

IMPLEMENTATION OF A CLUSTER-BASED MODEL FOR WATERFRONT URBAN TOURISM IN MANADO INDONESIA

Bet El Silisna Lagarensse

Senior Lecturer

Tourism Dept. Manado State Polytechnic

Indonesia

bet_lagarensse@yahoo.com

Agustinus Walansendow

Senior Lecturer

Business Administration Dept. Manado State Polytechnic

Indonesia

walansendowagus@gmail.com

Tourism Development is one of the major regional development priorities for North Sulawesi, Indonesia. The Manado Waterfront Development (MWD) is one of city development programs designated to enhance the image of Manado as a waterfront city. The Manado waterfront is being developed to strengthen opportunities for both tourism and other businesses. There are many buildings there that are used for trade and business purposes. The spatial distributions of tourism uses, commercial activities and residential land uses overlap. A previous study had developed a cluster-based model for the Manado waterfront area. This present study is an evaluation of the implementation of that model and the proposed strategy for implementing waterfront urban tourism in Manado, Indonesia. This study aims to examine the extent to which the model was successfully applied and how stakeholder perceptions and public participation could contribute to a development program for the city's tourism. The study uses a descriptive approach including mix methods, such as surveys, in-depth interviews and focus group discussions (FGD) to get input and recommendations on the implementation of the previous tourism development model for Manado. Field research also consisted of a survey questionnaire, interview and observation on study sites. The results show that stakeholders, such as government, tourism industries, local residents near the waterfront, city planners, and academics all agree on the need to include the model into the city planning and implement into practice. The study proposed a formulation of strategies and policies for the waterfront's tourism development, which is proposed to local authorities for implementation.

Keywords: implementation, strategy, cluster, waterfront, tourism, Manado, stakeholders, perceptions, development

Biographical Notes

Bet El Silisna Lagarensse is a senior lecturer at Tourism Department, Manado State Polytechnic where teaches courses on Hospitality and Tourism research, Tourism Information System, and the director of Manado Tourism Institute where he manage to develop courses on geography of tourism, tourism

planning, tourism environment and marine tourism. Her research focuses on ecotourism, urban tourism, waterfront tourism. She received her PhD from University of Waterloo, Canada and recently published in Asia Pacific Journal of Tourism Research, published by Routledge, 2014.

Agustinus Walansendow is a senior lecturer at Business Administration Department, Manado State Polytechnic where he teaches business project, business statistics, Organisational Behaviour, Operational Management. He is a candidate doctor of Economics at Sam Ratulangi University, Manado, Indonesia.

Introduction

Manado as Waterfront City with the abundant ocean tourism potential available, the government of North Sulawesi is giving special attention in developing tourism sector. The major responsibility to realize the program of the provincial government lies in the hands of the government of Manado City. As the provincial capital, Manado city is the host who is responsible for promoting tourism of the area particularly its marine tourism. The efforts for building branding destination, the master plan of the spatial city planning has focused on the city with waterfront image and develop the coastal area with a well-planned as well as aesthetically managed and controlled both river and coastal waterfront (Manado spatial city planning 2007-2027). The city of Manado consists of a large area, comprising land, sea areas and islands in the northern part. The combination of land and sea results in a special natural tourism potential, such as coastal areas with beautiful panoramas, a wealth in sea ecosystems, a wealth in coastal society cultures, a city with a mountainous panoramic views, lakes and other elements that are the basis of tourism of the region. Coastal tourism plan for Manado city is focused on analysis of marine tourism potentials and tourists arrivals because Manado is in the strategic position as an entry gate and perceived as a display room for it serve the North Sulawesi visitors at the first place before visiting to other places within the province. Physically, Manado has tourism product and market segment potential for marine tourist events; core event, major event and supporting event. One of the most popular annual events in Manado is coastal festival in July each year. All the attractions are conducted along Manado coastal areas; Boulevard, Karang Ria, Malalayang and Bunaken island. The event is conducted and delivered to celebrate Manado city anniversary which provide activities such as industry expo, cultural festival, traditional culinary festival and traditional marine sport tourism festivals.

History of Waterfront Development

McGovern (2008) points out that the waterfront in Philadelphia is situated at the edge of the central city and adjacent to a refurbished historic district and serves as a centre of commerce, tourism and recreation. Waterfronts have unique characteristics and, therefore, provide special opportunities for urban development (Malone, 1996). Waterfront development has occurred when capital has been available and, in recent years, in response to changes in the global economy (Amin & Thrift, 1992). The history of waterfront development is well documented in the academic literature. For the last 200 years, waterside locations have been used for port facilities, manufacturing industry, boat building, repair and maintenance, drainage and sewage-treatment plants (Craig-Smith, 1995). Redevelopment of waterfront areas in the United States began in the late 1950s under the Urban Renewal Program. In the 1970s, urban regeneration of waterfront areas emerged as an area of study by architects, planners and urban geographers in North America (Vance, 1987 in Craig-Smith, 1995). Ten years later, political scientists, geographers and economists fostered study of waterfronts in Europe (Hoyle, Pinder and Hsuain, 1988 in Craig-Smith, 1995). Contributions to the waterfront development literature have also emerged from Australia. Bradbourne (1989) traced the international nature of the waterfront revitalization processes. In

United Kingdom, waterfront development has been undertaken by Urban Development Corporations (UDGs). The development and redevelopment of Manado City is currently concentrated along the coastline of Manado Bay. This can be seen in the development activities in the reclaimed areas where new land has been created. The land reclamation along Manado Bay, where MWD is taking place, is a huge activity which has been taking place for more than a decade. Thus, the area of reclamation has changed over time. However, the waterfront development has raised growing criticism and high concern from various parties, such as environmentalists, NGOs, and academics regarding shoreline revitalization, particularly the creation of new land for waterfront development. Given this strategic issue, it is important to critically review what has been done in terms of protection and improvement of the environment leading to sustainable development. On the one hand, waterfront development and the considerable tourism attraction potential attached to it have created good opportunities to gain economic benefits through regional and community development. On the other hand, environmental degradation has gradually increased within and surrounding the area. In such a case, there is a need to reconsider the balance between these two important aspects of development to make sure that as many stakeholders as possible share in the benefits. Therefore, in the process of planning and development, it is essential to have active participation from different types of groups and institutions to seek their insights and to incorporate them into the development program.

Urban Tourism

Urban tourism has been used to create economic growth by providing new employment opportunities and by increasing business capacity. This has led to an increase in planning for tourism in cities based on existing resources and the creation of new products, providing a challenge to develop urban tourism in a sustainable manner. According to Dieke (2005), tourism planning refers to the methods policy makers adopt to achieve tourism development objectives. Such planning can occur at national, regional and local levels, incorporating the following components: (1) analysis of demand; (2) analysis of the availability and quality of tourism assets; (3) forecasting of visitor demand; (4) costing and financing of the tourism plan; (5) human resource development issues; and (6) marketing. Dieke stated that implementation of urban tourism plans require a plan of action. When the plan is accepted (usually by government), it should also have incorporated three additional components: (1) an implementation strategy (action plan); (2) a monitoring procedure (Is the plan meeting the objectives and/or have unforeseen problems or other difficulties arisen?); and (3) an evaluation function which relates to an assessment of whether objectives have been achieved, need to be modified or discarded. Such a process should ensure that the plan and its implementation are constantly monitored so that they can be altered as necessary to meet changing market conditions or priorities. To plan effectively for urban tourism development while lessening its negative effects, planners need to understand the multiple sectors that exist in cities and their relationship to tourism and how these have been changing over time and space. Tourism is often considered as a challenge to the sustainability of urban environments, just as it is within wilderness and rural environments (Hinch, 1996). Urban tourism in Manado has the potential to attract. This has led to an increase in its tourism profile through product development based on tourists' demands. Tourism is seen by local authorities as a significant sector to generate economic growth. This has led to an increase in planning for tourism in the city based on existing resources and the creation of new products. Tourism in Manado is in an expansion phase and tourism is being used as a development catalyst. At the same time, there is a need to invest in other tourism resources, such as heritage and/or historical attractions and infrastructure, in order to enhance the tourism image leading to competitive advantages for the city. However, urban tourism development provides many challenges for Manado City if urban tourism is to be planned and

developed in a sustainable manner. Urban tourism in Manado has emerged as a result of intensive development of tourism infrastructure and product development that has required a process of tourism planning. However, the forms of urban-based tourism require further studies in order to understand the phenomenon and the complexity of urban functions which will influence tourism development in the area. Waterfront development, as a part of urban tourism, has been adopted to support the growth of the city. Heavy investment by the local authority in providing infrastructure for tourism facilities, including through the development and redevelopment of the waterfront, requires integrated planning for the overall urban tourism development in the area and integration with broader urban development concerns.

Cluster-based Urban Tourism Development

Urban tourism models for less developed countries have received limited attention. Therefore, it is necessary to consider: (1) how the urban tourism concept should be applied (Singh, 1992), and (2) the evolution of urban tourism space (Weaver, 1993) with specific reference to case studies in less developed countries. Blank (1994) identified five major factors that characterize cities as tourism destinations : (1) high populations, which attract high numbers of tourists who are visiting friends and relatives; (2) major travel nodes that serve as gateways or transfer points to other destinations; (3) focal points for commerce, industry and finance; (4) concentrations of services such as education, government/administration centre, health and others; (5) places that offer a wide variety of cultural, artistic and recreational experiences. Wall (2006) argued that complexity, which is inextricably melded into the nature and structure and of urban tourism, gives rise, at the same time, to many challenges and opportunities. Fainstein and Judd (1999) asserted that the complexity of urban tourism can be addressed through three elements that involve (1) the tourist, (2) the tourism industry and (3) the city. According to Singh (1992), in the case of cities such Lucknow in India, tourism should exist in the city as part of a concern to secure its heritage assets. In addition, the unique characteristics of cities in LDCs countries provide a different perspective on the adoption of tourism from that in developed countries. Urban tourism in LDCs has involved intensive development of tourism infrastructure and the adoption of a process of tourism planning. The spatial distributions of tourism, commercial and residential land uses overlap as can be seen in the complexity of urban functions.

Methods

Manado waterfront was selected as the site for this study because it is a location that is undergoing massive land reclamation in an area that has important tourism resources in Manado. For development purposes, Manado waterfront has been divided into three clusters that are to be developed consecutively: cluster A, cluster B, and cluster C (Figure 1).

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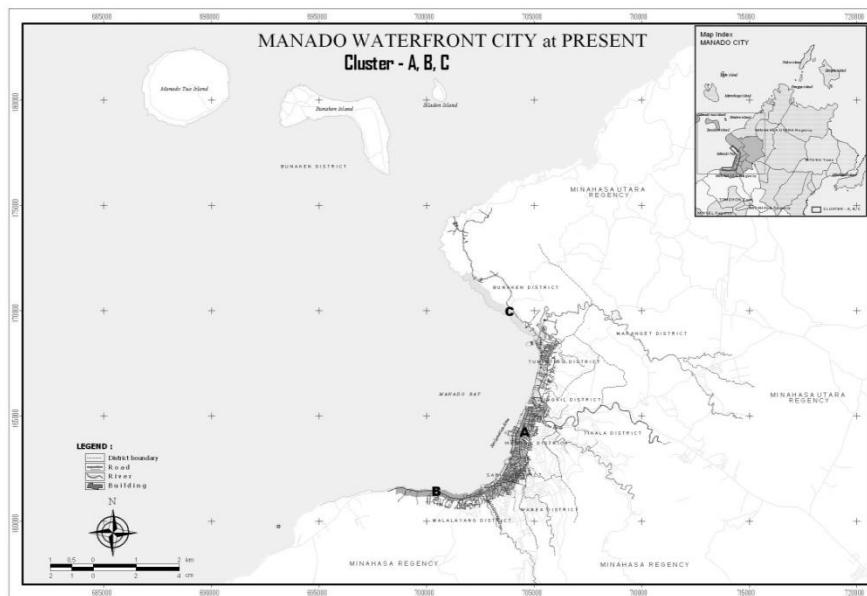


Figure 1: Map of Manado Waterfront City

However, for the study purposes, cluster A was selected as the study area. This site was selected due to the high level of use by the local community. Changes in waterfront uses to date have primarily taken place in cluster A. Consequently, massive environmental impacts have arisen as economic and social benefits have been sought from MWD. Division of Manado waterfront into cluster A, cluster B, and cluster C is shown on the map in Figure 1. This research focuses on the case of waterfront development in Manado, Indonesia, which has been planned since 1991. Case studies are a qualitative strategy through which the researcher explores in-depth a program, event, activity, process or one or more individuals. The case(s) are bounded by time and activity and the researcher collects detailed information using a variety of data collection procedures over a sustained period of time (Cresswell, 2009). The advantage of a case study approach is that it permits a particular case to be explored in depth. However, there is no guarantee that a particular case is typical and this limits the extent to which findings can be generalized to other cases. This study examines the MWD program, process and the people involved in the project. City government of Manado have introduced waterfront development to the public over a period of almost two decades. This case study involved fieldwork comprising questionnaire surveys, interviews and onsite observations to provide evidences of waterfront development in Manado.

Research Results

Result from On-site Observation and documentation

The vision of the local government to designate Manado as ‘World Tourism City 2010’ is a program designed to create a city which is safe, competitive, prosperous, just and prestigious.

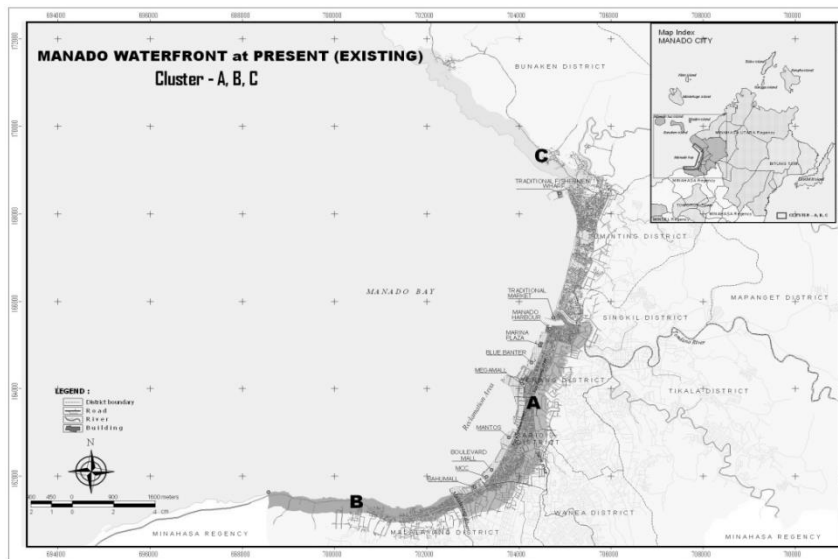


Figure 2 : Cluster A, B and C of Manado Waterfront (Author 2014)

Based on the aforementioned vision, the tourism development policy for the city has several goals to : 1) maintain competitiveness as a tourist destination in high quality of service, products, facilities and related industries; 2) increase market share through marketing to both domestic and international visitors; 3) put in place an incentive system to attract business and investment in the tourism sector; 4) develop the infrastructure to support tourism; 5) enhance community capacity building through education and training with standardization, accreditation and competence certification; and 6) create multi stakeholder synergy in the tourism program designs (Master Plan of Manado Tourism 2007-2017).

Furthermore, the City Planning of Manado Tourism for 2005-2016 recorded the strategies to 1) implement an efficient and effective government system and public services; 2) design tourism-based spatial distributions; 3) develop international scale infrastructure; 4) create a pleasant and environmentally friendly city. The efforts made to implement these programs have become very obvious in the overall city development, especially focused on the waterfront. Cluster A, B and C of Manado Waterfront development (Figure 2) occurs along the coastline of the city to serve the communities with their various needs and interests. Manado waterfront with its various kinds of tourist attractions is being developed to enhance and strengthen opportunity both for business purposes and as a tourist destination. Waterfront development has been extensively and urgently expanded for several reasons. The waterfront area especially cluster A is designated as a centre for trade and business, leisure, lifestyle and various tourism needs and activities. The plan is to equip the city with various business and tourism facilities as an integrated part of the city development plan which has currently and extensively being implemented.

Cluster A of Manado Waterfront in the Past

Manado Waterfront Development (MWD) especially cluster A has been established since 1991 with the length of about 3 km where land reclamation existed. While MWD has been unofficially divided into cluster A, B and C, cluster A has been enormously expanded for business and trade center for the whole city. This can be observed from the field that all extended services and products provided within the areas are mostly for trade and private enterprise expansion. However, this research revealed that cluster A has currently developed rapidly with multi purposes at the gradual stages of empirical developmental stage. In

the past, the majority of Manado coast area has been utilized, accessed and dwelled by traditional fishermen (Figure 3). The map illustrates the physical environment of Manado waterfront where traditional fishing occurred in the past before land reclamation. The map shows that Manado city is mostly located along Manado coast and resided mostly by local fishermen.

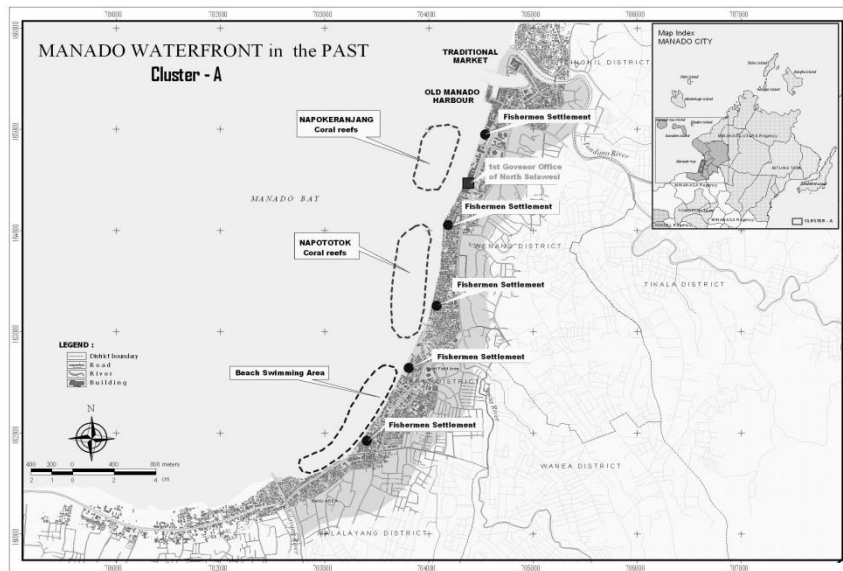


Figure 3 : Manado Waterfront in the Past (Author, 2014)

The first governor office was also located right at the coast. Manado harbour is at the end of the study site with dive spots surrounding where abundant of coral reefs emerged. This was the place where local community depend their lives on. As the reclamation is taking place, rapid changing and massive coral destruction on sites are unavoidable to serve the need for creating trade, business and enterprises area for economic benefit gains purposes. Reclamation within the area has recently created bizarre disaster to the environment. Waterfront development within cluster A has failed to consider environmental protection for future generation. Historically, this area has empirically served various needs such as:

Fishing Ground for Traditional Fishermen

Manado waterfront in the past was mostly used as traditional fishing ground for local fishermen. Traditional fishers in the past have extensively utilized the coast and the sea as their place to support their living. They were freely had accessed to the sea for their entire fishing activities from the dawning to the end of the day. However, this has changed due to the land reclamation along the Manado Bay. Since then, fishermen became apathies and marginalized to the two end sides of the reclamation area of cluster A. Consequently, there have been extensive critics by the fisher society that the developers and government have failed to protect them from the marginalization as a result of reclamation along Manado Bay. This has currently created very contradictive issues on MWD where the elites are allowed to operate their business in the area while ignore to protect traditional fishermen's socio-cultural environment who have lived there for generations. On one hand the public admitted that the fishermen should be protected and facilitated to be removed to an appropriate place. On the other hand, the city government has no courage and goodwill to discuss this issue in a public discussion to solve problems. Ironically, the land reclamation along Manado

Bay within cluster A has currently kept moving to further stages for expansion. This has created unending long debates among stakeholders for years. The agreement has never been reached as many interests and concerns have to be taken into account.

Fishermen Wharf

As the fishermen had their activities as local fishermen to whom the local residents to buy fish, they traditionally used the coastal area especially around Manado port to anchor their boats. Conventionally, Manado coastal was once used as a temporary fishermen wharf and boat terminal where fishermen sold their catch to local people (Figure 4).



Figure 4: Traditional fishermen's boats along Manado Coast
(Author's file, 1990)

Apparently, this area was historically very popular for the local residents as a place to buy fresh fish with reasonable prices to meet their daily needs. Fish market has temporary and locally existed in this place in the morning and in the late afternoon. For this purpose, the fishermen had easy access to Manado coast closely and freely. This was the place where they earned money for their living to maintain their family's lives.

Beach Swimming Area for Local Residents

For recreational activities, the Manado coast within Manado bay was also used as a swimming area with warm water and clear vicinity. It was a place for local people to have recreational beach swimming in the morning or in the afternoon while enjoying the sunset and the mountain '*Gunung Manado Tua*' panoramic views. Swimming activities had traditionally occurred within the area for the local residents. Easy access to the opened beach by the local people to have free swimming sport might raise an awareness to protect the natural environment for future generation.

Meeting Points for Local Communities

Historically, people had meetings along the coast for several purposes. Social gathering, marine boat festivals and government meetings along the Manado Coast especially at the old harbour had existed at this

place. Accessibility to the waterfront was very popular for many activities and interests. Sense of belonging to maintain the place as a central focus for residents' leisure interests emerged.

Old Manado Harbour as Local Sea Transport Center

In the past, Manado waterfront particularly at the old harbour, the sea and the coast has had enormous influences on the local transportation for goods and passengers (Figure 5.10). Vast majority of transporting materials by the Manado port have improved access to marine settings. Traditional boats and other manual marine-based vehicles were used and terminated at the harbour. The old harbour had historically been a transportation center for the city residents and visitors to travel to and from Manado to other nearby island destinations. With respect to the new inventions of the means of transportation, the use of Manado port has changed gradually. Today, a wide variety of machines and transportation equipments are used to extent safety and convenience for easy access to the sea. Unfortunately, the result is an increasingly diverse range of chaotic transport activities at and surrounding Manado harbour and Manado waterfront settings.

High Public Access

Manado waterfront is a core place for local fishers to fish and relax while watching sunset for free. Prior to land reclamation, Manado Coast was exploited by local residents to enjoy sunset during a relax time. Numbers of city residents came to approach this site just for doing occasional recreational activities such as fishing, rowing or just sitting along the coast. Since the reclamation is taking place, the free access has reduced dramatically and changed the number of people visiting and approaching the coast. A massive increase of land reclamation in the area was inevitable and occurred over the last few years. Today, the increased use of the area for reclamation has limited the public access of to Manado waterfront. The boulevard is improved and the malls, shop-houses and business centers are constructed within the area. These facilities served to increase the popularity of the Manado waterfront as a business center while concerns on public access to waterfront are denied.

Boulevard was Mostly for Pedestrians

Due the easy and free access to Manado waterfront, the Boulevard was used for most pedestrians (figure 5.12). The interaction between people and waterfront was high and the local populations have easy accessed to the favoured areas particularly coast or beaches. The pederstrians were able to walk closed to the shore line. Nowadays, this area has been blocked by buildings between the boulevard (road) and the shore lines. As a result of the rapid development and change of uses of the Manado waterfront hindered people access to the waterfront.

Manado Waterfront (Existing)

The the creation of new land along Manado waterfront (Figure 5) has currently operated by six developers such as Megasurya Nusalestari Ltd (36 ha), Multicipta Perkasa Nusantara Ltd (6 ha), Bahu Cipta Persada Ltd (7.5 ha), Papetra Perkasa Utama Ltd (5,325 ha), Sulenco Boulevard Indah Ltd (9 ha) and Gerbang Nusa Perkasa Ltd (10 ha) (City Spatial Document, 2008). As the growth of land reclamation area has become widespread, the large numbers of developers show that significance environmental, economic and socio-cultural damage results from the MWD. MWD on Manado Bay has currently continued to exist.



Figure 5: Land Reclamation for Manado waterfront Development
(Author's file, 1996)

As the stage of waterfront development continues, resulting an increasing mode of reclamation, increasing numbers of losing habitats, increasing development of the sites infrastructure to cope with business and trade needs while decreasing environmental quality. Since the land reclamation in 1991, significant extent of traditional land uses within the area has rapidly changed. Consequences emerged particularly in the heavily used Manado coastal areas by 6 developers where this research focused on. There are significant numbers of issues which currently illustrate the rapid development of the land reclamation along the existing Manado waterfront. Based on field observation, such development has been intended for long planned business and trade locations and has relevance to economic benefits gain purposes

Chaotic Manado Port

Manado waterfront especially on the harbour area has a mixed use for transporting goods and passengers including tourists. Historically, this area is actually a heritage from the Dutch Indies government. Therefore, the Manado Harbour area is a historical remnant that must be maintained because it held an important role in the historical development of Manado City. The role of the area as the only harbour in Manado City is strongly related to the development of the surrounding trading area as well as Manado city and other areas within North Sulawesi Province. For the city tourism development especially on the waterfront, this historical aspect is considered one that has a selling point as tourism object. However, a description of the existing Manado harbour seems to be like a chaotic uses comprised of unsafe guarantee of sailing and the shipping services include domestic shipping and public shipping.

Unorganized Traditional Local Market

Right beside the Manado port area, there is a traditional market called '*Pasar Bersehati*', the oldest and the biggest traditional market in the city. This traditional local market provides fruits, vegetables, fish and meats which are mostly all locally produced. Daily commodities at reasonable prices can be found in this market. The city harbor of Manado city is just 100 meters down the street. However, the chaotic market condition and environment appear to be the problem. Agricultural products, vegetables, foods and beverages,

various fruits, various cattle and pottery, meat, fish, sugar and cake, fabrics and handycraft are sold here without building blocks for selling grouped defferent goods.

Boulevard on Business (B on B)

Boulevard has been designated as the center of business or Central Business District (CBD) where the city residents doing various business activities. This place offers opportunity to establish business and trade for economic benefits purposes. Commercial enterprises such as shopping malls, banking, cinemas, entertainments, hotels, convention centers, trades and office areas occurred within the area to serve the basic needs of the city residents. The area is very popular with the term B on B (Boulevard on Business).

Extensive Construction of Malls and Shop houses

An important concept that illustrates the danger impacts to natural environment posted by massive land reclamation along the Manado waterfront is the 'economic successions'. Because of the higher demands to live surrounding the waterfront and the majority of the city residents do shopping on boulevard, the development of the malls and shophouses show a corresponding increase.



Figure 6: Megasurya Nusalestari Area
(Author's file, 2008)

As the biggest developer, Megasurya Nusalestari has so far established 386 units of shophouses (Figure 6) consisting Mega Style (181 units), Mega Bright (25 units), Mega Profit (24 units), Mega Smart (156 units) (Company Profile of Megasurya Nusalestari, 2008). It has been observed that this area becomes the central development of Manado waterfront for cluster A as the development sites are discovered and used for businesses and trading companies. Due to the rapid development of malls and shop-houses businesses, the Reef Restoration Group has cynically mentioned that the vision for Manado as a waterfront city might be paralled and associated to Manado as a mall city, This group argued that that based on recent trend and the population growth, the projected future of the land reclamation within Manado Bay is for chasing economical development and failed to take care the coastal environment.

Chaotic City Transportation, Traffic Congestion and Pollution (Water, Air and Noise).

The other environmental impacts of MWD have been a significant increase in pollution (water, air, noise) and traffic congestion. There are a couple of transportation options to get within Manado city. Private taxis and public transport vehicles called '*mikrolet*' are the most common means of transportation for city residents and visitors. Since Manado city's center is on the waterfront along the boulevard, it is easily accessed by the city residents as well as boats from islands destinations. The reclamation and building construction activities have absolutely creates city chaotic transportation along the boulevard area, at the heart of Manado city. Furthermore, the traffic congestion along the boulevard increases slower speeds. The most common disturbance for physical use of roads along the boulevard is an increased queuing for local transport. The traffic demand surrounding the B on B area is great resulting vehicles slows the speed of the traffic stream and congestion is incurred. This condition creates the extreme traffic congestion within the area as the vehicles are fully stopped for periods of time then the traffic jam occurred. Ultimately, land reclamation within Manado Bay has significantly contributed to harmful air, water and noise pollution. Besides, pollution from cars and trucks to and from the reclamation areas has affected coastal residents living near busy boulevard and impacted to local air quality.

Center for MICE Tourism

There are still a few of exhibitions and fair centers that have been built in Manado city. However, MICE tourism has recently grown in Manado city to serve the need for international events held within North Sulawesi. Manado Convention Center (MCC) on boulevard area becomes a famous venue for the events (Figure 7).



Figure 7: Manado Convention Center (Author, 2009)

Manado has a long coastline with tourism potentials, hotel and resorts. There are services for conference and convention in accordance with eating, relaxing and city tour program services. Exhibitions and business and commercial fairs are held in MCC on the Manado waterfront. This provides opportunities for MICE tourism to be developed in the area. A number of regional and international cultural events and exhibition fairs were held successfully in MCC such as WOC (World Ocean Conference) and CTI (Coral Triangle Initiative) in May 2009 as well as Sail Bunaken in August 2009. The events created many cooperative chances in Ocean science and technology including tourism. The WOC which held on 11-15 May 2009 in Manado was a formal and very important meeting of head of the states that have coastal and marine

territories. Scientists, NGO's, journalists, private sector and other stakeholders participated attended the meeting to discuss current issues in the marine related to climate change and degradation of marine resources. This was aimed to achieve international commitments in sustainable development of marine resources and the prosperity of mankind. The event was attended by about 1,000 participants from 111 countries. Other side events in WOC were presented such as International Ocean Science, Technology and Policy Symposium as well as the Technology and Industry Exhibition. The 33 province of Indonesia and all regencies within North Sulawesi have taken part in the exhibition. Other local events such as Manado expo, marine festivals, music and culture festivals and international choir competitions have also taken place in MCC.

Limited Access for fishermen

Traditional fishermen who were marginalized as a result of reclamation activities moves on. They found to resettle at two ends of Cluster A, nearby Malalayang River and Tondano River. At the end by Malalayang river, right at the border line between cluster A and cluster B of the Manado waterfront resettled traditional fishermen as a result of a rapid and huge reclamation within cluster A. Furthermore, public space to enjoy free sunset as well as city park and green space are no more available as consequences followed the massive reclamation activities on the waterfront. To conclude, the overall result of economic succession within cluster A of Manado waterfront is a gradual development of facilities and infrastructure and gradual loss of pristine environment and environmental quality. Assessing the impacts of the intensive reclamation and development on Manado waterfront has been a challenge for sustainable development concept and its implementation.

Results from Questionnaire-based Survey

Roles of the Stakeholders in Decision Making Process for MWD

Table 1 and Figure 9 presents kinds of meeting and rates of contribution to the MWD with the average score where informal meeting (2.45), multi stakeholders meeting (2.40), public consultation (2.34), consultant meeting (2.31) and workshop (2.22).

Table 1: Kinds of meeting and rates of contribution

Meeting and Rates of Contribution	Not Significant	Soemwhat Significant	Very Significant	Mean Score*
	%	%	%	
Workshop	9	7	16	2.22
Multistakeholders meeting	9	6	22	2.40
Public Consultation	7	5	17	2.34
Consultant meeting	8	4	17	2.31
Informal meeting	7	3	21	2.45
Others	0	2	0	2.00
(* 3=Very significant; 2=Somwhat Significant; 1=Not significant)				

Source: Survey, 2014

Interestingly to point out here that informal meeting played the most significant roles in the participation for MWD. This indicates that the city residents as the users of Manado waterfront are initiative, responsive and highly concerned on decision making process for MWD.

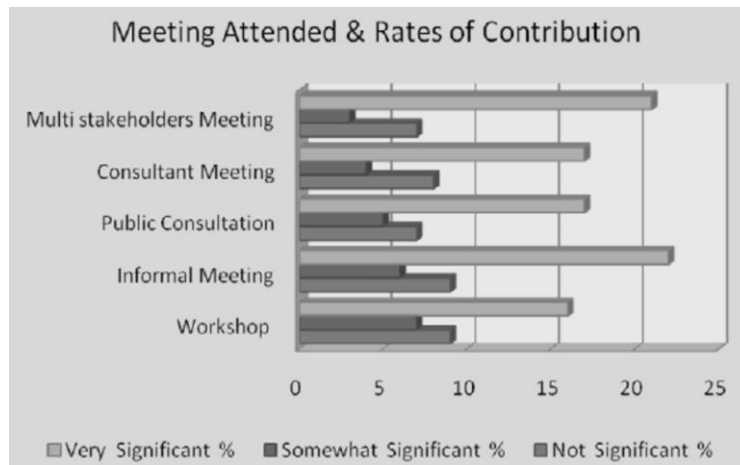


Figure 9 : Meeting attended and rates of contribution
 (Source : Survey 2014)

Furthermore, the highest rates of respondents who valued their involvement in the meeting is very important (44%). They have a high level of self confidence that their engagement in the decision making proces through meetings will contribute and determine MWD in the future. It is important that the city residents were aware on the importance of their participation that will brings their insights to be taken into account during the process of MWD.

Manado Waterfront as Part of Urban Tourism Planning

Manado has been designated as a waterfront city for it is mostly located along the coastal line. Tourism was expected to be the leading sector within the region and it is considered as has important roles in the city development. Figure 10 shows the respondents ideas on Manado waterfront as an important part of tourism planning where 53% were strongly agrees and 41% agree.

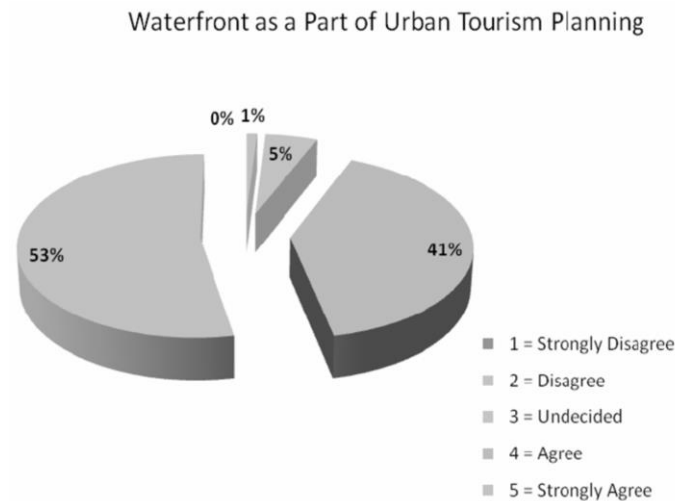


Figure 10: Waterfront and urban tourism (Survey 2014)

Therefore MWD as a part of urban tourism planning is expected to become the center of economic activities for city development. For this concern, Manado has been declared to be the tourism city by government and this vision has been well recognized by communities. However, it is evident that the MWD has been so far prioritized for business and commercial purposes only. As a matter of fact, the priority for city government to include tourism in the regional development program has been blurred without detailed guidelines in the implementation.

Impacts of MWD

The general public sample expressed their thoughts regarding the impacts of MWD (Table 2). More than half made strongly favourable responses regarding positive aspects of MWD; 1) It was seen as an important part of city tourism (59%); 2) It will improve the city's potential as a tourist destination (58%); 3) It is good for local economic development (57%); 4) It will bring more tourists to the city (56%); and 5) It will have positive impacts on local business (55%). Thus, it was widely and strongly considered that it will be positive for tourism and economic developments in Manado. The acquisition of tourism benefits were widely recognized as a development priority. However, it was also acknowledged that infrastructure, human resources in tourism and other supporting facilities needed to be strengthened. The results also indicate that majority of the city residents and business operators at and around Manado waterfront have recognized positive impacts of MWD both for the community and region development.

Table 2: Impacts of MWD

Issues on Impacts of MWD	Strongly disagree	Disagree	Undecided	Agree	Strongly Agree	Mean Score *
	%	%	%	%	%	
MWD as important part of city tourism	1	0	5	59	34	4.62
MWD improves city potent as tourist destination	0	2	6	57	29	4.20
MWD improves local economic development	0	2	9	56	32	4.15
MWD will bring more tourist in the city	0	2	13	55	29	1.08
MWD has positive impacts to local business	0	2	16	53	27	3.99
MWD helps protection land & coastal areas	0	5	20	51	22	3.84
MWD improves awareness on envi. protection	3	3	23	43	23	3.62
MWD Improves appreciation to environment	3	2	24	25	20	3.59
MWD increases traffic congestion	5	23	25	28	16	3.21
MWD creates nore crowding with the area	4	22	23	32	14	3.18
MWD creates noise, air, water pollution	9	27	27	21	13	2.93
MWD reduces people access to waterfront	13	40	21	15	5	2.44

(* 5=Strongly agree; 4=Agree; 3=Undecided; 2=Disagree; 1=Strongly disagree)

Source: Survey, 2014

Impacts of MWD is illustrated on Table 2 have been respectively arranged based on the mean scores. It is evident that the highest value is that MWD has been perceived as an important part of city tourism (4.62) and MWD improves city potential as tourist destination (4.20). This implies that MWD is highly considered as has strongly influenced the tourism development in Manado. The general public is likely to have a strong ideas for Manado as a waterfront city and a tourist destination as well. For this reason, benefits gained from tourism has been widely reconigzed as a priority of the city development.

Conclusions

The case of Manado waterfront development is typical of many land reclamation in the less developed countries. This has been popular to create new lands that have economic benefits purposes. For the case MWD, the massive and rapid reclamation along the Manado bay have been conducted to expand business and trade areas. However, it appears that environmental degradation is inevitable when MWD becomes established within the area. Waterfront development occurs along the coastline of the city to serve the communities with their various needs and interests. On the one hand, waterfront development has created good opportunities to gain economic benefits through regional and community development. On the other hand, environmental degradation has gradually increased within and surrounding the area. In such a case, there is a need to reconsider the balance between these two important aspects of development to make sure that as many stakeholders as possible share in the benefits. Therefore, in the

process of planning and development, it is essential to have active participation from different types of groups and institutions to seek their insights and to incorporate them into the development program. Waterfronts have multiple uses and, therefore, are likely to be of interest to and involve a variety of stakeholders. If the interests of various groups are to be incorporated into development plans leading to greater support, then stakeholder involvement should occur and, ideally, partnerships among stakeholders should be established. A multi-stakeholder approach for waterfront development could make a substantial contribution not only to the concepts and theory of user-centered designs but also to its practice, including appropriate strategies and methods. Waterfront development in Manado, Indonesia has been extensively and urgently expanded. The waterfront area is designated as a centre for business, leisure, lifestyle and various tourism needs and activities. However, urban tourism development provides many challenges for Manado City if urban tourism is to be planned and developed in a sustainable manner. The waterfront development has raised growing criticism and high concern from various parties, such as environmentalists, NGOs, and academics regarding shoreline revitalization, particularly the creation of new land for waterfront development. Therefore, it is important to critically review what has been done in terms of protection and improvement of the environment leading to sustainable development. The forms of urban-based tourism in Manado require further studies in order to understand the phenomenon and the complexity of urban functions which will influence tourism development in the area. Waterfront development, as a part of urban tourism, has been adopted to support the growth of the city. Heavy investment by the local authority in providing infrastructure for tourism facilities, including through the development and redevelopment of the waterfront, requires integrated planning for the overall urban tourism development in the area and integration with broader urban development concerns. As waterfront development achieves greater importance in urban setting, tourism will most likely expand its roles in the enhancement of waterfront development functions

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