



IF THIS STREET WERE MINE, WOULD I ORDER IT TO BE OPEN OR CLOSED?

SE ESSA RUA FOSSE MINHA, EU MANDAVA ABRIR OU FECHAR?

¿SI ESTA CALLE FUERA MÍA LA TENDRÍA ABIERTA O CERRADA?

ABSTRACT

Dilemma: The dilemma is experienced by Diana, public manager, who, based on approvals and disapprovals from residents, needs to decide on the closure of a public road with the aim of transforming it into a strategic tourist attraction for the city.

Educational objective: The objective of this case is to analyze the process of tourist intervention and creation of public tourism policies by discussing improvement actions for regions with tourist potential using concepts such as Master Plan and Public Policy Formulation.

Context: The case deals with the tourism management of the municipality of Canta Pedra, located in the Northeast of Brazil, which seeks to adapt certain points in the city, making them tourist attractions. The place in question is "Rua do Sol", one of the main local streets that serves as an environment for leisure and entertainment, both for tourists and the population.

Main Theme: Public Tourism Policies.

Audience: We suggest that the case be applied to undergraduate courses in Tourism; Architecture and Public Administration in the disciplines Tourism Planning; Public policy; and/or Public Management.

Data collection: Data was collected on social media in the municipality, and through interviews based on a semi-structured script with secretaries, business people and tourists.

Originality/value: Considering that tourism is an activity frequently seen as promoting employment and income in municipalities, it is relevant to exercise in future public managers the decision-making process in municipal public management that requires the understanding of various demands, documents such as Master Plan, Statute of cities, and also reflections on the impacts of local tourist development.

Keywords: Statute of cities. Tourism planning. Municipal Management. Master plan. Urban Mobility.

Mariene Cavalcante Borba de Albuquerque

Ph.D. Candidate

Universidade Federal do Rio Grande do Norte - Brazil

paramarienealbuquerque@gmail.com

Eufrásio Vieira dos Anjos Junior

Ph.D.

Instituto Federal de Educação da Paraíba

Centro Universitário Facisa - Brazil

eufrasiovieirajr@gmail.com

Maria Valéria Pereira Araújo

Ph.D.

Universidade Federal do Rio Grande do Norte - Brazil

valeriaaraujoufrn@gmail.com

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RESUMO

Dilema: O dilema é vivido por Diana, gestora pública, que, a partir das aprovações e reprovações dos municípios, precisa decidir sobre o fechamento de uma via pública, com o objetivo de transformá-la em um atrativo turístico estratégico para cidade.

Objetivo educacional: O objetivo deste caso é analisar o processo de intervenção turística e criação de políticas públicas de turismo ao discutir ações de melhoria para regiões com potencial turístico e utilizar conceitos como Plano Diretor e Formulação de Políticas Públicas.

Contextualização: O caso trata da gestão turística do município de Canta Pedra, localizado no Nordeste do Brasil, em que se busca adaptar determinados pontos da cidade tornando-os atrativos turísticos. O local em questão é a "Rua do Sol", uma das principais vias locais que se configura como um ambiente de lazer e entretenimento, tanto para turistas como para a população.

Tema principal: Políticas Públicas do Turismo.

Público: Sugerimos que o caso seja aplicado em cursos de graduação em Turismo; Arquitetura e Administração Pública nas disciplinas Planejamento Turístico; Políticas Públicas; e/ou Gestão Pública.

Coleta de dados: Os dados foram coletados em mídias sociais do município, e por meio de entrevistas a partir de roteiro semiestruturado com secretários, empresários e turistas.

Originalidade/valor: Considerando que o turismo é uma atividade apontada como geradora de emprego e renda dos municípios, é significativo exercitar nos futuros gestores públicos o processo de tomada de decisão na gestão pública municipal que exige a compreensão de vários demandantes, documentos como Plano diretor, Estatuto das Cidades, e também reflexões sobre os impactos do desenvolvimento turístico local.

Palavras-chave: Estatuto das cidades. Planejamento turístico. Gestão Municipal. Plano Diretor. Mobilidade urbana.

RESUMEN

Dilema: El dilema lo vive Diana, gestora pública, quien a partir de las aprobaciones y desaprobaciones de los vecinos debe decidir el cierre de una vía pública con el objetivo de transformarla en un atractivo turístico estratégico para la ciudad.

Objetivo educativo: El objetivo de este caso es analizar el proceso de intervención turística y creación de políticas públicas turísticas discutiendo acciones de mejora para regiones con potencial turístico utilizando conceptos como Plan Maestro y Formulación de Políticas Públicas.

Contextualización: El caso trata de la gestión turística del municipio de Canta Pedra, ubicado en el Nordeste de Brasil, que busca adecuar ciertos puntos de la ciudad, convirtiéndolos en atractivos turísticos. El lugar en cuestión es la "Rua do Sol", una de las principales vías locales que sirve de entorno de ocio y entretenimiento, tanto para los turistas como para la población.

Tema principal: Políticas Públicas de Turismo.

Público: Sugerimos que el caso sea aplicado a carreras de pregrado en Turismo; Arquitectura y Administración Pública en las disciplinas Planificación Turística; Políticas públicas; y/o Gestión Pública.

Recolección de datos: Los datos se recolectaron en las redes sociales del municipio, y a través de entrevistas basadas en un guión semiestructurado a secretarías, empresarios y turistas.

Originalidad/valor: Considerando que el turismo es una actividad frecuentemente vista como promotora de empleo e ingresos en los municipios, es relevante ejercer en los futuros gestores públicos el proceso de toma de decisiones en la gestión pública municipal que requiere la comprensión de diversas demandas, documentos como el Plan Director, Estatuto de las ciudades, y también reflexiones sobre los impactos del desarrollo turístico local.

Palabras clave: Estatuto de las ciudades. Planificación turística. Gestión Municipal. Plan Maestro. Mobilidad urbana.



CONTEXTUALIZING THE CASE

The municipality of Canta Pedra is located 20 km from the state capital, in the Brazilian Northeast. It is a small city, with around 25,000 inhabitants, with two main urban centers: the municipal hub, where the main local government bodies operate, and the district of Jacumã, in the coastal area. Its main economic activities are agriculture, fishing, extractivism, and tourism in the form of exploring segments, such as Beach Tourism; Rural Tourism; Community Tourism; and Ecotourism.

The proximity to the state capital brought positive and negative aspects for local tourism, because, despite being the gateway to the city, it prevents tourists from staying for longer, since a larger city, i.e., the capital, presented more options for attractions and amenities. Thus, the city of Canta Pedra became primarily known as a tourist route, receiving visitors only for leisure purposes, and tourism has taken a secondary position there, becoming an option for those staying in the capital.

Most visitors are day-trippers, that is, tourists who take the so-called "round trip"; few stay overnight. From then on, creating conditions for the city to become a tourist destination was necessary, besides developing attractions to encourage them to stay longer in the area. This municipality was also a destination for owners of vacation houses in the region. In addition, the tourism activity in the city is marked by its seasonality, that is, a greater flow of tourists present mainly in the summer season, generally from October to March.

Diana is the mayor of the city and is already in her third year of office. During this time, she began a process of improving some parts of the city, such as renovations in Praça do Mar and paving of the main roads, connected to its nine beaches. In addition, events such as jazz festivals and performances by local cultural groups with coco de roda and ciranda dances were held.

As a result, merchants along the main access road to Jacumã Beach – Rua do Sol – felt motivated to organize the street so that it would be attractive to pedestrians. Considering this action, the municipal administration offered help, and some residents came up with the idea of blocking vehicle access, making the space even

more welcoming.

However, since the city government promoted this intervention, some merchants have begun to question whether the change has brought benefits to local businesses. Carmem, one of the merchants, argued that there were major negative impacts on her business after prohibiting vehicle access to the street. On the other hand, Maria, another merchant, claimed support for this action due to the cultural and tourist growth of the city and the consequent appreciation of that space.

Based on these arguments, Mayor Diana realized the stalemate among the population regarding closing or reopening Rua do Sol and reflected on the decision she should make. How can this change be made in a balanced way? What does she need to consider to make a fair decision for the population and to encourage tourism?

CASE DESCRIPTION

The municipality of Canta Pedra has diverse tourism potential – a coastline made up of nine beaches, including a naturist beach; communities of descendants of enslaved people (*quilombola* communities); Indigenous villages; and rural properties with community tourism practices.

Due to its size (just over 170km²), the municipality is divided into two central hubs – the city center, located in a more urban area, and Jacumã Beach, a landmark in the coastal region, which has all the infrastructure of supermarkets, pharmacies, schools, among others, providing support to the other beaches. This area also houses Praça do Mar, the place where the main local events take place and where residents and visitors socialize. Buggy rides with different routes are held daily to see the local landmarks.



Importance of Rua do Sol for Jacumã Beach

Rua do Sol, or *Sun Road* in English, received this name because, in the morning, it is possible to enjoy the sunrise from the sea along its entire length, and it is strategically located since it crosses the main road of the city. This privileged location made it an important route not only for residents but also for tourism, since tourist transport, such as buggies, pass along Rua do Sol, taking tourists to and from the seafront and Praça do Mar square – an area approximately 50 meters wide located on the edge of Jacumã Beach – which was a prominent tourist attraction in the city.

This square had several entertainment and leisure services, such as a library, playgrounds, sand courts, a walking track, a craft and tourist shop, cafés, clothing stores, snack bars, bars, and restaurants, and served as a stage for the main events of the city, such as Carnival celebrations, June festivals, and others.

At both ends of Rua do Sol there are important landmarks, such as the Church of Santo João Batista, the main local Catholic temple, and the police station. One side of the street has two galleries, each with about eight businesses. On the other side of the street, there are 12 commercial establishments, each with two floors; on the upper floor there are six houses occupied as residences, and the lower floor is used for commercial purposes.

If this street were mine... I would order it to be tiled!

To encourage the development of tourism, the municipal administration created policies to promote the city as a tourist destination. In partnership with the tourism industry, campaigns were conducted to highlight the local identity, create a brand for the destination, interact with residents, and attract visitors to learn more about the area, while also motivating them to stay in the city.

The municipal government started developing actions to advertise guidelines for the residents regarding the renovation and construc-

tion of walls, the cultivation of gardens, and the encouragement of creative actions to make the streets of the city more attractive. In this way, the city would not only be attractive to tourists but more pleasant in general.

To improve the visual aspect of the city, streetlights on the main avenues were decorated with pebble mosaics or painted with various illustrations. Jars with natural plants were also attached to them to harmonize the scenery. This sparked the interest of the residents in taking care of the city.

One day, Mayor Diana met Aparecida, owner of a clothing store on Rua do Sol, who greeted her by saying:

“Good morning, Mayor Diana, look, I think these little plants scattered around the city are so beautiful, they’re giving it a new life, we’re starting to really like the place! I’m even thinking about joining forces with the people from Rua do Sol to do something there too, because it’ll make it beautiful, especially for us who live there and, of course, for the customers who pass by, you know, to catch their attention,” she said.

“Great initiative, Aparecida! If you need anything, let me know!” Diana replied.

Aparecida had been a merchant on Rua do Sol for over 15 years. She then took the idea to the other merchants, so they could decide on how to improve the street. And, when talking to Aninha, they came up with some ideas:

“Aninha, we need to do something to decorate the street here, I only see people from the city hall telling us to take care of the gardens... we need to do something, even if it’s just putting some plants in cans,” Aparecida commented.

“I agree, Aparecida! Look at that pile of trash, right in the middle of the street! That’s a dealbreaker for a customer!” Aninha said.

“True... just putting up a plant is not enough; we should do something more prominent,” Aparecida suggested.

“Well, Aparecida, I saw on TV that there is a city with a colorful street, and tourists go there just to take pictures, we should do that here,” Aninha argued.

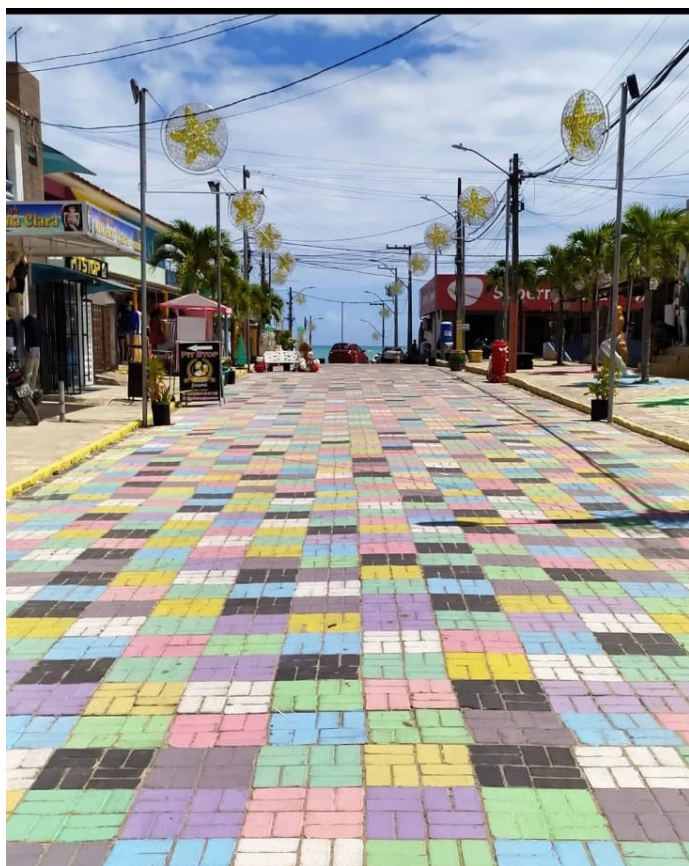


"So... let's get cracking and get the merchants together to paint it ourselves. The street isn't that big and if everyone helps, we can do it!" Aparecida replied.

After the conversation, they began to spread the idea, sending messages to the WhatsApp group that the store owners were part of, and decided to open a thrift store with items that they had donated. They also asked for help from the owners of nearby properties, as well as donations from construction material stores. In 15 days, they collected all they needed to paint the street.

Then, a joint effort was conducted, in which the merchants painted the cobblestones (Figure 1). In addition, in the place where there used to be a pile of garbage, they placed a wooden tree with motivational phrases and installed some pots with plants to complete the decoration (Figure 2).

Figure 1
Rua do Sol



Source: Instagram

Figure 2
Decorative tree



Source: Personal collection.

If this street were mine... I would have it closed!

On the day the painting was finished, they held a small event with live music and invited the city government to participate. It was a very lively party, attended by some local politicians and several representatives of the tourism industry who identified the location as an attraction to direct tourists who were staying overnight.

During this event, Ricardo and Amadeu, who are owners of local guesthouses, spoke with Diana:

"Mayor Diana, how wonderful this decorated street is! My guests always asked me what to do at night and I never knew where to send them!" Ricardo commented.

"I thought it was wonderful too, Ricardo! And I think it should become a kind of no-vehicle street, to make it an additional attraction for the city. Because people at my inn complained a lot too, about not having places to go to," Amadeu pointed out.

"We need to see what the community wants and try to see how the municipal administration can contribute to the development of



tourism activities," Diana commented.

Some people spoke, expressing their satisfaction with the initiative. Diana suggested meeting with residents and business owners so that they could decide how to further increase local tourism activities.

The following week, a meeting was held at the tourism department. The first to speak was Aparecida:

"You see, Mayor... we did this here on Rua do Sol and we think it should be closed for vehicles, because a project like this... that we did it ourselves... painting the street... I don't think it's acceptable to have cars driving over it!" Aparecida complained.

Amadeu, the owner of a guesthouse, reinforced the idea:

"My guesthouse receives many foreign tourists, they like this more intimate contact with the locals, they like to walk. If this street is closed for vehicles, it will be something that these tourists would really like!" Amadeu commented.

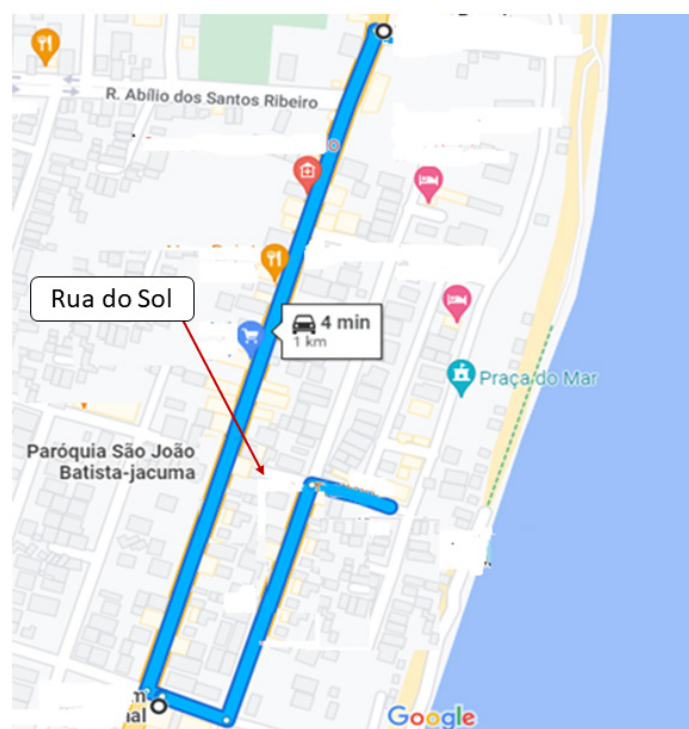
"It's true! My customers always complain that they want to feel more comfortable observing the people and the city. Even though the square is right there, they miss being closer to the city and the cars passing by make them feel very unsafe," said Aninha, the owner of the ice cream shop.

The next day, after so many discussions, Diana arrived at the city hall and, together with Alfredo, the tourism secretary, planned what was needed to close Rua do Sol for vehicles, such as signs indicating available routes and the name of the street, as decided by the majority of those present at the last meeting.

With the prohibition for vehicles on Rua do Sol, cars had to travel a few more meters and turn around on a parallel road to access the beach, which resulted in a journey of about 500 meters (Figure 3).

Figure 3

The route taken after closing Rua do Sol



Source: Adapted from Google Maps

The street was closed 15 days after the meeting. A decorative mural was installed with the phrase: "Welcome to Jacumã"; there were also stakes to prevent vehicles from passing through and signs indicating the detour to access the beach. As a result, the street became exclusive to pedestrians (Figure 4).

The change brought joy to some shopkeepers and tourists, who were already beginning to express their admiration. As the days went by, it became clear how many people were passing through the space, taking pictures of the colorful bricks, and even lying down on the floor to strike a variety of poses. Jairo, who is a tourist and was on vacation in the city, commented to Aparecida when he visited her store:

"Mrs. Aparecida, at least once a year I come to Jacumã and bring my family. It was a nice surprise to find this street, all colorful, it made an impression on me. My coworker saw my photos and asked about this beautiful place. He already said he wants to come here!" Jairo said.

**Figure 4**

Rua do Sol and its new portal



Source: Instagram.

To further encourage movement on the streets, a small open-air market selling local organic products was organized every weekend. Communities formed by descendants of enslaved people, the quilombolas, through women's associations, also enrolled to exhibit their products, such as artisanal bread and clay utensils. In this way, the change in the street benefited merchants, farmers, rural communities, and residents, in addition to being an attraction for tourists (Figure 5).

Figure 5

Local open-air market with local products, in Jacumã



Source: Facebook

But the street is not only mine to close

However, after the closure, some business owners began to feel uncomfortable with the change. They argued that the new access for cars to Praça do Mar and the coast drove customers away from their establishments. As the flow of traffic began to occur on alternative roads, they lost opportunities to showcase their services and products to visitors in passing vehicles, reducing their sales.

In a desperate move, Lúcio, owner of a clothing store on Rua do Sol, approached Diana on the street to explain what had happened:

"Mayor, I want to talk about closing the street. It has only caused bad things for the merchants; it has put an end to our business. Since the cars are going down another street, I hardly see any customers in my little shop, and only on the weekends do I still manage to sell a bikini or two," Lúcio vented.

"Wow, Lúcio! I didn't know about this drop in the number of customers visiting the street," Diana commented.

"It's a shame. Could you please rethink about this decision of closing the street? The way it is, it's very difficult! And it wasn't just me! There are a lot of people there who are in trouble!" Lúcio replied.

"Okay, Lúcio, I'm going to organize a new meeting with the management team and the merchants to think of a solution!" Diana concluded.

The same week she had this conversation with Lúcio, Diana ran into Marcelo at the local supermarket. He had been working as a buggy driver for over ten years in the municipality.

"Mayor Diana, I was dying to meet you. For the love of God, what was this idea of closing Rua do Sol?! I must go around the block with tourists when I take them to see Praça do Mar. Not to mention that it's even harder to find a place to park the buggy!" Marcelo complained.

"Wow, Marcelo! What a complicated situation. When the population asked me to close it and forbid vehicles, I thought it would be a good alternative to boost local tourism." Diana justified.



"I don't know about that! I thought it was horrible, because I have to drive the buggy further and I still don't have a place to park it while the tourists go to the beach. It would be good to reconsider this decision!" Marcelo added.

And with that, Diana started thinking about what to do – keep the road closed or re-open it. She was torn between the positive comments, especially from tourists, and the complaints from part of the population.

What can I do to tile the street?

When deciding what changes the city needed to make, Diana sought inspiration from interventions on public roads in some tourist destinations. She noticed that many tourist cities implemented several simple tricks to make their streets more attractive. For example, she found Rua do Céu, on Pipa Beach (RN), which also had its cobblestones painted (Figure 6), and Rua dos Guarda Chuvas, on Porto de Galinhas Beach (PE) (Figure 7).

In a meeting with the tourism secretary, Diana found that many cities have adopted the practice of transforming streets or sections of them into pedestrian-only spaces. In some cases, such as in Recife (PE), a street was even awarded as one of the most beautiful in the country.

"Look, Diana, there are several tourist cities following this trend of making streets exclusive to pedestrians, because in addition to aesthetic issues, it has become increasingly common for tourist destinations to also undergo traffic interventions, in order to allow greater mobility, especially during high season periods, when the flow of people and vehicles becomes greater", Alfredo commented.

"These interventions provide good solutions for ease of access so that visitors can enjoy the landscape, the historic buildings, as well as practice sports activities such as walking, running, etc." Diana added.

"I see that, in some cities, they have implemented measures such as controlling the times that cars will have access to the roads, in this case, the road is only closed at night, the bad thing is that the passing of cars will destroy the artwork

made on the cobblestones," Diana added.

"But you have to remember that many tourists only come to the city during the day, so they won't be able to walk freely down the street when they come for lunch," Alfredo argued.

Figure 6

Rua do Céu / Pipa Beach (RN)



Source: Instagram.

Figure 7

Street in Porto de Galinhas Beach (PE)



Source: Instagram.



Diana and Alfredo then recalled the importance of the Master Plan, a mandatory instrument for the regulation of cities with more than 20,000 inhabitants, because even though urban property is private, it must fulfill a social function for the collective good and well-being of citizens.

"We have to consult our Master Plan for the city, and, if necessary, rewrite it and have it voted for approval," Diana warned.

Diana then scheduled a meeting with all the merchants who worked on Rua do Sol, to hear opinions and understand their needs, since the closing of the street had been their request. The meeting was attended by several representatives of the tourism industry; city residents; representatives of the buggy drivers; and merchants.

Consulting the Canta Pedra Master Plan

At the meeting, the Canta Pedra Master Plan was consulted. The document, prepared in accordance with the guidelines of the City Statute, has as its priority the municipal and urban development in line with socioeconomic, cultural development, and environmental balance, to provide citizens with an effective improvement of their quality of life.

The Master Plan was guided by the following principles: a) Social function of the city, which corresponds to the aspects of environmental sanitation, infrastructure, public services, urbanization, public transportation, urban mobility, accessibility, work, culture, and leisure; b) Social function of urban or rural property, in which the exercise of their rights must be in line with the collective interests and the Master Plan; c) Sustainability that seeks socially fair, environmentally balanced, and economically viable local development, ensuring quality of life for future generations; d) Equality and social justice that guarantees the reduction of socio-spatial segregation and equal access to public equipment and services; and d) Democratic and participatory management incorporating the different segments of society in the formulation, execution and monitoring of actions and projects.

One of the main axes of the Master Plan was the chapter related to the road system, transportation, accessibility, and urban mobility, which

aims to guarantee mobility, respecting the principles of the Federal Constitution, and, to this end, establishing some guidelines, such as (i) defining the structural road network of the municipality, indicating existing and proposed roads; (ii) recovering and preserving access roads to districts and hubs and to coastal areas, interconnecting peripheral locations; (iii) expanding the road system, indicating necessary improvements aimed at reducing congested corridors during peak season periods; (iv) defining areas suitable for parking; among others.

The Master Plan also provides some guidelines regarding urban mobility. At the meeting, actions that aimed to prioritize non-motorized means of transport were highlighted, such as developing a cycle path, building passages and access for people with disabilities in public areas of the municipality; and restoring access routes to the district hub and coastal areas.

The Master Plan also presents the axis "Tourism development", which aims to promote and develop sustainable tourism, aiming at generating local employment and income opportunities, the well-being of the population, the satisfaction of tourists, and the economic return for investors.

The planned actions include support and promotion of cultural, historical, religious, sporting, ecological, and scientific events; installation or restoration of tourist facilities recognized for their social, historical-cultural, and ecological value; and installation of tourist facilities that provide well-being, information, and support to visitors and tourists.

I want to tile it!

During the meeting, Roberto, a businessman who has a shop on one of the side streets of Rua do Sol, commented:

"Diana! After the cars started passing by on the street where the creperie is, my volume of clients only increased. In fact, they were surprised, because they said they had never noticed my store before, because they had never been on that street," Roberto said.



Aparecida asked to speak:

"Making the street exclusive for pedestrians motivated us merchants to tidy up our stores. After we saw that the flow of people increased, we were motivated to make improvements, we decorated the front, I even hired new employees to help me with customer service," Aparecida commented.

Some people reported improvements in aspects such as cleanliness and security after it became a street for pedestrians only:

"I live here on this street and I think this intervention is very good, because it has reduced the noise from cars passing by all day long, and it is also a pleasant place for me to spend the afternoon with my five-year-old daughter," said Vítor, a resident on Rua do Sol.

"And the trash that the shopkeepers used to put on the lamppost is gone! Since the street is so tidy, and colorful and pedestrians are present, they stopped putting trash in front of the shops," said Clarice, who is also a resident.

The municipal management team paid attention to each statement and noted the positive and negative aspects pointed out in the meeting.

I don't want to tile it!

Marcos, who opposed closing the street, gave the following statement:

"Look! I've never seen anything like this, a closed street! Before, when it was open, a lot of tourist cars would pass by, both from large agencies and buggy drivers. The tourists would ask to stop and visit the stores. After it was closed, they went straight past the beach and continued to other neighboring beaches! I don't think Jacumã is becoming that well-known anymore, and we want that back!" Marcos said.

As the meeting progressed, Diana realized that the benefits that tourism brought were often centralized in a few areas, while the peripheral regions were excluded from the tourist flow. Expanding the routes could allow for the decentralization of tourism, but to some extent, it would harm some businesses.

That was when Marinalva, who was the president of the Residents' Association, commented:

"No one can just get an idea and impose it! It seems like this street is only for tourists and merchants! We must analyze whether it's really interesting for the whole city!" Marinalva said.

After the meeting, Diana was quite concerned. She realized the importance of urban mobility, the ambiance of tourist spots, and the need for a strategic view in relation to the tourist offer. Considering all of this, she was faced with several difficult questions. Should she close or re-open Rua do Sol? How could she satisfy the merchants who were displeased? What could she do to make the city more attractive to tourism? What decision should Diana make?



TEACHING NOTES

Educational Objectives

The case allows discussions on urban planning and how it should occur, to benefit the actors who make up the use of that space. In this case, the problem concerns how the municipal manager needs to act to meet the demands of the population and those of the tourism activity itself.

The case therefore involves the decision-making process, in which public managers need to be grounded in social, economic, cultural and environmental perspectives to decide on city management. Thus, the educational objectives are:

- Discussing urban planning actions with a focus on balancing the interests between tourism development and the resident population;
- Reflecting on the importance of democratic and participatory management in government decision-making processes;
- Developing negotiation and conflict resolution skills in public management;
- Discussing actions to improve the tourism facilities offered.

This case study addresses topics such as Master Plans and public policy formulation. Therefore, it is recommended for undergraduate courses such as Tourism, Architecture, and Public Administration and in the disciplines of Tourism Planning, Public Policies, and/or Public Management.

Data source

The name of the city, Canta Pedra, is fictitious, to avoid exposing the actors and the municipality where the dilemma occurred. The initial idea for the case arose from dissertation research conducted in the tourist area of the actual city. Amid the research, which addressed another theme, the dilemma of Rua do Sol emerged. Thus, to construct the present case, data was collected from primary sources, using a semi-structured script; and interviews were conducted with merchants and residents of the municipality, secretaries of the municipal administration, and tourists. Secondary sources such as websites, social media pages, and electronic newspapers that approached relevant aspects of the case were also used.

The interviews and visits took place between August 2018 and September 2021. Respondents participated voluntarily and according to their availability. All actors mentioned in the case have fictitious names, in addition to having signed the consent and free clarification form to participate in the data collection stage. The interviews were recorded and transcribed to better identify the most important elements of the case.

Lesson Plan Suggestion

This proposal aims to support the development of the teaching-learning activity based on the adoption of the case, in addition to enabling the necessary adaptations for greater commitment and motivation on the part of the students, as well as better use of the content.

Therefore, it is recommended that, before applying the case, some topics be previously addressed in the classroom, such as urban planning, Master Plans, democratic management, and/or decision-making in public management.

Preparation:

Silva and Bandeira (2021) emphasized that the teacher needs to explain how the case study session works. Therefore, as preparation, it is necessary to raise awareness about its systematization by explaining to the participants how the activity will be developed and the active behavior in the learning and problem-solving process that they must have at all stages. The same authors advised that the participants must have access, in advance, to the material for theoretical support. The teacher should indicate this material so that students can have a greater understanding of the subject and, during the session, relate the theoretical part to the practice.

Such material comprises articles, chapters of books, reports, and videos that address the theory. It is recommended that the supporting materials be sent within a period of 15 days before the application of the lesson plan. One of the bibliographical references suggested before the class is the Cartilha de Plano Diretor Orientado ao Turismo (Brazil, 2022), which deals with the guidelines regarding the preparation of the Municipality.



pal Master Plan focused on Tourism, so students can become aware of aspects that can help them to solve the dilemma.

It is suggested that the case be made available to participants seven days before the discussion session. This period may vary depending on the dynamics of the discipline; however, enough time should be given for participants to read, analyze, and compare the theory with the dilemma experienced by the protagonist of the case. Websites and social media pages of the municipality can be checked.

Implementation:

For implementation, it is suggested that the session coordinator or professor conduct an introduction to the themes and context of the case, so that all participants are aware of the general aspects, before starting the discussions. For this introduction, some active methodologies can be applied, such as a museum of ideas, word clouds, and quizzes, among others. It is also suggested that the environment be organized in a layout that allows communication and visibility among all participants.

Class topic: Tourism Planning

Duration: 120 minutes or two classes in a row;

Class systematization: discussion topics/questions should be answered individually and beforehand, allowing participants to build a vision and position on the problem addressed in the case. During the class, the coordinator can choose to form small groups, so that positions can be debated and, later, larger groups can be formed, with general discussion and identification of points of agreement and disagreement.

Feedback: At the end of the discussions on each issue, the coordinator/professor can make a general overview of what was discussed and resolved and put together a checklist.

Objective: Analyzing the process of a tourism intervention and discussing improvement actions for regions with tourism potential.

Table 1

Suggested Implementation of the Case

Theme	Tourism Planning
Duration of the session	120 minutes or 2 classes in a row
Setting (application of active methodology)	15 min
Small group debate	50 min
The coordinator/professor opens the discussion for larger groups	40 min
Checklist and session closing	15 min

Source: elaborated by the authors (2023).

For discussion, the following topics are suggested, and the respective theoretical reflections are presented:

QUESTIONS FOR DISCUSSION AND THEORETICAL GUIDE FOR THE CASE

a) Concerning “Tourism planning” and the “appropriation of spaces by tourism”, what relevant factors should be observed by the team working with Diana to support the decision on the management of Rua do Sol?

Tourism planning is how managers conduct interventions and organize territories, by appropriating spaces and transforming them, thus materializing the tourism phenomenon (Frattucci & Moraes, 2020). The (re)organization of geographic spaces enables the development of new dynamics, leads to adequate management of existing resources, and improves spaces, to make destinations more competitive.

Cities are the result of the interaction of stakeholders (private initiative, public authorities, and civil society), and must aim at creating spaces that meet their needs, with a focus on the commercial aspects and social well-being. Therefore, urban planning must design, create, and develop solutions to improve or revitalize aspects that enable improvements in the quality of life of the inhabitants (Ruiz & Gândara, 2013).



This planning aims to organize a given territory that must present an integrative perspective of distinct social dimensions between tourists, residents, public agents, workers in the sector, and tourist enterprises, such as accommodation and food establishments (Hall, 2001; Fratucci, 2009).

Tourism planning must be guided by the interests of the community and consider some factors in the decision-making process and adoption of public policies to guide the management of destinations. Among them, the seasonality of tourism activity, in which the appropriation of space due to the presence of tourists will depend on the characteristics of local tourism practices. Thus, spaces undergo a process of repurposing, in which, depending on the time of year, they adapt their functions to meet the increased flow of people (Fratucci, 2009).

The incorporation of community living spaces into the tourism development process enables integration between tourists and residents. When tourist attractions are experienced simultaneously by residents and visitors, the sense of belonging to the local heritage of the first group, whether cultural or environmental, is stimulated (Carvalho, 2010). This prevents populations from feeling invaded when they see their territories change because of tourism (Krippendorf, 2000; Brasil, 2022).

Since these locations already have competing activities, it is necessary to assess whether their tourism practice complements the existing sectors. This analysis must go beyond tourists and the tourism trade and respect current social practices, covering social, economic, cultural, political, and environmental aspects (Hall, 2001; Fratucci, 2009).

Tourist attractions are responsible for motivating the public to visit a destination. However, for them to be presented as products capable of triggering tourism, they must be involved in some infrastructure capable of meeting the needs of visitors (Valls, 2006). Therefore, spaces can be formatted and restructured to meet the demands of tourism activity (Fratucci & Moraes, 2020).

b) When considering the concepts of urban planning and urban hospitality, how can Diana and her team provide hospitable spaces for visitors without interfering in the daily lives of residents?

Urban hospitality is related to the appreciation of urban design, by offering quality public spaces and equipment, as well as buildings that interact harmoniously in these spaces, and provide a welcoming space to visitors and residents (Severini & Netto, 2020).

Hospitality is defined as the act of receiving, hosting, feeding, and entertaining people who are outside their habitat (Camargo, 2008). Therefore, the hospitality of a place is perceived by the sociability it offers and the possibility of welcoming coexistence in which hosts and guests interact, therefore, the city must be organized in a way that makes life easier for those who pass through it, whether they are tourists, migrants, or residents (Severini, 2013).

The public manager, as an urban host, is the one who implements and consolidates actions that can enable urban strengthening and quality, from the elaboration of laws to the definition of rules that deal with land use and occupation, such as the Master Plan and zoning laws (Severini & Netto, 2020). It is worth mentioning that Law 10.257/2001 establishes the Statute of Cities, providing urban instruments that encourage popular participation in urban planning (Brasil, 2001; 2022).

Some principles must be observed, regarding urban planning, such as the inherent nature of the project to be implemented; the universality in predicting its consequences and the opinions of those involved; the unity that encompasses facets that are integrated into a greater objective; the forecast that determines the implementation of actions throughout the territory; and the participation of all sectors involved (Giraldi & Leite, 2010).

Adapting roads as a way of offering visitors a better stay is part of urban hospitality, in addition to providing quality of life to residents. In this way, the planning and management of cities encompasses the well-being of both residents and visitors (Junqueira & Rejowski, 2010).



c) When highlighting the positive and negative factors of closing Rua do Sol, if you were in the position of the public, what decision would you make? Justify it by considering the presence of social actors in urban planning, in addition to instruments such as the City Statute/Master Plan.

Democratic management can create mechanisms that enable citizens to participate in the decision-making process regarding the implementation of public policies. Actions such as participatory budgets, councils, and forums are examples of initiatives that have guaranteed popular participation in government decision-making processes, transparency, and equal rights among participants (Bronstein, Fontes, & Pimenta, 2017).

The City Statute (Brazil, 2001) is a legal instrument that seeks to regulate urban policies adopted by public management, by prioritizing aspects of democratic management such as participatory planning and the social function of property. It is a tool that enables municipal action, to activate empty and harmful urban spaces suitable for urban planning, promote the environmental quality of spaces by creating leisure spaces, and guarantee the right to housing. To this end, some instruments are used to guide this regulation, including the Master Plan of the city (Brazil, 2022); guidelines for Environmental Zoning, Land Use, and Occupation; Economic and Social Development Plans; Participatory Budget Management; and Sectoral Plans, Programs and Projects (Maciel & Camera, 2019).

In Brazil, popular participation is ensured by the Constitution, which is why communities have the right to decide together, express their opinions on priorities, monitor the use of public resources, and even reform or cancel public acts (Bronstein et al., 2017).

The Master Plan is one of the most important instruments established by the Statute of Cities that guarantees land use, without prioritizing specific sectors, such as real estate speculation. Thus, two aspects stand out when considering the social function of property – leisure and mobility. The urban function of leisure, such as squares, leisure centers, and places of coexistence and sociability, includes spaces for recreation, meeting,

and social contact between citizens, whereas the urban function of urban mobility considers the complexity of the economic and social activities of the city, by guaranteeing the flow of people and goods, with ease of movement, whether by public, private, collective, individual, motorized, non-motorized transport, and on foot (Cinara & Camera, 2019).

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