cultural and historical tourism destinations in Turkey by making use of natural and cultural heritage values and improving tourism at the city of Şanlıurfa through participative tourism management.⁵

Şanlıurfa Tourism Development Inc. was founded in 2018 as a non-profit organization with three main taskfields namely (1) tourism marketing and promotion, (2) tourism business development, and (3) tourism policy and quality planning. It was funded by the European Union within the scope of the “Revitalisation of History in Şanlıurfa” project.

Şanlıurfa Tourism Development Inc. consists of:

- An advisory board that includes representatives of all tourism stakeholders such as the site director, representatives of Ministry of Culture and Tourism both in the scope of city and districts, Cultural and Natural

⁵ This information was obtained through a telephone interview with a responsible from Şanlıurfa Tourism Development Inc. on 31.01.2020

heritage preservation board members, representatives of Şanlıurfa municipality and other district municipalities, NGO members, and other stakeholders regarding tourism in Şanlıurfa

- An audit coordination board that includes some members of the advisory board, as well as other specialists like representatives of the Chamber of City Planners and the Chamber of Architects
- A site management directorate which is operated under the Museum of Şanlıurfa and Ministry of Culture and Tourism of Turkey.

Each year, the Ministry of Culture and Tourism of Turkey prepares a conservation report for all protected areas on the UNESCO World Heritage List. In line with these reports, ICOMOS and UNESCO express their opinions regarding the protection goals of the protected areas. In 2018, ICOMOS stated that the increasing number of visitors in Göbeklitepe put great pressure on the cultural assets in the area and this pressure created serious concerns in terms of protecting the area and its heritage values, therefore a tourism management plan should be made in the area for its long term sustainability.

A site management plan was already prepared in 2014 by the German Archaeological Institute that includes some information towards managing visitors to protect the cultural heritage values the site holds and manage tourism on site in sustainable ways. However, Şanlıurfa Tourism Development Inc. undertook the preparation of a more substantial stand-alone visitor management plan through a protocol signed with the Ministry of Culture and Tourism of Turkey who authorized Şanlıurfa Tourism Development Inc. for the visitor management planning task.

It is currently being prepared in collaboration with a heritage specialist named Beth Thomas who previously worked for the site management planning at the

famous World Heritage Site Stonehenge in the United Kingdom. The complete visitor management plan is expected to be published in 2020.⁶

The currently existing site management plan outlines the 17 main issues the site faces under 4 broad categories namely site management system, protection of the site and its surroundings, excavations and research, development and utilization (Schmidt, Merbach, & Pant, 2014). Some of the issues regarding the visitor management are the issue 12 titled as Visitor Management on Site, the issue 13 titled as Core Visitor Surveys, and the issue 14 titled as Visitor Infrastructure. These issues account for all problems caused by visitors on site, as well as the necessary infrastructure for tourism supply and techniques to understand visitor expectations. As the site gets more popular, the visitor numbers are soaring. However, the necessary infrastructure is not present to accommodate the high number of visitors. The appropriate visitor behaviour on site is not clear and visitors are not aware of their responsibilities and the negative impacts they might cause on the site values and the local population residing nearby. Moreover, a visitor survey needs to be carried out to determine the profile of visitors visiting the site and their expectations to be able to offer a satisfactory visitor experience. (Schmidt, Merbach, & Pant, 2014)

Some visitor management measures are taken to achieve sustainable tourism on site and to ensure a quality visitor experience is achieved. The site was encircled with wire fences in 2012 and it is protected 24/7 with guards and security cameras to achieve utmost security. There is a visitor center at the entrance of the site to inform visitors of the history of Göbeklitepe and prepare them for the place they are about to visit. In 2014, the ticketing system was implemented, and the price of the tickets were raised from 5 Turkish Lira to 20 Turkish Lira in 2018 ("Göbeklitepe'ye giriş ücreti 20 lira oldu," 2018). The paths visitors can freely walk are marked and informative signs are placed throughout the way to ensure

⁶ This information was obtained through a telephone interview with a responsible from Şanlıurfa Tourism Development Inc. on 31.01.2020.

all visitors stay on track and have a quality visitor experience. (Schmidt, Merbach, & Pant, 2014)

The site management plan lays out the weaknesses of the site regarding visitor management and advises local authorities against overcrowding and the damage it might cause on site and its resources. It advises that the crowding on site should be well-observed and well-monitored, and visitor flows should be well-managed. This is crucial for the long-term sustainability and protection of the site, and to be able to offer the most quality visitor experience to achieve high visitor satisfaction levels. Some indicators were also set to measure and monitor the effectiveness of the site management plan. The indicators related to visitor management consist of: (Schmidt, Merbach, & Pant, 2014, p. 62)

- The Existence of a Visitor Management Plan
- Visitor Profile including the purpose of the visit, return visits, the percentage of foreign and local visitors, age and socio-economic background breakdown, etc.
- Spreading visitors over time
- Total time of visitation
- Carrying capacity of site
- Quality of visitation / Visitor Satisfaction
- Regular environmental assesment of visitor facilities
- Tourism revenue
- Impacts of tourism on local population
- Impacts of tourism on site
- The existence of a monitoring plan

To sum up, all the forementioned sites and destinations implement a different combination of visitor management techniques and strategies depending on the specific needs of their visitor types and problems at hand. Table 9 outlines a list of these techniques and where they are being applied.

Table 3.1 A Summary of VM Techniques at Analyzed Destinations

VM Strategies & Techniques	Destinations
Visitor Tax	Bhutan, Palau, Venice, Amsterdam
Strict Entry Requirements	Bhutan, Macchu Picchu, Venice, Küre Mountains
Price Incentives	Bhutan
Making Access Harder	Angkor, Bozcaada
Informative Code of Conduct	Angkor, Bozcaada
Law Enforced Code of Conduct	Venice, Amsterdam, Küre Mountains, Palau
Increase Variety of Services / Products	Venice, Amsterdam, Bozcaada
Limiting Use of Services / Products	Amsterdam, Barcelona
Employing More Personnel	Angkor, Macchu Picchu
Dispersing Visitors in Time	Macchu Picchu, Göbeklitepe
Dispersing Visitors in Space	Venice, Amsterdam, Bozcaada
Zoning	Angkor, Küre Mountains
Limiting Maximum Group Size	Macchu Picchu, Amsterdam
Capping Visitor Numbers	Macchu Picchu, Kulangsu,
Informative Signs & Brochures	Macchu Picchu, Amsterdam, Bozcaada, Küre Mountains
Restrict Length of Stay	Macchu Picchu
Demarketing	Venice, Amsterdam, Barcelona
Timed Entry and Advance Ticketing	Macchu Picchu, Kulangsu, Venice
Visitor Segmentation for Marketing	Kulangsu
Visitor Center	Kulangsu, Göbeklitepe

CHAPTER FOUR

4. PARADISE IN DANGER: THE PRINCES' ISLANDS

4.1. DEFINITION OF THE SITE

Located in the Sea of Marmara, the Princes' Islands are an archipelago of 9 islands. The Princes' Islands are considered to be a district under the Istanbul Metropolitan Municipality (IBB) along with 38 other districts of Istanbul. The biggest island is called Büyükada (Prinkipo) and it is where the district municipality (Adalar Belediyesi) is located.

Only five out of nine islands are used for residential purposes including Büyükada (Prinkipo), Heybeliada (Halki), Burgazada (Antigoni), Kınalıada (Proti) and Sedefadası (Androvitha). The Princes' Islands have 5 neighborhoods, 2 of which are located on Büyükada (Prinkipo) and the rest are located on Heybeliada (Halki), Burgazada (Antigoni) and Kınalıada (Proti) respectively. In 1997, the total population of the Princes' Islands in winter was 16.171, whereas this number decreased to 14.221 in 2010 (Adalar Belediyesi, n.d.).

Table 4.1 Population of the Princes' Islands

Island	1997	2000	2008	2009	2010
Büyükada (Prinkipo) including Sedefadası	6.418	7.335	6.812	6.978	7.127
Heybeliada (Halki)	5.623	5.529	3.763	3.890	3.921
Burgazada (Antigoni)	1.541	1.578	1.203	1.392	1.405
Kınalıada (Proti)	2.539	3.338	2.294	2.081	1.868
Total Population (in winter)	16.171	17.760	14.072	14.341	14.221

Source: (Adalar Belediyesi, n.d.)

However, this number does not include the residents owning a summer house and arriving the Islands in summer for recreational purposes. In addition to that, during the months of summer the population rises with the arrival of tourists and daytrippers and the total population can reach up to 140.000 per day (Adalar Belediyesi, n.d.).

Unfortunately there is not an established visitor counting system currently being implemented in the Princes' Islands. Therefore the findings of this study is limited to the information provided by state owned and private ferry companies. The table 11 (below) outlines the total number of visitors per company per year between the years of 2012 and 2019. This data was collected through CIMER⁷, phone calls, and mail requests to access confidential information, therefore some of the companies namely Dentur, Mavi Marmara, and İDO, hold the rights to not share confidential data.

It is necessary to remark that all of these companies (except İBB Şehir Hatları) works on the basis of ticket sales and IstanbulCard payment. Therefore these figures are not complete as they only show the number of tickets purchased through booking offices and online (except İBB Şehir Hatları which works only with IstanbulCard)

Table 4.2 Visitor Numbers to the Princes' Islands by Ferry Transportation

	İBB Şehir Hatları	Dentur Avrasya	Mavi Marmara	Turyol	Prenstur	İDO Deniz Otobüsü	Total
2012	4.531.306	Data sharing prohibited	2.648.322*	Data sharing prohibited	2.000.000*	Data sharing prohibited	9.179.628
2013	4.421.411	Data sharing prohibited	2.800.066*	Data sharing prohibited	2.000.000*	Data sharing prohibited	9.221.477
2014	4.647.929	Data sharing prohibited	3.100.000*	Data sharing prohibited	2.000.000*	Data sharing prohibited	9.747.929
2015	4.731.559	Data sharing prohibited	3.000.000*	Data sharing prohibited	2.000.000*	Data sharing prohibited	9.731.559
2016	4.284.835	Data sharing prohibited	2.900.000*	Data sharing prohibited	2.000.000*	Data sharing prohibited	9.184.835
2017	4.222.420	Data sharing prohibited	3.000.000*	Data sharing prohibited	2.000.000*	Data sharing prohibited	9.222.420
2018	4.788.403	Data sharing prohibited	3.150.000*	Data sharing prohibited	2.000.000*	Data sharing prohibited	9.938.403
2019	4.799.967	Data sharing prohibited	3.050.000*	Data sharing prohibited	2.000.000*	Data sharing prohibited	9.849.967

* These figures are approximate and do not include the number of passengers using IstanbulCard as payment.

⁷ CIMER (Turkish Republic Presidential Communication Center) is a public relations application implemented by using information and communication technologies.

4.2. IMPORTANCE OF THE SITE

Thanks to of its proximity to Istanbul which was the capital city for several different civilizations throughout the history such as East-Roman Empire, Byzantine Empire, and the Ottoman Empire, the Princes' Islands has been exposed to civilizations and built a cosmopolitan identity. Yet despite the pressures of tourism and urbanization, it has been able to retain its authenticity and summer resort identity throughout the past (Aksoy, 2018)

The Princes' Islands are home to a great number of historical and architectural heritage values. The world's second largest timber structure is located on Büyükada and it is called the Greek Orphanage. In 2018, it was selected for the '7 Most Endangered' program funded by Europa Nostra, an organization established to protect cultural heritage in Europe. Historical houses built in different architectural styles next to each other reflect the cosmopolite nature of the Islands and are worth preserving for next generations. The mansions, hotels and other significant buildings on the Islands are unique for the fact that they were built in Neoclassical style in timber, a combination indigenous to the Princes' Islands (Türker, 2004).

The Islands were also home to several scholars and writers such as Hüseyin Rahmi Gürpınar, Reşat Nuri Güntekin, Sait Faik; public and political figures such as Trotsky; religious leaders; painters such as Fahrelnisa Zeid and Nejad Devrim; songwriters such as Dikran Çuhacıyan; theater actors such as Vahram Papazyan, and many other significant people from all around the world. To this day, the social structure of the Islands is multicultural and multiethnic living together in peace (Türker, 2004).

4.2.1. Protected Area Status of Princes' Islands

The Princes' Islands were designated as protected areas on 31.03.1984 with 234 resolution number. The Islands are under the protection of the Regional Directorate of Cultural Assets Protection. Protected area classifications vary

according to countries. In Turkey, the protected area classifications are divided in four, namely urban, historical, archaeological, and natural. Natural and archaeological protected areas are further broken into three distinct levels as Level I, II, and III. in decreasing importance.

The Princes' Islands have all four protection classifications within their borders. Table 4.3 (below) outlines an overview of the protection classifications.

Table 4.3 Protected Area Classifications of the Princes' Islands

Island	Protected Area
Büyükada (Prinkipo)	Urban Protected Area / I., II., III. Natural Protected Area
Heybeliada (Halki)	Urban Protected Area / I., II., III. Natural Protected Area
Burgazada (Antigoni)	Urban Protected Area / I., II., III. Natural Protected Area
Kınalıada (Proti)	Urban Protected Area / I., II., III. Natural Protected Area
Yassıada (Plati)	I. Natural Protected Area / Historical Protected Area
Sedefadası (Terebinthos)	Urban Protected Area / I., II., III. Natural Protected Area / III. Archaeological Protected Area
Kaşık Adası (Pita)	I. Natural Protected Area
Tavşan Adası (Neandros)	II. Natural Protected Area / III. Archaeological Protected Area
Sivriada (Oxia)	II. Natural Protected Area / III. Archaeological Protected Area

Source: (Adalar Belediyesi, n.d.)

4.2.2. Conservation Development Planning of the Princes' Islands

As the Princes' Islands are protected areas, they have a history of conservation planning through different laws and regulations since the early 1970s. Table 4.4 (below) lays out the timeline of conservation development planning at the Princes' Islands since their designation as protected areas.

Table 4.4 Conservation Planning Timeline at the Princes' Islands

Date	Law No	Explanation
15.12.1973	7621	The Princes' Islands was designated as a protected area by the High Council of Immovable Monuments and Antiquities.
25.07.1975	8544	The Princes' Islands was designated as a protected area by the High Council of Immovable Monuments and Antiquities.
09.10.1976	9461	The Princes' Islands was designated as a protected area by the High Council of Immovable Monuments and Antiquities.
10.12.1976	9580	The Princes' Islands was designated as a protected area by the High Council of Immovable Monuments and Antiquities.
10.06.1977	9871	The Princes' Islands was designated as a protected area by the High Council of Immovable Monuments and Antiquities.
23.07.1983	-	Law No. 2863 on the Protection of Cultural and Natural Assets entered into force.
31.03.1984	234	The Princes' Islands was designated as a unified protected area by the High Council for the Conservation of Immovable Cultural and Natural Property
16.05.1984	291	Temporary construction conditions of the unified protected area of Marmara archipelago were determined by the High Council for the Conservation of Immovable Cultural and Natural Property.
25.06.1992	4832	Istanbul No III Cultural and Natural Heritage Preservation Board approved these conditions.
30.06.1994	-	Istanbul Metropolitan Municipality approved these conditions.
11.02.1998	9775	In the 1/5000 scale conservation development plan, urban and natural site boundaries were determined and approved.
14.07.2004	-	There have been significant changes in the law on the conservation of protected areas.
11.07.2007	667	Conservation Development Plan and Construction Conditions for the Transition Period were decided to remain in force until 26.07.2007.
26.07.2007	-	Last date where the old conditions apply
2007	-	Istanbul Metropolitan Municipality Directorate of City Planning started to prepare a new 1/5000 plan.
07.03.2011	3125	Istanbul No V Cultural and Natural Heritage Preservation Board approved 1/5000 conservation development master plan.
16.06.2011	1344	1/5000 conservation development master plan prepared by Planning Directorate was approved by Istanbul Metropolitan Municipality.
21.09.2011	-	1/5000 conservation development plan was approved by Istanbul Metropolitan Municipality.
21.10.2011	-	1/5000 conservation development plan was suspended by Istanbul Metropolitan Municipality Map Directorate until 21.11.2011.
2011	-	Chamber of Architects Istanbul Metropolitan Branch filed a lawsuit against IMM, Ministry of Environment and Urbanization, Ministry of Culture and Tourism for the cancellation of the 1/5000 conservation development plan.
2012	-	The preparation process of 1/1000 conservation development plan in the Princes' Islands started in December by the Princes' Islands municipality.
2016	-	Due to financial problems, the responsibility to prepare the 1/1000 conservation development plan was transferred to a private company called Ege Plan originating from Ankara and the plan was completed at the end of 2016.
30.11.2017	989	The 1/5000 conservation development plan was canceled by Istanbul 8th Administrative Court.

Source: Author

As seen on the above table, the conservation development planning at the Prince's Islands has been a controversial issue since its designation as protected areas. The 1/5000 plan was cancelled in 2017 due to several reasons such as:

- it increases the density of population and structures
- it encourages daytripper tourism
- it commercializes the islands' natural resources by human intervention
- it destructs the coastal and marine life and coastal ecosystem of the islands
- it creates significant dangers for the future of the Islands

Since the cancellation of the 1/5000 plan, the 1/1000 plan also lost its validity and the Princes' Islands currently do not have a conservation development plan.

Tourism stakeholders at the Princes' Islands, especially the public and the NGOs, demand their right to participate in the planning process for the next 1/5000 and 1/1000 plans to be able to come up with effective outcomes in the future.

4.2.3. UNESCO World Heritage List Context

A group of volunteers founded an initiative named World Heritage Princes' Islands (Dünya Mirası Adalar Girişimi) in 2016 aiming to promote the awareness of UNESCO World Heritage Protection and achieve the protection and management of cultural heritage of the Princes' Islands through the participation of all stakeholders. The initiative collaborates with the Princes' Islands District Municipality to organize several meetings per year, bringing together several researchers to work on the UNESCO status of the Islands. In March 2019, the official application to UNESCO was prepared by the initiative in collaboration with the Princes' Islands Foundation and the Princes' Islands District Municipality and it was filed through the recognition of the Turkish Ministry of Culture and Tourism.

The initiative also has a digital presence. A website⁸ was dedicated to the initiative to keep all stakeholders and the rest of the world up to date with the news of the Islands' UNESCO status. Discussions on heritage sites of the Princes' Islands and UNESCO are organized on local radio channel *Açık Radyo*.

⁸ www.dunyamirasiadalar.com

The UNESCO World Heritage Site (WHS) status is crucial for the Princes' Islands for the following reasons (Aksoy, 2017):

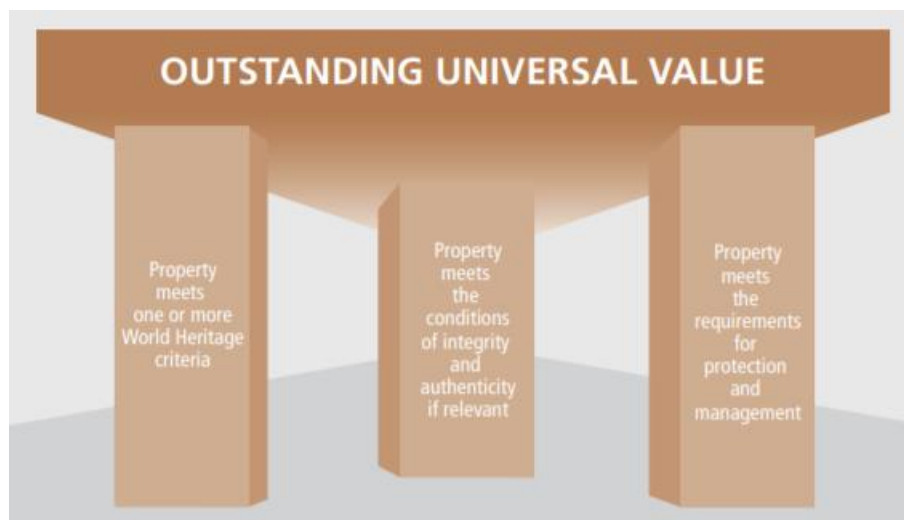
- Entering the list of WHS means taking responsibility for better preserving the heritage values of a destination on behalf of all humanity and transferring it to future generations.
- It means that a destination with natural, cultural or mixed values is of great importance in understanding the development story of the world and humanity.
- With the universalization of these values, all countries will work towards protecting these values under the guidance of UNESCO World Heritage Committee.
- The World Heritage Committee regularly supervises the protection of these assets, provides advice and guidance and, if necessary, warns the relevant governments for better protection needs by placing the site on the list of endangered World Heritage Sites.
- WHSs need to protect themselves from the pressures and financial difficulties caused by social and economic factors such as urbanization, tourism and migration. Being on the list allows this protection mechanism.
- Being a WHS allows the access to specialized funding sources.
- Increasing attractiveness in terms of tourism means increasing awareness, increasing economy and welfare of local people and quality of life.
- Values are managed and maintained in a correct relationship with today's life and become more sustainable and passed on to future generations instead of being commodified.
- Researches on cultural heritage values are multiplied, the resulting information is archived and becomes accessible, and interpretation opportunities in which all segments of society are involved are supported.

For a property to be admitted into UNESCO World Heritage List, it is expected to meet some criteria. The most important criterion is that the property has to have Outstanding Universal Value (OUV). UNESCO defines OUV in the Operational

Guidelines document (2012) as “cultural and/or natural significance which is so exceptional as to transcend national boundaries and to be of common importance for present and future generations of all humanity”.

OUV has three core pillars and unless the property fulfills each of these core pillars, it can not be accepted to hold Outstanding Universal Value. The three core pillars are outlined in Figure 4.1.

Figure 3.1 Three Core Pillars of Outstanding Universal Value



Source: (World Heritage Resource Manual, 2011)

The Princes’ Islands meets the three of these pillars as it has authenticity and integrity and needs protection and management. It also meets 5 World Heritage criteria out of 10 while minimum required is 1 criterion. The next steps to follow to be recognized by UNESCO as a WHS include (Ekinici, 2019):

- Preparation of the WHS List Candidate File
- Establishment of a site management plan and management mechanism to protect the Islands according to the World Heritage Convention (Duration: 2 or 3 years)
- Submission of the WHS List candidacy folder to the UNESCO World Heritage Center through the relevant ministries and commencement of the evaluation process (Duration: At least 1.5 years)

- After gaining the status of WHS, maintaining the protection of the values that hold outstanding universal value, integrity and originality in a way that will be transmitted to future generations

4.3. TOURISM STAKEHOLDERS AT THE PRINCES' ISLANDS

As discussed in the above chapters, sustainable tourism approach emphasizes the importance of including all stakeholders in the decision-making processes regarding tourism development in the destination. When decisions are taken through multistakeholder participation and reconciliation, local population becomes more accepting and supportive of these decisions and actions because they feel like they are being heard and their concerns are considered and addressed. NGOs are representatives of the residents, which makes them especially a key factor for sustainable tourism (Türkay, 2014).

In the Princes' Islands, the tourism stakeholders can be grouped into 5 broad classes as communities, public, private sector, NGOs, and tourists or the organizations representing tourists. The below table 4.5 explores the specific tourism stakeholders at the Princes' Islands.

Table 4.5 Tourism Stakeholders at the Princes' Islands

Tourism Stakeholders at the Princes' Islands	
Communities	<ul style="list-style-type: none"> • Permanent Residents (Winter & Summer) • Temporary Residents (Summer) • Property Owners
Public sector	<ul style="list-style-type: none"> • Istanbul Metropolitan Municipality (IBB) • The Princes' Islands Municipality • Ministry of Culture and Tourism • Istanbul Directorate of Culture and Tourism • Istanbul Governorate • Istanbul Regional Board Directorate of Cultural and Natural Assets Protection (Number 5) • UNESCO Turkey • ICOMOS Turkey • ICCROM
Private sector	<ul style="list-style-type: none"> • TUROB Hotels Associations • HoReCa Industry Representatives • TURSAB: Turkish Travel Agents Association • IRO: Chamber of Istanbul Travel Guides • Dentur, IDO, MaviMarmara etc. Ferry Companies • Istanbul Chamber of Commerce • Istanbul Marketing Agency
NGOs	<ul style="list-style-type: none"> • The Princes' Islands Foundation (Adalar Vakfi) • The Princes' Islands Preservation of Natural and Cultural Heritage Foundation • City Council • World Heritage Princes' Islands • The Princes' Islands Tourism Operators Foundation • The Princes' Islands Water Sports Club • The Princes' Islands Sealife and Sports Foundation
Tourists	<ul style="list-style-type: none"> • World Tourism Organization

Source: Author

4.4. HISTORICAL CONTEXT OF TOURISM AT THE PRINCES' ISLANDS

Tourism in the Islands did not start until 1850s when a private boat company called Şirket-i Hayriye launched regular ferry expeditions from Istanbul to the Princes' Islands. This led to a population increase as people moved to the islands to live permanently or as a summer resort in the early 1900s. Day-trippers and overnight visitors also started to visit the islands, which led to the buildings of some hotels and touristic infrastructure on the Islands. Over the years, the touristic interest for the Islands grew, making the Princes' Islands a tourism hotspot in summer season, where the rest of the year it is calm and quiet.

4.5. NGO RESPONSE TO TOURISM ISSUES AT THE PRINCES' ISLANDS

The Princes' Islands Tourism Development Center was opened in November 2012, with the support of Istanbul Development Agency in response to the increasing number of arrivals. Other stakeholders included Heybeliada Volunteers Foundation, The Princes' Islands Municipality and Tourism Research Foundation (TURAD). The aim of the project was to deal with problems caused by tourism and to improve the quality of tourism by informing and guiding visitors.

In the scope of this project, tourist information offices were opened in Büyükada, Heybeliada, Burgazada and Kınalıada. Employers chosen among the local young population were employed in tourist information offices after comprehensive trainings. Guidebooks, maps and brochures on the Islands were published in English and Turkish languages. Two promotional films with original soundtracks to introduce the Princes' Islands as a touristic destination and its cultural and natural heritage values to visitors were shot in high resolution. Unique walking tour programmes were planned in partnership with Mavi Marmara ferry company and Antonina Tours travel agency. These tours were named *Büyükada Walking Tour*, *Heybeliada Walking Tour*, and *the Princes' Islands From the Sea*. A website dedicated to tourism in the Islands was established. The website is live to this date and it covers all ranges of information necessary for visitors to get an understanding of the Islands such as its history, culture, gastronomy, as well as practical information such as transportation to the Islands hotels, restaurants, nightlife, beaches, all tourist attractions of the Islands, walking tour routes, events taking place in the Islands. Visitor surveys were conducted with 1300 participants including foreign and Turkish visitors to understand visitor expectations and experiences. These surveys outlined the Islands tourism strengths and weaknesses.

Unfortunately the project lasted only for a year, ending in November 2013. Since then visitor numbers soared, leaving the host community frustrated.

There have been attempts to find solutions to the problems the Princes' Islands are facing. Several workshops were held on issues such as tourism management, transportation, animal rights and environmental protection with the participation of public bodies, private businesses, academic world and representatives of NGOs. However, most of these attempts did not yield results because the problem areas involve many stakeholders.

4.6. ACADEMIC FINDINGS ON TOURISM AT THE PRINCES' ISLANDS

Garipağaoğlu (2016) prepared a SWOT analysis of the Princes' Islands which revealed some crucial information regarding tourism on site. According to the analysis, the Princes' Islands has some strengths for tourism such as its geographical location and ease of transportation, favorable climatic conditions, its well preserved natural, cultural and historical heritage, proximity to densely populated metropolis, and presence of coastal areas (Garipağaoğlu, 2016).

The strengths outlined above are the factors that draw recreational visitors to the Islands in growing numbers each year. Growing visitor numbers is favorable given the fact that the current economy of the Islands is largely dependent on tourism.

On the other hand, uncontrolled tourism development causes some threats for the Princes' Islands. Garipağaoğlu (2016) classifies these threats as increasing day tripper population, littering and environmental problems, problems in inspection and protection of resources, and the destruction of the environment in the name of tourism.

Table 4.6 A SWOT Analysis for the Princes' Islands

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Geographical location and ease of transportation • Favorable climatic conditions • Historical and cultural heritage resources • Pristine natural heritage • Touristic attractions • Proximity to the dense population area • Vast forest areas • Coastal attractions • Proximity to workforce potential • Interest towards planning and scientific studies on the Islands 	<ul style="list-style-type: none"> • Intense population pressure • Difficulty of spatial use • Visitors not being directed/managed properly • Legal setbacks • Not enough attention being paid towards the protection of heritage assets • Daytripper density • Environmental pollution • Protected areas are not effectively protected • Illicit usage of coastal areas • Lack of diversity for transportation options between the mainland • Only fresh drinking source comes from the mainland
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Large population in its vicinity • Opportunities to make use of the place for alternative usage • Effective protection of protected areas • No motorized vehicles • A getaway from the hustle and bustle of the city • Alternative thematic areas • Increasing levels of awareness towards environmental protection 	<ul style="list-style-type: none"> • Increasing population numbers • Pollution • Problems regarding supervision and protection • Destruction of nature with the commercial perspective • Risk of fire • Risk of earthquake • Environmental issues

Source: (Garipağaoğlu, 2016)

4.7. VISITORS' PERCEPTION OF THE PRINCES' ISLANDS

In the scope of this study, visitor surveys were not conducted. However, it is crucial to understand visitors' expectations and whether the current tourism management at the destination meets them or not. Therefore, to get a basic idea, a few reviews published on leading travel website Tripadvisor.com were included in this section.

The reviews included were chosen through a desk-based research approach by searching on Tripadvisor.com. The author focused the research on Büyükada, as it is the biggest island of the archipelago and the one that has been affected from the negative impacts of visitors the most. However, in the table below the other islands of the archipelago were also briefly examined through numbers.

During the research the reviews under all categories such as Families, Couples, Single Travelers, Friend Groups, and Business Travelers were all included. The reviews in all languages including Turkish, English, German, Arabic, Spanish, Danish, French, Dutch were examined. The oldest review dated back to July 24, 2014 while the most recent review was on July 29, 2019.

According to the table below visitors rated the Princes' Islands from 1 star to 5 stars, with the former being bad experience and the latter being unforgettable experience. The table reveals that Büyükada was the most reviewed island of the archipelago with 432 reviews in total, 3% of which consists of 1-star reviews and 51% of which consists of 5-star reviews.

Table 4.7 Visitor Reviews of the Princes' Islands


	Büyükada (Prinkipo)	Heybeliada (Halki)	Burgazada (Antigoni)	Kınalada (Proti)
1 star	17 (3%)	3 (3%)	15 (7%)	1 (1%)
2 star	18 (4%)	1 (1%)	4 (2%)	2 (3%)
3 star	53 (12%)	10 (11%)	19 (9%)	6 (11%)
4 star	130 (30%)	31 (36%)	57 (29%)	22 (41%)
5 star	214 (51%)	40 (49%)	97 (53%)	22 (44%)
Total	432	85	192	53

Source: Tripadvisor.com

Although these numbers do not seem to be alarming at first glance, the reviews point out that there are a few problems most visitors are concerned about on the Islands. Visitors mainly complain about (1) not enough variety of tourism products and services, (2) price-quality ratio, (3) the condition of horses employed for phaetons, (4) traffic related problems due to overcrowding and phaetons, bikes and pedestrians sharing same lanes, (5) littering. Some returning visitors expressed their frustration with the deterioration of the destination compared to a few years ago while others expressed the urgent need for sustainable tourism practices at the Princes' Islands.

A few of the reviews on Büyükada regarding the most recurring complaints mentioned above are included as Figures 4.2 and 4.3.

Figure 4.2 Tripadvisor Reviews of the Princes' Islands




Dave G
10 4

24 Ekim 2019 tarihinde yorum yapıldı

Don't do this

This was a 10 hour cruise....took almost two hours to get there. Nothing to do when you get there except take a one hour buggy ride to no where then to a clip joint market. Seriously, there is nothing to do that you cannot do on the main land. A real clip joint. Then, get this, a three and one half, that's right, 3 and 1/2 HOUR ferry ride back to the mainland of Istanbul Don't take this trip unless you have a day to waste. There is so much we missed because we took this stupid trip. Nothing to see, seriously, NOTHING!

Deneyim tarihi: Mayıs 2019



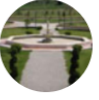
ivailomiladinov
Sofia, Bulgaria
11 3

5 Kasım 2018 tarihinde yorum yapıldı mobil cihaz aracılığıyla

Wasted time

One of those things that you can miss without regret. 3 hours on a ferry (1 and a half in a direction) to see an ordinary even boring village. The only thing you can do there is to ride a carriage pulled by two miserable horses and have lunch in a restaurant not better than any one in Istanbul but on the other hand more expensive. The good thing is that during the ferry trip one can get really great impression about the size of the biggest city in Europe (most of it actually in Asia). Maybe the island is good for a relaxing holiday but definitely not for a several hour trip.

Deneyim tarihi: Kasım 2018



Tracy Y
1 3

8 Temmuz 2019 tarihinde yorum yapıldı mobil cihaz aracılığıyla

Beautiful and charming place but painful to see the working animals and feral cats in poor condition.

Nature has reclaimed the land in Büyükada, trees and plants thrive freely, there are many derelict small houses and grand buildings, tourism brings many visitors in the day, while a few residents remain when everyone else has left in the evening. I think this place has so much beauty, cats roam freely, although some were quite ill and in need of medical care and treatment, there's charm and character.

However, to entertain tourists, the horsedrawn carriages were upsetting and disturbing to see. The working horses were in very poor condition, malnourished and with injuries on their legs and back, and some barely able to stand. I understand that this provides an income for some but the animals aren't taken care of properly, it was painful to see aswell, but nothing compared to what they must feel and experience.

Perhaps opening a sanctuary for the animals to retire would be better, or a museum about the history, whilst encouraging modern transport via cycling as a means to get around the Princes' islands. The local authorities really need to implement more ethical and sustainable practices to entertain tourists.

Deneyim tarihi: Mart 2019

Source: Tripadvisor

Figure 4.3 Tripadvisor Reviews of the Princes' Islands (Continued)

gregoiref83
Saint-Zacharie, Fransa
6 Ağustos 2018 tarihinde yorum yapıldı mobil cihaz aracılığıyla

Bad experience
Google Çevirisi

Nothing beautiful to see, the island stinks because of horses (which are by the way very skinny), we rented bikes but couldn't enjoy it because horses were running all around us all the time. Save some time and don't go there

Deneyim tarihi: Ağustos 2018

Shirley K
Worthing, İngiltere
26 Mayıs 2018 tarihinde yorum yapıldı

An that has been spoiled
Google Çevirisi

We visited 7 years ago and have wanted to go back. Today we did and how spoiled it is. No longer is it the peaceful place it once was with no motorised transport. Today there are motorised scooters, cars and vans dashing about and lots of cyclist in a hurry to get somewhere regardless of people. The island has become very run down and not that clean.

The best part about our trip was the ferry crossing sitting quietly with a cup of tea.

Deneyim tarihi: Mayıs 2018

Source: Tripadvisor

The sustainability of tourism at a destination is strongly connected with the return visitors it manages to attract which ensures the continuation of touristic activity and economic revenue. Above visitor comments outline that a number of visitors are not satisfied with the current tourism management at the Princes' Islands, which can be a precursor of the declination of return visitors and unsustainability of the destination and its heritage resources in the long term.

4.8. FINDINGS OF THIS STUDY

Tourism has many benefits such as bringing investment to destinations, improving infrastructure and economy, providing job opportunities, and helping with heritage conservation efforts. However, uncontrolled tourism brings a set of negative visitor impacts which destroy the destination and its values in the long run. This chapter focuses on some of the negative visitor impacts that the Princes' Islands face due to uncontrolled tourism growth and a lack of visitor management.

4.8.1. Research Methodology

This study makes use of qualitative research approach. The information in this section was collected through a series of semi-structured interviews conducted on site with various tourism stakeholders of the Princes' Islands, as well as personal observations of the author from visits that took place in the months of June, July, and August of 2018 and 2019.

In the previous sub-chapters, different stakeholder views on the Princes' Islands and their past & present activities were analyzed such as the public, private, NGO and academic works. This sub-chapter on the other hand focuses on stakeholder interviews from various stakeholder positions.

Interviewees were asked about the negative impacts of visitors classified under five headings. These headings are Overcrowding, Traffic Related Problems, Littering, Wear and Tear, Impacts of Visitors. A more detailed list of questions is outlined in the Appendix section of this study, however since the adopted research method was semi-structured interview with open ended questions which may lead to the interview to divert off topic some data was obtained even though the questions were not originally designed to collect such data.

Table 4.8 List of Interviewed Stakeholders and Interview Dates

Stakeholder	Stakeholder Position	Date
The Mayor of the Princes' Islands District Municipality	Public	N / A
IBB Municipal Police at Büyükada	Public	August 11, 2018
Chairman of the Princes' Islands Foundation	NGO	August 4, 2018
Chairman of the Chamber of Phaeton Riders	NGO	August 12, 2018
Urban Planner / Activist	NGO	August 4, 2018
The Princes' Island City Council Transportation Representative	NGO	August 4, 2018
Beach Facilities Operator / Resident	Private / Community	August 11, 2018
Rental Bike Shop Owner / Resident	Private / Community	August 18, 2018
Book Shop Owner / Resident	Private / Community	August 5, 2018
Resident	Community	August 19, 2018
Travel Agency Owner	Private	August 20, 2018
Electrical Phaeton Manufacturer	Private	December 17, 2019
Mavi Marmara Ferry Company Representative	Private	December 13, 2019

Source: Author

With the questions asked, the author aimed to understand the different stakeholders' views on the visitor management and visitor impacts as well as sustainability of the heritage values at the island for sustainable tourism that is respectful of the 3 pillars of sustainability. Some of the questions asked during the interviews include:

- *Is there a system to track visitor numbers?*

This question aimed to clarify if there is already a counting/tracking system implemented to find out the number of visitors traveling to the Princes' Islands at a given time. Answering this question is the first step to be able to find the necessary data to check and verify that visitor numbers are rising at an alarming pace.

All the interviewees answered to this question as with a clear no. They regarded this as one of the main indicators of unsustainability of the islands as a tourism destination and as a residential area. The results point out that stakeholders, especially residents, would like the authorities to implement systems to track visitor numbers to be able to intervene when the numbers reach threatening levels.

- *Is there a number set as the carrying capacity? Was research conducted to determine this number, if yes?*

This question aimed to clarify if there was any visitor management/capacity management research conducted at the site as sustainability and carrying capacity are closely related. The answer to this question was also a clear no. While residents and private industry representatives interviewed are not aware of the technical details of the carrying capacity concept, interviewed NGO representatives demonstrated profound knowledge on the topic, which might be an indicator of why a multistakeholder approach to visitor management planning is crucial to make sure all competent stakeholders are involved in decision making processes.

One of the limitations to this study was that public decision makers of tourism at the destination were not able to be interviewed, which may lead the study to be biased. It is therefore necessary to allow public stakeholders to voice their opinions on the matter and what action were taken regarding carrying capacity research at the Islands.

- *What are some of the negative impacts visitors and uncontrolled tourism lead to in the Princes' Islands?*

This question aimed to outline the different negative visitor impacts which hinder sustainable tourism development at the Princes' Islands and prove the urgent need for visitor management planning. The literature review and findings of this study intersect, and we can classify the types of negative visitor impacts at the Princes' Islands into 5 categories. The next sub-section deals with these impacts in more detail.

4.8.2. Negative Visitor Impacts

4.8.2.1. Overcrowding

Overcrowding not only makes the host community feel alienated and frustrated, but it also diminishes visitor experience, severely deteriorates natural, cultural and historic heritage, and overburdens local infrastructure (WTTC, 2017). Overcrowding is the biggest problem in the Islands during summer. The high number of visitors cause overcrowding in some parts of the islands and cap the carrying capacity of the Islands (Garipağaoğlu, 2015).

Figure 4.4 Overcrowding in Büyükada



Source: (“Ramazan Bayramın’da Adalar”, 2019)

Overcrowding occurs mainly because of day-trippers who visit the Islands for swimming, biking, taking phaeton⁹ rides, or picnicking in parks and forests. Group tours organized by travel agencies in Istanbul also contribute to the overcrowding problem the Islands face. Guides drop tour participants in the Islands for the day and picks them up at a certain time and place to catch the ferry back to Istanbul. Travel agencies choose the Islands for group tours because it is easy to carry tour participants to the Islands and it is safe as tour participants do not get lost in the Islands. There is also a high profit margin since there is no extra cost for bringing tour groups to the Islands.

Overcrowding mainly occurs in Büyükada’s town center and streets. Visitors land on the islands and go directly to the town center to pass time, rent bikes, or get in line for phaeton rides. The lines for these rides take hours and visitors are willing to wait in the heat to be able to get a seat in these rides. Private beaches are usually overcrowded and expensive, which motivates visitors to swim in areas

⁹ A phaeton is a carriage with four large wheels typically run by one or two horses.

prohibited for swimming. Ferries from Istanbul work full capacity. Cleaning and security staff fall short off the demand.

4.8.2.2. Traffic Related Problems

The Princes' Islands have been dealing with traffic related issues during between the months of April and October when overcrowding occurs. The Islands are

Figure 4.5 Traffic Related Issues in Büyükada



Source: (Aydın, n.d.)

ancient settlements with small population density over the years. Therefore, the streets are narrow and ill equipped to handle intense visitor use.

Motorized vehicles are not allowed on the Islands since its designation as protected areas. Local transportation has been traditionally done through phaetons which were popular means of transportation during the 19th century. They were replaced with

modern vehicles and are nowadays used for recreational purposes.

There are around 277 phaetons and 1200 horses operated in the Islands on summer. However, the number does not meet the touristic demand and visitors make long queues for the phaeton rides on hot summer days waiting patiently and impatiently for hours in the sun, contributing to overcrowding in the center of Büyükada. In 2018, 216 new horses were purchased from the mainland to ease the issue. However, due to the infectious disease called Glanders that was diagnosed among horses in the Islands a few months prior to the purchase, new horses were banned to enter the Islands and the Islands were determined as a quarantine zone. The fact that there is no veterinary employed currently on the Islands who is specifically in charge of the horses does not help solve the problem.

Despite traditionally being used as means of transportation among locals, currently phaetons are mainly used for recreational purposes by visitors as most households own at least one electric vehicle now even though the laws order that it can only be obtained by residents with health problems, and upon providing a committee health report.

There is no official data on which nationalities prefer phaeton rides, yet one of the interviewers mentioned that mostly the visitors from the Gulf countries opt for this attraction because many of them are crowded families and it is costly to rent a bike for each family member. Also, their long attire makes it hard to cycle. Therefore, they opt for phaeton rides as a family and since there is no weight limit, horses are usually overladen.

There are two types of phaeton tours: 'Big Tour' that lasts 1 hour and 30 minutes and 'Small Tour' that lasts 1 hour. According to the phaeton regulations set by Istanbul Metropolitan Municipality's Transportation Coordination Directorate (UKOME) each phaeton owner is supposed to have 6 horses, and a horse can not work more than 4 hours per day. However, several interviewees mentioned that the riders are deliberately riding faster than they should to be able to pick up more customers and get more revenue. This creates massive traffic problems and leads to accidents as phaetons share the same path with pedestrians, cyclers, as well as the electric vehicles.

Visitors are not aware of the costs and routes of the phaeton rides. The prices are decided by UKOME and there are price charts in the admission area and in phaetons. However, the prices are outlined in a way only locals can understand with specific neighborhood names of Büyükada. No map is provided with these neighborhood names for visitors to track their journey along the way, and phaeton riders do not speak English to interact with visitors to explain the route and give more information.

There is no signalization system for traffic, nor any traffic rules are implemented for the streets of the Princes' Islands. There are also no traffic police currently

employed. Therefore, traffic accidents are inevitable as streets are overcrowded and visitors are not aware of the fact that phaetons have no brake systems. Moreover, cyclers are not familiar with hills and there is also no speed limit neither for cyclers nor for phaetons.

In January 2015, a set of regulations for bicycles took effect. The regulations state that all bicycles on the Islands should be in yellow color, each bike needs to carry a plate number that differentiates which shop it belongs to, bicycle shops are not allowed to put signs on the sidewalks, and it is banned to rent a bike after 7 pm.

Currently there are 11 bicycle rental shops in Büyükada, and one shop can have a maximum of 100 bikes at all times. When multiplied with 11 shops, the number reaches up to 1100. This number is controlled by bike plates as each rental shop has a different code.

Some bike rental shops are ironically located in the streets where biking is absolutely prohibited. There are signs warning visitors where bikes are not allowed, however there is no control mechanism to implement the regulation. Bike rental prices are not set or controlled by an authority. Each shop decides the price itself, but the prices are around 20-30 Turkish Lira for all-day rentals and around 10 Turkish Lira per hour. The interviewees mentioned that renters usually consist of low budget travelers and students.

To rent a bike, visitors are supposed to provide an identity card but even only providing a business card of the hotel they are staying is enough to rent a bike. There is no official contract to warn visitors for the necessary safety precautions although some rental shops choose to do it voluntarily through putting a disclaimer in the backside of the invoice. (See Appendix) The security equipment such as helmets are provided for free of extra charge, but visitors opt out pleading the weather conditions and many of them are not aware of the accidents taking place each year at the Princes' Islands.

4.8.2.3. Littering

Littering occurs because visitors drop their litters in inappropriate locations such as in forests or nearby trees on streets. There are also very few garbage bins visitors can use, and they are usually not visible and not in harmony with the Islands' unique identity. There is a fine of 109 Turkish Lira for littering the environment, however the supervising mechanism is not sufficient. The local municipality employs over 80 staff in winter and around 200 staff to clean Büyükada. However, this number is usually not enough especially in high season and busy public holidays.

Garbage is collected through municipality owned trucks and carried every other day by ships to the mainland for disposal. However, when the ship capacity is reached on busy days, garbage is burned in the back of Büyükada, causing toxic chemicals to aerosolize and decrease the air quality. Currently there is no recycling system in the Princes' Islands.

4.8.2.4. Wear and Tear

Visitors trample on delicate fauna and flora in strictly protected areas severely harming the environment. They make noise in residential areas and trespass private property to take photographs and to pick up flowers and fruits from private gardens, which can be considered as vandalism. Even though there are a few signs in forests warning visitors not to set fire, visitors usually do not pay enough attention and they set fire for outdoors barbecue. All of these actions cause wear and tear in the natural, cultural, and historical heritage values of the Islands.

4.8.2.5. Impacts on Residents

High number of visitors awaken feelings of confluence, attrition, discomfort, and displacement in local communities (Çekül Vakfı & Tarihi Kentler Birliği, 2012) Likewise in the Princes' Islands local population is not pleased with the turn tourism took over the last few years. The uncontrolled tourism development and

high number of visitors cause residents to get frustrated and feel alienated. Several interviewees mentioned that they avoid the center of Büyükada during the day in summer, trying to get away from overcrowding. Littering, noise and the chaos of traffic also annoy residents, which makes them stay at home till evening, feeling alienated and displaced. Therefore many residents opt for leaving the Islands and move elsewhere. Several historical houses are on sale.

The interviews conducted with the local population also revealed that the population is not content with the ferry prices. It is clear that the fees are not fair for locals as they have to pay the same price with visitors. Istanbul Metropolitan Municipality offers a service called ‘Adakart’. According to this service, locals can obtain a special card that allows them free access to ferries for other islands within the scope of the Princes’ Islands. However, prices to/from Istanbul is not deemed fair, especially by those who work in the mainland and reside on the Islands. Considering the fact that visitors are on holiday it is assumed that they can afford the cost of a ferry ride to the Islands, whereas for locals who travel to the mainland for work every day the fee can get costly.

This chapter analyzed the views of the public bodies, private institutions and academics, NGOs, and visitors’ on tourism related issues at the Princes’ Islands, as well as the authors’ findings spotted through stakeholder interviews conducted at the Princes’ Islands. The findings suggests that visitors and uncontrolled tourism boom at the islands lead to a series of issues that have the potential to seriously damage the Princes’ Islands and its heritage values.

If these issues caused by excess tourism are not managed and minimized, the Princes’ Islands are bound to lose its authenticity, the natural, cultural and historical heritage values that attracts visitors and its local population that creates the sense of place, which will result in the decrease of touristic demand as the above visitor reviews portray that has already started. For a destination whose economy is solely based on tourism, this is an alarming scenario.

Adopting sustainable practices helps change the direction of tourism for the better. As discussed in the third chapter, visitor management is an effective tool to achieve sustainable tourism by influencing visitor behavior to be more responsible to protect destination and its heritage values. It also offers an improved experience for visitors, which contributes to visitor satisfaction and more tourism demand in the long run.

The problems analyzed in this chapter reveal that the Princes' Islands are in urgent need of visitor management planning. Visitor management strategies and techniques are widely practiced all around the world, as discussed in the fourth chapter of this study. The next chapter deals with a set of recommended visitor management strategies and techniques that can be easily implemented to achieve sustainable tourism in the Princes' Islands.

4.8.3. Sustainability Perspective

There is a close connection between sustainability of a destination and its heritage values and negative impacts caused by visitors as mentioned in previous chapters. The negative visitor impacts need to be minimized to be able to effectively preserve the heritage values for the next generations to come and achieve sustainability.

The above sub-section outlines the negative visitor impacts on the Princes' Islands that interviewees pointed out. All the issues discussed above are interrelated and on the sustainability basis, they have economic, environmental, and socio-cultural dimensions. Overcrowding, littering, wear and tear, and traffic problems at the Princes' Islands not only impact the environment by overloading the carrying capacity and leading to the destruction of natural and cultural heritage as well as local and touristic infrastructure, but it also causes a sense of frustration and dissatisfaction among locals who opt for selling their property and moving away as well as visitors who cross the Islands off their bucket list. This puts the destination's economy in danger in the long term.

CHAPTER FIVE

5. RECOMMENDATIONS

This chapter focuses on the measures and steps to be taken for visitor management planning at the Princes' Islands. The measures include visitor management techniques and strategies, as well as general tourism planning and management tools and techniques for sustainability. The following recommendations are based on the literature review which is found in the first two chapters of this study, visitor management examples from all around the world analysed in the third chapter and interviews conducted on site with various stakeholders analysed in the fourth chapter of this study.

The attempts to find solutions to the tourism related problems of the Princes' Islands have not yield the expected results so far and all of the adverse visitor impacts analyzed in the previous chapter has been decreasing the quality of the destination rapidly for the past few years. Therefore, it is extremely urgent to implement a holistic planning approach with the core perspective of sustainability.

5.1. RECOMMENDATIONS ON VISITOR MANAGEMENT GOVERNANCE AND PLANNING

An ad hoc visitor management planning framework for the Princes' Islands is suggested in this study and it can be broken down into 8 steps. These steps consist of (1) Forming an authority to create, control and monitor the long term effectiveness of VMP; (2) Defining objectives; (3) Defining strengths, weaknesses, opportunities and threats through SWOT analysis; (4) Prioritization of issues and possible solutions through stakeholder participation and visitor surveys; (5) Assessing carrying capacity and collecting necessary technical data; (6) Defining possible visitor management strategies and techniques and specifying those responding the prioritized issues; (7) Creating an action plan to implement chosen strategies and techniques with the participation of all stakeholders; and (8) Continuously evaluating and monitoring results.

First and foremost, designation of an authority to deal with tourism development and act as an intermediary between various stakeholders such as visitors, local authorities, host community, and the tourism industry is crucial for effective visitor management planning. This authority should be responsible of all tourism related issues in destination, ranging from day to day management of the destination and its visitor flows, to destination branding, marketing, and monitoring. All planning is recommended to be done through this entity including visitor management and site management plans. In response to such diverse tasks destination management organizations (DMOs) have been suggested as a solution in the literature.

This DMO is to be formed with stakeholders from various sectors, bringing together all types of expertise. It can also form sub departments that focus on different sections of the management of destination. Visitor management is one of these sections. Visitor management planning is not a one time task and it needs constant evaluation and monitoring of resources and social conditions to be effective. Therefore, setting up a DMO is the first step of visitor management planning in the Princes' Islands.

The second step is to define objectives such as the value of the destination, its identity, its long term vision, its purpose and its protection goals. This is crucial for the evaluation of resource and social conditions at a later step to ensure that all management action regarding visitor management works as planned towards fulfilling the goals and objectives.

The third step is running a SWOT analysis to define the destination's strengths, weaknesses, opportunities and threats to get a more concise idea of the current situation of tourism in the Princes' Islands. Without assessing the current situation, the effectiveness of the VM practices that will be taken in the next steps can not be measured.

As analyzed in the previous chapters, stakeholder involvement is extremely crucial and it should be included from the early stages of visitor management

planning to reach utmost effectiveness. Therefore, the forth step is to adopt a multistakeholder approach to visitor management planning and to choose the techniques to accomplish this task. One technique that is suggested by Pedersen (2002) is the Nominal Group Technique analyzed in detail in the first chapter. Through the implementation of this technique, the comparisons of standards and indicators can be shared with all stakeholders and their active participation is encouraged. The technique helps prioritize issues and suggestion of possible solutions that can be useful in later steps while choosing the appropriate visitor management strategies and techniques.

Another factor to take into account while planning visitor management is to clearly understand the motivations, expectations, observations and feedback of visitors. Assessing the current visitor typology through online and in situ surveys can help determine the visitor motivations for choosing the destination so that tourism supply can be shaped according to visitor expectations. For example, if visitors are mainly interested in the coastal attractions of the Islands, designating more hiking trails might not be the most appropriate management action to reduce overcrowding along the coastline. Visitor feedback not only helps outline the problem areas that needs attention while planning visitor management, but it is also crucial to monitor visitor satisfaction levels to ensure all visitors leave the destination with utmost satisfaction. Satisfied visitors are more likely to suggest the destination to their circle influencing potential visitors, and they are also more likely to return the destination once again, ensuring the sustainability of tourism in the Princes' Islands.

The fifth step is to collect the necessary technical data to enlighten the planning authorities on the necessary measures to be taken. In this scope, one of the most crucial data is the carrying capacity of the destination. Carrying capacity assessments can help determine the optimum number of visitors that can visit the destination at the same time with minimum amount of negative impact on the environment, residents, and economy. This number can be accepted as a baseline before the overcrowding that leads to adverse negative visitor impacts begins.

This assessment needs to be done through scientific researches to be effective. Collaboration with nearby universities on carrying capacity and other technical data related research can open the doors of new academic interest towards the Princes' Islands and create awareness of its problems in the media and among visitors in the long term.

The sixth step involves defining the available visitor management strategies and techniques. This can be done through the support of experts in the field, conducting literature reviews through scientific publications and university databases, or analyzing case studies from all around the world. This study focused on the last two options by reviewing the literature and analyzing other destinations around the world to come up with a set of recommended visitor management strategies and techniques to be adapted to the Princes' Islands that are explained in more detail in the next section.

The seven step is to develop a strategic action plan that clearly outlines the chosen strategies and techniques and how to implement them. The plan also needs to define who the stakeholders are and what their task fields and responsibilities are to achieve the visitor management goals in the short term and sustainable tourism objectives in the long term. This action plan is expected to be renewed on a regular basis as previously set goals and objectives are achieved and new ones are set.

The eight step consists of the constant evaluation and monitoring of results through comparing the findings of the past SWOT analysis and current ones. The SWOT analysis needs to be repeated on a regular basis to determine the changes in destination's strengths, weaknesses, opportunities and threats. For example, if in the first SWOT analysis the issue of uncontrolled camping in fragile zones appears as the weakness of the destination, management action can be taken involving several different visitor management techniques to prevent it such as implementing fines and penalties and informing visitors against uncontrolled camping in fragile zones. When the SWOT analysis is repeated after a period, if the findings suggest the issue is continuous, then more severe management actions

can be taken such as banning visitors who caught camping in fragile zones. Additionally, visitor and stakeholder surveys can be taken as reference points to track the changes in the quality of visitor satisfaction and local lifestyle.

The suggested ad-hoc planning framework is based on the principles of strategic planning steps and it also includes points from previously mentioned visitor management frameworks. The indicators and standards of quality are not measured as scientifically as the existing visitor management frameworks, which makes it a low cost and easy to implement option. In the case that a funding opportunity exists, any of the previously mentioned visitor management frameworks can be explored for planning purposes for a more scientific assessment of indicators and standards of quality.

5.2. RECOMMENDATIONS ON VISITOR MANAGEMENT STRATEGIES AND TECHNIQUES

5.2.1. Supply Side Strategies and Techniques

5.2.1.1. Techniques for Increasing Time of Supply

Most of the touristic activity takes place in summer period at the Princes' Islands. However, adopting an all year round tourism model can not only help with spreading visitors over time, but it also helps with sustainable tourism development and ongoing economic revenue. Interviewees mentioned that most of the hotels and touristic activities are closed in winter season. Through an effective stakeholder collaboration, marketing strategy and price initiatives, visitors can be encouraged to visit the Princes' Islands in the off season. Diversifying the activities and experiences offered in the winter season and developing new experiences such as winter festivals can attract visitor interest in the off season.

5.2.1.2. Techniques for Increasing Space of Supply

As analyzed in the previous chapter, the overcrowding and related adverse visitor impacts occur mainly in Büyükada and Heybeliada while the other islands are not affected as much. Therefore, marketing of different islands for recreational activity can help soothe the issues. Developing different tourism offers for different islands to diversify the array of activities experiences offered can help shifting the visitor interest to other islands.

In this context, some recommendations were already expressed such as renovating and turning desolate mansions into house museums to educate visitors on the lives and works of important figures like writers, poets, politicians of the Princes' Islands (Mutlu, Çömlek, & Tarhan, n.d.). A smart phone application can be developed mapping these house museums all over the Princes' Islands and through stakeholder collaboration visitors of these museums can be offered certain benefits and discounts to be used in restaurants, hotels and cafes within the Princes' Islands zone. This action is a step to attract culturally oriented visitors.

In Büyükada, overcrowding does not mainly happen outside the center peripheric. Therefore creating more space of supply can help divert visitors away from the center to reduce overcrowding and traffic related problems. Changing berthing locations for ferries to another part of the island can be a technique to be implemented for this context. Moving bike rental shops nearby also encourages them to opt for biking instead of going to center to get in line for phaeton rides.

Different tourism types can be explored to find an authentic blend of activities and experiences for the specific visitor typology that the Princes' Islands want to attract. In this context, topics such as religious tourism, event tourism, cultural tourism, wedding tourism, and gastronomy tourism is recommended to attract culturally oriented visitors.

5.2.2. Impact Side Visitor Management Strategies and Techniques

5.2.2.1. Techniques to Modify Visitor Use

When visitors who are not experienced with the sharp hills of Büyükada rent bikes, accidents occur due to overspeeding. Setting speed limits for all vehicles can help decrease the number of accidents. There are GPS trackers with MPH counters used for bikes that can be a must-have for all bike rental shops. Visitors can track their location and speed through these devices.

5.2.2.2. Techniques to Disperse Visitor Use

Travel agencies bring tour groups to the islands contributing to overcrowding. Encouraging different agencies to organize tours on different days of the week through price incentives and disincentives can contribute to the dispersal of visitors more evenly.

5.2.3. Resource Side Visitor Management Strategies and Techniques

The center of Büyükada is designated as a bike free zone. However, even though there are signs around there is no active controlling mechanism. Interviewees mentioned that given the temperature in the summer season, and the overcrowding, it is extremely hard to control those who bring a bike inside the center because there is no security booth or other infrastructure where security guards can stay cool while checking visitors. Construction of a few booths around the center and employing site personnel can help solve this issue. Designating specific areas nearby where visitors can lock rental bikes to spend time in the center without bikes can also impact the issue positively.

5.2.4. Demand Side Visitor Management Strategies and Techniques

5.2.4.1. Implementing Amount of Use Limits (Numberwise)

To find the optimum range of visitor numbers carrying capacity assessments needs to be done. According to this range, limiting maximum group size for group tours can be done. Setting minimum entry fees / day tripper taxes / sustainability fees can curb the tourism demand especially on special days and public holidays when this number is expected to rise. These fees can be incorporated within the transportation fee, and can be transferred to a special fund to be used for the sustainability related projects at the Princes' Islands. Communicating why this extra fee is collected and what is being done with this contribution is essential to keep visitors informed and improve visitor experience. Those who book a hotel room may be exempt from the regulation to encourage visitors to spend a few days on site and bring economic revenue.

5.2.4.2. Implementing Amount of Use Limits (Time-wise)

The transportation option for the Princes' Islands consist of state operated ferries and private company operated ferries such as Dentur and Mavi Marmara. Collaborating with these stakeholders to implement an obligatory advance booking system in summer season is a way to control visitor numbers. While implementing this, the right of the locals should also be taken into consideration. Offering a subscription card for residents can allow them access anytime without booking. This card can be obtained only upon proof of residence at the Princes' Islands.

5.2.4.3. Implementing Type of Use Limits

Some activities cause more environmental and social impact than others. Assessing and specifying these activities and limiting them can contribute to decreasing adverse visitor impacts. In this context, an inventory of the recreational

activities offered on site is necessary to distinguish those with low impact and market them more often.

5.2.5. Recommendations on Soft Visitor Management Strategies and Techniques

Creating and communicating a code of conduct and guidelines is necessary to inform visitors on what are acceptable behaviors and what are not. Supporting it with law enforced fines and penalties and a mechanism such as employing tourist police to control is essential. In the case of staff shortage, a project with volunteer residents can be implemented as part of auditing. These volunteers can be responsible of warning visitors upon unappropriate behavior such as littering etc. This can further enhance the public involvement and a sense of belonging to the Princes' Islands among residents.

It is crucial to promote the code of conduct and guidelines through various ways such as guidebooks, booklets, social media, posters in town, in ferries, in visitor centers (detailed below), by travel agencies and guides so that all visitors are aware of rules and regulations that are being implemented on site.

Opening a tourist info center or visitor center can get costly especially considering the budget of an island destination. However there is already a well-prepared museum on Büyükada that can be improved to serve as a visitor center for improved education and interpretation. It is observed that most of the visitors to the Princes' Islands has not subsequent information on the outstanding value of the site. This value needs to be communicated properly to improve visitor awareness that can contribute to visitors choosing to behave accordingly on their own will. In this context, informative interactive signs can be placed near historical buildings and protection zones explaining the significance of the heritage resource as well as reminding appropriate behavior.

To offer the utmost level of visitor satisfaction, visitor research needs to be conducted to understand visitor types and motivations of visitation. A visitor typology research and monitoring center can be implemented in the scope of the

above suggested visitor center. This can be also designed as the operation center for destination authorities.

5.3. OTHER RECOMMENDATIONS

There has been some research into alternative forms of tourism in the Princes' Islands, mainly events and convention tourism. Interviews with stakeholders shows that there is a major potential for alternative forms of tourism on the Islands and for events and convention tourism supply and demand parties (hoteliers, organization firms etc.) are interested in collaborating on new opportunities (Kılınçarslan, Tosun, Altuntaş, & Eskici, 2013). Alternative forms of tourism such as ecotourism, sports tourism etc. can be explored further to spread the tourism demand to the whole year and direct visitors to less fragile environments.

CONCLUSION

Sustainability of tourism can only be ensured when the touristic demand is not a one-time or a one-season phenomenon, but a continuous journey. Sustainable destinations offer various high-quality visitor experiences in all seasons to appeal to various types of visitors and to achieve utmost visitor satisfaction so that visitors return repeatedly. Therefore, it is extremely crucial for a destination to protect its natural, cultural, historical, archaeological heritage resources, and its tourism infrastructure to be able to offer the most quality visitor experience. Visitor management comes in handy by offering strategies and techniques to manage visitor flows, influence visitor behavior to minimize and eliminate adverse visitor impacts and to understand the expectations of visitors to be able to craft an unforgettable experience and maximum visitor satisfaction. Satisfied visitors not only enjoy the destination more than their unsatisfied counterparts but also respect their environments leaving the minimum adverse impacts possible.

This paper aimed to analyze the relationship between sustainable tourism development and visitor management in the context of the Princes' Islands. The findings suggest that even though currently there is no official visitor counting system, the Princes' Islands have been receiving high tourism demand causing adverse visitor impacts on the site, its heritage assets and its residents. It is necessary to control and manage this demand for the long term sustainability of the destination's resources as well as the tourism continuity and development on the Islands.

The possible acceptance of the Princes' Islands in the UNESCO World Heritage Site list and the existence of its unique outstanding universal heritage values are expected to influence and augment the touristic demand in the future and if the necessary precautions are not taken towards managing visitors efficiently, the tourism development at this rate is foreseen to lead to the degradation of the destination's heritage assets and to its imminent fall.

Throughout this study, several different visitor management planning frameworks were mentioned and their common steps were analyzed to guide the responsible who are to be undertaking the preparation of the visitor management plan for the Princes' Islands. However, no pre-made visitor management framework was suggested in the scope of this case study, and instead, an attempt to create an ad-hoc visitor management framework was done considering the limited tourism planning funds of the Princes' Islands.

Some commonly used visitor management strategies and techniques were also proposed as recommendations that can be easily and cheaply implemented through the collaboration of local and central governments, as well as tourism development agencies, NGOs, tourism businesses, host population and other stakeholders. Cities and heritage sites around the world and in Turkey which are dealing with adverse visitor impacts due to touristic activity were analyzed to set an example for the implementation of the widely used visitor management techniques and how they can be adapted to the Princes' Islands to support sustainable tourism development.

This paper aims to serve as a preliminary study on visitor management planning at the Princes' Islands and the topic it debates has various dynamics that make it difficult to touch upon all aspects. The search for the most appropriate ways of managing tourism development and visitors at the Princes' Islands will continue for as long as touristic activity takes place. Further studies should investigate alternative forms of management systems that can keep the soaring numbers of visitors in check.

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APPENDIX

SECTION 1: TOURISTIC MAPS OF PRINKIPO (BÜYÜKADA)
Government Map: Istanbul Metropolitan Municipality (IBB)



Private Map: Naki Bey Beach Facilities



SECTION 2: BICYCLE RENTAL DOCUMENTS

Bike Club Information Receipt

BIKE CLUB

Fatih DURSUN № 004857

Gsm: 0533 611 07 89 - facebook / shiva avashin
avasın_2010@hotmail.com - shiva.2010@cloud.com

GÜNLÜK KİRALAMA - DAILY RENTAL

UYARI! - ATTENTION!

- 1 - Günlük kiralanen bisikletlerde para iadesi yapılmaz.
- 1 - *No refunds on bikes daily rented.*
- 2 - Bisiklette oluşan hasarın sorumluluğu müşteriye aittir.
- 2 - *The renter will be held responsible for any damage that may occur on the bike.*
- 3 - Bisikletlerin çalınma riskine karşı dikkatli olunuz!..
- 3 - *Beware of the possible bike theft please!*
- 4 - Çarşı içi ve iskele civarında bisiklete binmeyiniz (Yasaktır!).
- 4 - *It is strictly prohibited to ride in the center around the Pier and its vicinity!.*
- 5 - Kiralama süresi minimumum 1 saattir.
- 5 - *Minimum rental one hour*

1. 2918 sayılı karayolları trafik kanununun 37. maddesine 11 yaşını doldurmadan bisiklet kullanmak ve kullanırken yasak olduğu, 11 yaşını doldurmayanlara bisiklet kullandıranlara 49.00 TL. para cezası uygulanacağı,
2. İ trafk komisyonun 98138 sayılı karar gereğince, 01 Haziran - 30 Eylül tarihleri arasında bisiklet trafiğine kapalı olan güzergahlarda bisiklet kullanılması durumunda, karayolları trafik kanununun 66. maddesi uyarınca 101.00 TL. para cezası uygulanacağı
3. 2918 sayılı trafik kanununun 73. maddesine kanunun rahat ve huzurunu bozacak veya kişilere zarar verecek şekilde (bakırların can güvenliğine tehlikeye düşürecek kadar hızlı) bisiklet kullanılması, bisikletle seyir halindeyken bir şey atılması, dökülmesi veya cep telefonunu ile konuşulması durumunda 49.00 TL. para cezası uygulanacağı.
4. Bu tebliğ ve tebliğ belgesinin polise ve belediye zabıtası görevlilerine istemesi durumunda ibraz etmem gerektirir.
5. Bu belgede bulunan numaralar bir sıra takip etmez ve makbuz yerine geçmez. Kiralama süresi bildirimde kasa fiyatını almaz gerekmektedir.
6. Kiralama süresi en az BİR SAATTİR. Daha kısa süreli kiralamalarda Bir Saat ücreti ALINIR.
7. Bisiklet sağlam ve eksiksiz çalışır şekilde teslim edilmiştir. Kıra süresinde bisiklette oluşacak her türlü hasar kiracı tarafından karşılanır.
8. Kiralama süresi ve fiyatına en az 1 saatlik ücret uygulanır.
9. Günlük kiralanen bisiklet ücreti saat ücretine çevrilmez. İade yapılmaz.

Saat Ücreti.....TL Bisiklet Adedi.....
Tarafıma Tebliğ Edilmiştir. /./201... Saat.....
Tebliğ Eden (Kıraya Veren) Tebliğ Eden (Kıralayan)
Adı Soyadı : Fatih DURSUN Adı Soyadı:
İşyeri Ünvanı: Bike Club İmzası
İmzası

BIKE CLUB

Fatih DURSUN № 004382

Gsm: 0533 611 07 89 - facebook / shiva avashin
avasın_2010@hotmail.com - shiva.2010@cloud.com

SAATLİK KİRALAMA - HOURLY RENTAL

UYARI! - ATTENTION!

- 1 - Günlük kiralanen bisikletlerde para iadesi yapılmaz.
- 1 - *No refunds on bikes daily rented.*
- 2 - Bisiklette oluşan hasarın sorumluluğu müşteriye aittir.
- 2 - *The renter will be held responsible for any damage that may occur on the bike.*
- 3 - Bisikletlerin çalınma riskine karşı dikkatli olunuz!..
- 3 - *Beware of the possible bike theft please!*
- 4 - Çarşı içi ve iskele civarında bisiklete binmeyiniz (Yasaktır!).
- 4 - *It is strictly prohibited to ride in the center around the Pier and its vicinity!.*
- 5 - Kiralama süresi minimumum 1 saattir.
- 5 - *Minimum rental one hour*

1. 2918 sayılı karayolları trafik kanununun 37. maddesine 11 yaşını doldurmadan bisiklet kullanmak ve kullanırken yasak olduğu, 11 yaşını doldurmayanlara bisiklet kullandıranlara 49.00 TL. para cezası uygulanacağı,
2. İ trafk komisyonun 98138 sayılı karar gereğince, 01 Haziran - 30 Eylül tarihleri arasında bisiklet trafiğine kapalı olan güzergahlarda bisiklet kullanılması durumunda, karayolları trafik kanununun 66. maddesi uyarınca 101.00 TL. para cezası uygulanacağı
3. 2918 sayılı trafik kanununun 73. maddesine kanunun rahat ve huzurunu bozacak veya kişilere zarar verecek şekilde (bakırların can güvenliğine tehlikeye düşürecek kadar hızlı) bisiklet kullanılması, bisikletle seyir halindeyken bir şey atılması, dökülmesi veya cep telefonunu ile konuşulması durumunda 49.00 TL. para cezası uygulanacağı.
4. Bu tebliğ ve tebliğ belgesinin polise ve belediye zabıtası görevlilerine istemesi durumunda ibraz etmem gerektirir.
5. Bu belgede bulunan numaralar bir sıra takip etmez ve makbuz yerine geçmez. Kiralama süresi bildirimde kasa fiyatını almaz gerekmektedir.
6. Kiralama süresi en az BİR SAATTİR. Daha kısa süreli kiralamalarda Bir Saat ücreti ALINIR.
7. Bisiklet sağlam ve eksiksiz çalışır şekilde teslim edilmiştir. Kıra süresinde bisiklette oluşacak her türlü hasar kiracı tarafından karşılanır.
8. Kiralama süresi ve fiyatına en az 1 saatlik ücret uygulanır.
9. Günlük kiralanen bisiklet ücreti saat ücretine çevrilmez. İade yapılmaz.

Saat Ücreti.....TL Bisiklet Adedi.....
Tarafıma Tebliğ Edilmiştir. /./201... Saat.....
Tebliğ Eden (Kıraya Veren) Tebliğ Eden (Kıralayan)
Adı Soyadı : Fatih DURSUN Adı Soyadı:
İşyeri Ünvanı: Bike Club İmzası
İmzası

SECTION 3: TRANSPORTATION INFORMATION
IDO & IBB Ferry Timetable Booklets



SECTION 4: OTHER TOURISTIC INFORMATION SOURCES

Beyaz Masa Info Desk

İstanbul'un merkezi bölgelerinde bulunan Beyazmasa İletişim Noktalarından, İstanbul Büyükşehir Belediyesi ile iletişime geçebilirsiniz

Tarihi-kültürel mekanlar, meydanlar ve ulaşım merkezlerinde bulunan Beyazmasa İletişim Noktasında;

- İstanbul Büyükşehir Belediyesiyle (İBB) ilgili talep öneri ve şikâyetlerinizi iletebilir, başvurunuzun takibini yapabilirsiniz.
- Yerli ve yabancı ziyaretçilere yönelik bilgilendirme hizmetinden faydalanabilirsiniz.
- Adres ve ulaşım gibi konularda şehir rehberi hizmetini alabilirsiniz.
- İstanbul ve İBB ile ilgili tanıtıcı bülten, broşür ve haritaları temin edebilirsiniz.
- İBB'nin ücretsiz internet (wi-fi) hizmetinden faydalanabilirsiniz.
- Dijital ekranlardan günlük yol ve trafik bilgisi ile güncel haberlere ulaşabilirsiniz.

Adalar İletişim Noktası
Adres: Şehir Hattarı İskelesi Bilet Gişesi Yanı / BÜYÜK ADA

153
Halka İletişim Hattı

halkailiskiler.ibb.gov.tr
f İBBPR
f İBBBeyazmasa
WhatsApp İletişim Hattı : 0552 153 00 34

Beyazmasa İletişim Noktalarının Lokasyonları
Adalar, Aksaray (2), Avcılar, Bakırköy (2), Beşiktaş, Beyazı, Beykoz, Beyliközü, Büyükdere, Çatalca, Çekirgeköy, Eminönü, Etiler, Atatürk Havalimanı, Esenler, Sarayburnu (2), Sarıyer, Sabiha Gökçen Havalimanı, Silivri, Şirinevler, Şişli, Taksim, Üsküdar, Sultanbeyli, Ümraniye (2), Akmerkez ANM, Kasımpaşa, Kadıköy (2), Kartal (2), Kabaşık Tanıtım Merkezi, Çorlu Beyazmasa

ADALAR BEYAZMASA İLETİŞİM NOKTASI

[Her meydana bir İBB]

Birçok noktadan belediyenize ulaşın

Yüz yüze İletişim Adresiniz

Samimi, şeffaf ve çözüm üreten adresiniz

Siz İletin, Biz çözelim

İSTANBUL BÜYÜKŞEHİR BELEDİYESİ

SECTION 5: STAKEHOLDER INTERVIEW QUESTIONS

1. Is there a system to track visitor numbers?
2. Is there a number set as the carrying capacity? Was research conducted to determine this number, if yes?
3. What are some of the negative impacts visitors and uncontrolled tourism lead to in the Princes' Islands?
4. What do you think about overcrowding at the Princes' Islands?
5. What do you think about traffic related problems at the Princes' Islands?
6. What do you think about littering at the Princes' Islands?
7. What do you think about wear and tear at the Princes' Islands?
8. What do you think about impacts of visitors on local population at the Princes' Islands?
9. Is there any other problem tourism causes at the Princes' Islands?