

URBAN TOURISM PLANNING FOR WATERFRONT DEVELOPMENT THE CASE OF MANADO, INDONESIA

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ABSTRACT

North Sulawesi is a province with a large area, comprising of land, sea areas and islands in northern part. The combination of land and sea in this province results in a special natural potential such as coastal areas with beautiful panoramas, a wealth in sea ecosystem, a wealth in coastal society cultures, a city with mountainous panorama, lakes and others that become the reliance of tourism of North Sulawesi Province. Among the existing tourism potential, marine tourism is seen as the prime tourism in the area. The Bunaken National Park which is well known even abroad for its variety of sea ecosystem and beautiful corals becomes the main attraction for marine tourism in North Sulawesi. Dominating the objectives of foreign tourists to visit North Sulawesi, in Particular Manado City is to enjoy diving in the Bunaken Sea Garden. With the abundant ocean tourism potentials available, the government of North Sulawesi is giving special attention in developing tourism sector as stated in the MSTDP (Medium-short Term Development Plan). 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 as a waterfront city is the host who is responsible for promoting tourism of the area particularly its marine tourism. However, looking at the present condition of Manado as a waterfront city, it is surrounded by urban problems, such as garbage, city drainage, slump area, traffic jams, social and human resource problems. Besides, the facilities and infrastructures supporting tourism activities are not well managed yet. For its urban tourism, Manado City does not have representative location to become the center of services for marine tourism development. This research highlights the environmental planning for a waterfront city which involves various stakeholders such as government, local community and private sector. From geography point of views, basic human relationship between people and the environment is mostly discussed as it provides insights into environmental problems and helps to manage natural resources more effectively. This helps to use practical skills and processes a wide range of information of the study area as a waterfront tourism city. This research heavily reliance on fact gathering which mixed the technical and interpretative approach. Qualitative approaches such as grounded theory, case study and narrative research are mainly used. Data collected is conducting questionnaire surveys and studies of the impact of major construction works such as shopping centers and malls along the waterfront city of Manado. This in turn explains how nature and society interact.

Key words: *waterfront, urban tourism planning*

INTRODUCTION

Tourism planning for mid-sized cities in the less developed countries is undertaken to guide tourism development. However, there appear to be defects in the planning approaches that are adopted. One is that inadequate attention is often given to the waterfront as a location for tourism uses. The Manado Waterfront Development (MWD) in Manado, Indonesia, is an example of tourism development in a mid-sized city in a less developed country. Tourism planning should draw upon the views of decision makers in the public and private sectors to arrive at decisions that promote their common goals. However, collaboration and cooperation among stakeholders are often neglected. Tourism planning processes can allow for the involvement of stakeholders in the formulation, adoption and implementation of decisions (Yuksel *et al.*, 1999). Increasing emphasis is being placed on tourism planning that involves the multiple stakeholders that are affected by tourism, including residents, public authorities

and business interests, so that they may collaborate to develop a shared vision for tourism (Jamal and Getz, 1995; Ritchie, 1993). Collaboration and stakeholder engagements should ideally occur throughout the planning and development program, including in waterfront development. However, this does not often actually occur so that sub-optimal results are achieved.

THEORETICAL UNDERPINNINGS

Approaches to tourism planning

Getz (1987) stated that planning is a process which seeks to optimize the potential contribution of tourism to human welfare and environmental quality. Murphy (1985:156) argued that planning is concerned with anticipating and regulating change in a system, to promote orderly development so as to increase the social, economic and environmental benefits of the development process. The main thrust of this argument is that tourism planning should be able to reduce negative impacts and increase the benefits to the destination, including the local community. From an economic point alone, tourism planning provides an opportunity to design concepts and frameworks with the potential to increase the economic benefits gained from tourism. However, economic-oriented planning and development are likely to create conflicts of interests with advocates of sustainable tourism development. In recognition of this, Moughtin (1996) proposed four principles of sustainable development: a future orientation, attention to environmental matters, equity and participation within the context of a planning and development issue. A balance should be achieved economic growth and environmental quality. Wall (2003) is critical of the existing tourism planning literature. He contends that 'true tourism planning is a virtually impossible task. The tourism system is complex, involving multiple origins and multiple destinations that are linked by multiple pathways, catering to the needs and desires of diverse and highly competitive markets and operating at a variety of scales from the global to the local. It is not possible to address all of these complexities within the compass of a single plan' (p.3) Therefore, he argues, most of what is called tourism planning is actually the planning of destinations. Gunn (1988) listed a number of assumptions regarding the value of and approaches to tourism planning : (1) only planning can avert negative impacts, although for planning to be effective all actors must be involved and not just professional planners; (2) tourism is symbiotic with conservation and recreation and not a conflicting use with incompatible objective or effects that cannot be reconciled; (3) planning today should be pluralistic, involving social, economic and physical dimensions; (4) tourism planning must be strategic and integrative; (5) tourism planning must have a regional planning perspective: because many problems arise at the interface of smaller areas, a broad planning horizon is essential. In practice, many tourism planners and professionals may find it difficult to employ Gunn's suggestions when undertaking tourism planning projects due to the existence of various constraints and conflicts that differ from the values and approaches that he proposed.

Urban tourism planning

Interest in urban tourism planning, according to Ashworth (1989), emerged in the 1970s as a defensive approach when tourism was seen as a danger to the quality of life in the city. However, the economic decline of cities in the UK, Western Europe and Northern America in the late 1970's highlighted the role of tourism as a catalyst to boost the economic development of urban areas and tourism came to be considered an important urban function. Tourism and urban regeneration started to become important activities and received greater attention in the 1980's related to the problems that existed in the city (Ashworth, 1989; Law, 1991). Tourism was viewed as a mean to address the changes of city functions and then was expanded to become a principal sector in the city economy. Ashworth (1992) proposed two conditions which showed the complexity of the relationship between urban features and tourism functions in creating urban tourism. First, the intrinsic characteristic of cities as a settlement type shapes tourism or leisure activities where urban tourism emerges. Second, the tourism and leisure functions also shape important aspects of cities. Moreover, cities are

places where various major facilities such as transport, hotels and event facilities are located. Wall (2006) argued that complexity, which is inextricably melded into the nature and structure of urban tourism, gives rise, at the same time, to many challenges and opportunities. The complexity of the relationships between cities and tourism has been discussed increasingly from various perspectives such as geography, urban planning and tourism disciplines (Jansen-Verbeke, 1986, Ashworth, 1989, 1992; Law, 1991; Page, 1995). Primary elements include activity places such as cultural, sports and amusement facilities and leisure settings with a variety of physical and socio-cultural characteristics. Secondary elements provide services and include accommodation, food and beverage, and various forms of shopping opportunities. The conditional elements of the urban tourism product are ancillary goods and services consisting of infrastructure, such as transportation, and information for tourists. Rehabilitation for tourism was seen as one way to revive declining industrial areas in the western world. Tyler and Guerrier (1998) stated that urban tourism, especially in larger cities that are already well-known nationally and internationally, can suffer from a lack of focus for it may not be clear exactly why tourism is being developed. Most urban tourism investments have been located in relatively more developed western and southern regions and often in ecologically sensitive coastal areas.

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. Urban tourism has often been viewed separately from other land uses and physical planning. However, towns and cities have rapidly changed and developed as tourist attractions. Therefore, land use planners, including planners of urban tourism, have become concerned with environmental and economic issues during the planning process. Hall (2000) argued that land use planning concerns within an ecological emphasis, such as environmental problems, have come to be defined in terms of human-environment relationships. Tourism is often considered as a challenge to the sustainability of urban environments, just as it is within wilderness and rural environments (Hinch, 1996). Tourism entrepreneurs, planners and researchers have readily adopted the rhetoric of sustainable development as 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs' (World Commission of Environment and Development, 1986: 43). Therefore, planners should address the need for sustainability.

Waterfront development

In spite of the discussion of issues of waterfront development in the city planning literature, very few and mostly imprecise definitions of the waterfront have been offered. Few academic studies clearly define the boundaries of the waterfront. A website glossary defined the waterfront as the area of a city, such as a harbour or dockyard, alongside a body of water

(<http://wordnetweb.princeton.edu/perl/webwn>, accessed 12 Oct. 2010). In spite of much discussion concerning waterfront development in the urban planning literature, few clear definitions of the waterfront exist. Few scholars have defined waterfronts precisely. Breen and Rigby (1996) consider the bay, canal, lake, pond and river, including man-made water bodies, under the generic term 'waterfront'. The Coastal Zone Management Act (CZMA) of the United States, section 306A (a) (2) defines the term "urban waterfront" or port as: "any developed area that is densely populated and is being used for, or has been used for urban residential, recreational, commercial, shipping or industrial purposes" (Goodwin, 2008). McGovern (2008) pointed out that the waterfront in Philadelphia is situated at the edge of the city centre and adjacent to a refurbished historic district and serves as a centre of commerce, tourism and recreation. The specific nature of waterfronts provides unique characteristics for urban development (Malone, 1996). Waterfront development often is expensive, requires much investment and, therefore, involves large outside investors (Amin and Thrift, 1992). However, challenges may arise in the operational stages due to the high degree of dependency on such business operators causing the government and other public' authorities to weaken their position as the development process proceeds. Then, the development may meet business and commercial purposes while protection of the environment and natural resources may be neglected. In contrast to definitions of waterfronts, the history of waterfront development is well documented. 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). In the 1970s, urban regeneration of waterfront areas emerged as an area of academic study in North America with contributions made by architects, planners and urban geographers (Craig-Smith, 1995). Ten years later, political scientists, geographers and economists fostered this area of study in Europe (Hoyle, Pinder and Hsuain, 1988).

Contributions to waterfront development literature have also emerged from the United Kingdom, waterfront development was undertaken by Urban Development Corporations or other development agencies that encouraged acceleration of redevelopment in such places. Wrenn (1983: 9) claimed that urban waterfronts in North America have historically suffered from a lack of vision and management in their adaptations to successive demands for new functions because waterfront development and growth have been disjointed and incremental, and characterized by a web of loosely-related decisions and actions by dozens of political jurisdictions and hundreds of entrepreneurs. Craig-Smith and Fagence (1995) pointed to some of the ways in which waterfront developments occurred in developed countries. First, after World War II, communities in many western countries gave attention to economic recovery and growth, including the reclamation of waterfronts for public access and as a contribution to the improvement of the quality of life. Second, waterfront development in developed countries has been linked to port development and redevelopment as in such cities as Liverpool (England), Richmond (Virginia, USA) and Brisbane (Australia). These places have had to revitalize waterfront areas due to changes in global transportation technology and markets. Waterfront renewal and redevelopment has since engaged the interest of planners, politicians and the public. It is widely believed (Amin and Thrift, 1992; Craig-Smith, 1995; Malone, 1996; McGovern, 2008) that a mixed-use approach for promoting the unique characteristics of each city and its community are one of the most powerful tools for maintaining and enhancing waterfront areas especially, those in urban settings.

The image of the waterfront

The waterfront has been a vital point for many American cities for redevelopment activity in the last few decades, presenting sites for residential towers and townhouses, hotels, shopping complexes, performing arts centres, museums, aquariums, stadiums, marinas and casinos that have multiplied on the edge of urban rivers, lakes, bays and oceans (McGovern, 2008). While many scholars have criticized waterfront images that have failed to incorporate leisure-related activities sufficiently, Fagence (1995: 153) maintains that constructive and motivational images for waterfront development can be created, in order to: (1) breathe new

life into areas which were formally derelict; (2) provide development opportunities which were not bound by commercial practices and physical plants which had become obsolete because of technological change; (3) create an ambience suited to modern development and real estate practice and encourage investment; (4) provide circumstances of competitive advantages; (5) entice the public back to the waterfront by providing facilities and amenities which captured their interest; and (6) rehabilitate a built fabric which has become derelict to restore it to productive use and to foster conservation. Kawasaki, *et al.* (1995:119) examined the images of waterfront cities by applying the semantic differential method to describe the emotional meaning of three waterside areas in Japan. This approach gave opportunities to the respondents to select their preferences among 25 pairs of items representing their ideas. The emotional meanings of the waterside area were presented as ranging from romantic to realistic and from weak to strong images. Regardless of the arguments underpinning the various reasons for waterfront development, it is evident that waterfront development, on the one hand, has been judged as a trigger factor which harms the environment and, on the other hand, it has become a commercial and promotional tool for public authorities and business operators to attract and strengthen investment opportunities along and close to the waterfront.

The waterfront as a part of urban tourism planning

Buhalis (2001) commented critically that no books that he has reviewed deal satisfactorily with tourism outside of the western economic realm. A detailed description and critical analysis of urban tourism in Asia, Africa and South America is missing and requires attention to provide a complete picture of urban tourism. He claimed that this is as a result of the lack of urban tourism research in such places. It has resulted in lack of innovation in general tourism texts in the last 15 years. Also, only a few authors of tourism texts have taken cities as the focal points of their work. Few authors have examined and discussed waterfront development as an important part of urban tourism planning. In fact, waterfronts in urban centres have great potential to: (1) attract local residents as well as tourists for repeat visits; (2) extend the re-use of heritage buildings; (3) affect the proximity of the central business district on the success of redeveloped areas; (4) link new sites with existing urban transportation systems; (5) include local residents in the benefit sharing of the success of improvement to their areas through employment, better settlements and quality of life (Craig-Smith and Fagence, 1995). More and more people are being drawn to live on the coast due to quality of life considerations. However, increased productivity stimulated by sea trade requires that the economic activity of coastal cities is overwhelmingly concentrated within a short drive of the ocean. Harbours can make a large contribution to productivity. In one of the greatest human migrations of modern times, people are flocking to giant urban agglomerations along shorelines in both developed and less-developed countries. Tibbetts (2002) stated that in 1950, New York City was the planet's only 'megacity', defined as a city with more than 10 million people. Now there are 17 megacities around the globe and 14 are located in coastal areas. Eleven of today's megacities are located in Asia and the fastest-growing ones are located in the tropics. McBee (1992) defined three types of waterfront uses to help planners determine a city's priorities: (1) water-dependent uses are those totally dependent upon the waterfront, such as marinas, ferry terminals and shipbuilding; (2) water-related uses are those that are enhanced by a waterfront location but which could also prosper elsewhere, such as resorts, aquariums, restaurants and seafood processing plants; and (3) water-enhanced uses are those, such as hotels and condominiums, that exist in many settings but can attract more patronage with waterfront amenities. Such a classification of uses may be helpful in assigning priorities in allocating land for particular uses for some uses have more locational flexibility than others.

Fuller (1995: 51) documented lessons that can be learned from the results of Alexandria's (US) waterfront revitalization efforts, particularly with respect to the underlying planning principles that were used to structure the redevelopment process, taking into account both economic and environmental aspects of development. These principles included: (1) waterfront redevelopment must be based on realistic economic potentials; (2) protecting the

waterfront's historic values and enhancing the waterfront experience for local residents and visitors is important for successful redevelopment; (3) water-related commercial activities can play an important role in preserving and increasing waterfront vitality; and (4) there is a need to achieve a balanced use of scarce land resources along the waterfront for both public and private purposes. One of the planning strategies underlying waterfront plan is that rather than create linear continuity along the waterfront, land use continuity is achieved by linking waterfront development with adjacent inland uses (Fuller, in Craig, 1995: 47). Therefore, successful waterfront development, as a part of tourism planning, must take into account more than the waterfront itself and should occur within the context of regional planning. The aim should be to bring together stakeholders (private sector, local authorities, NGOs, community members and government) to work collaboratively to encourage good practices and put in place development procedures within a system to minimize negative impacts of development and improve environmental management practices. It is also recommended to protect key areas, generate positive contributions to conservation efforts from tourism activities and support the well-being of local people.

WATERFRONT DEVELOPMENT IN MANADO, INDONESIA

Waterfront development and redevelopment are one of the most prominent environmental changes in urban coastal development. Such major initiatives offer both opportunities and challenges to economic and social policy making, as well as to environmental and natural resources management. Reclamation to create new land for economic purposes has been widely undertaken in many waterfronts in both developed and less developed countries. Massive land reclamation is occurring along the waterfront of Manado Bay, North Sulawesi, Indonesia. This is being undertaken by the local governments to boost the city's economic and social and development, with implications for the surrounding region. The area has been designated as a trade and business centre for the city residents and visitors by the project developers with strong government support. Manado, the capital city of North Sulawesi, as a dynamic city in Indonesia is attempting to increase its tourism profile through product development based on tourist demand. Tourism in Manado is generally in an expansion phase and tourism is being used as a catalyst for development. Urban tourism development in Manado has involved intensive development of tourism infrastructure. This has led to an increase in planning for tourism in the city based on existing resources and the creation of new products. There is a need to invest in tourism resources such as heritage and/or historical attractions and infrastructure in order to enhance and strengthen the tourism image, leading to a competitive advantage for the city. In addition, it will be a challenge to develop urban tourism in a sustainable manner. Therefore, further studies of urban tourism are required related to better understand the complexity of urban functions and the ways in which tourism might be developed.

Study area

Tourism has been taken seriously by the Manado City authorities and this can be seen in the initiative to promote Manado as a tourist destination. This effort has provided significant momentum for further development of the waterfront as a part of urban tourism. The local authority has invested heavily to provide infrastructure for tourism, in an attempt to place Manado as a waterfront tourism city. Waterfront development has been extensively and urgently expanded for several reasons. First, waterfront development is necessary to boost the city government program to establish Manado as a Tourism destination. Waterfront development occurs along the coastline of the city to meet the communities' various needs interests. Secondly, Manado waterfront, with its various kinds of tourist attractions, is being developed to strengthen opportunities for both tourism and other businesses. The efforts made in implementing these programs have become very obvious in the overall city development, which is focused on the waterfront. The waterfront area is designated to be a centre for business, leisure, lifestyle enhancement and tourism. The plan, which is currently being implemented, is to equip the city with various tourism facilities and to integrate these as part of the wider city development.

Waterfront development, as a part of urban tourism, has been adopted to support the growth of the city. The development and redevelopment of Manado City is currently occurring along the coastline of Manado Bay. This can be seen in the creation of new lands through infilling of the coastal waters. A variety of service and trading facilities are now spreading along the coastal boulevard, Jl. Piere Tendean. However, the waterfront development has received growing criticism and high concern from various parties such as environmentalists, NGOs, and academics, particularly the creation of new land for waterfront development. Given this critical issue, it is important to review what has been done in terms of environmental protection and the likelihood that the developments will be sustainable. On the one hand, waterfront development and the considerable tourism attraction potential attached to it have created good opportunities to gain economic benefits. On the other hand, environmental degradation has gradually increased within and surrounding the area. Thus, 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 groups and institutions to seek their insights and to incorporate them into the development program.

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 a mid-sized city in a developing country. For development purposes, Manado waterfront has been divided into three clusters that are to be developed consecutively: clusters A, cluster B and cluster C (Figure 1). 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 as described in the Manado Tourism Plan Document (2007). The Boulevard area has become the primary zone for shopping and local recreation and provides access, through the port, to the offshore islands, including Bunaken National Park. There are many buildings that are used for trade and business purposes. The spatial distributions of tourism, commercial and residential land uses overlap as can be seen in the development plan (Site Planning of Developers, 2010).

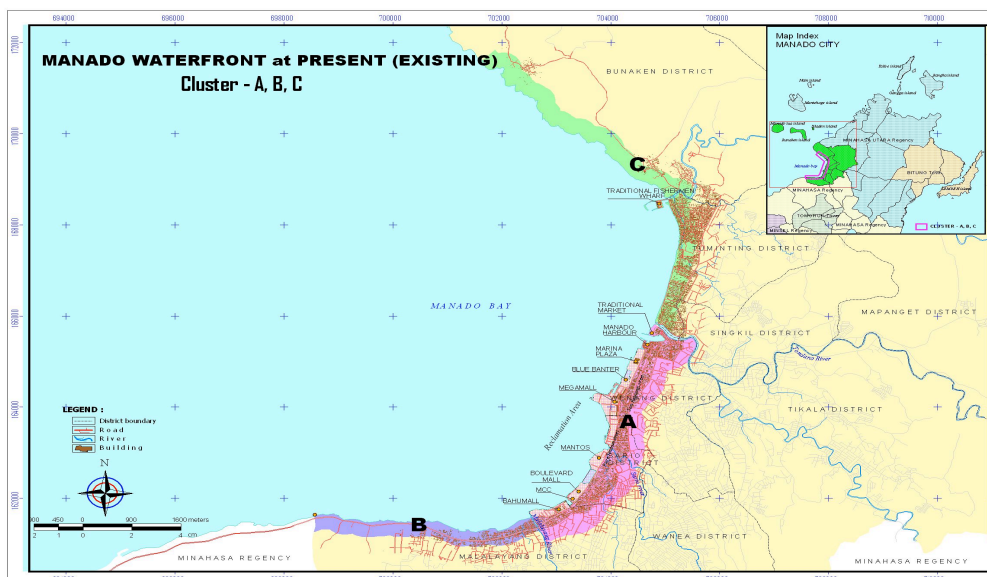


Figure 1: Cluster A, B and C of Manado waterfront
(Modified from Spatial Plan for Manado, 2010)

The area exists in the middle of the city or Central Business District (CBD) with a high level of use and a wide variety of uses by and for the local community. Furthermore, 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 Manado waterfront development. The study site within cluster A covers **Manado**

Harbour as the border with cluster C in the north, the **Manado Boulevard area**, the **Manado Convention Centre (MCC)** and the **Manado Fresh Mart** as the border zone to cluster B in the south.

Manado harbour

Manado Harbour, as a part of the waterfront development, has been redeveloped since 2007 to be Manado Tourism Harbour (MTH). The development opportunities of MTH initially underwent a pre-feasibility study that was conducted in 2006. The pre-feasibility study was undertaken to assess the opportunity of developing Manado harbour into Manado Tourism Harbour (MTH). The land area of 52,580 m² with a building area of 15,642 m² is considered to have commercial value due to the following advantages: 1) It is situated in the business area; 2) The area is surrounded by various shops, offices and a trading area; and 3) It is easily accessible. In the Regional Spatial Plan (RSP) of North Sulawesi, both the national government and the provincial government policy for sea transportation infrastructure development are described. One of the policies is the development of Manado harbour as a tourism harbour to support the development of tourism activities in North Sulawesi. The development is intended to serve the tourism flows visiting BNP and other island destinations. The sea transportation service of Manado city currently relies on the facilities of Manado Harbour. The location of Manado Harbour is strategic for several reasons:

- a. Close distance to various facilities such as: 1) Bunaken National Park as a prime marine tourism attraction of North Sulawesi; 2) An historical area including the old city property and heritage buildings; 3) Religious tourism potential, such as Ban Hin Kiong Temple in Chinatown, as a part of the cultural resources of Manado City; 4) Shopping Tourism: in additions to shopping activities in the old part of town, tourists are also able to enjoy a variety of shopping facilities in the reclaimed area now known as “B on B” (Boulevard on Business); and 5) Culinary tourism at various locations along the coastline of Manado Bay.
- b. Historically, this location has functioned as a harbour since 1917 and, technically, the area has all the necessary requirements for a harbor, namely: 1) A position that is sheltered from the open sea, protecting the stability of boats in the harbour’s pool or entering or exiting the harbour. The depth of the channel (4 meters) is suitable for within-country boats and inter-island ships; and 3) Other facilities, including warehouse and safety facilities, are present. The area was developed by the Dutch Indies government. Therefore, Manado Harbour area is an historical remnant and should be maintained because it has had an important role in the historical development of Manado City. As the only harbour in Manado City, it has had a strong role in the development of the surrounding trading area, as well as Manado city and other areas in North Sulawesi. The historical aspect is considered to have commercial value for city tourism development.
- c. MTH is an important element of Manado waterfront area. It has strategic meaning because it is a transition area from land to sea and it also has potential resources. Therefore, it should be justly and wisely managed based on the principles of integration and continuity so that it can contribute an optimal benefit to economic and socio-cultural development, as well as to avoid degradation that could occur to the natural resources, coastline and sea. MTH will require processes of planning, utilization and control of the coastal resources, continuously integrating government activities, tourism businesses and community planning among stakeholders to increase the people’s welfare.

Manado boulevard

The development trend of Manado City spatially is currently along the coastline of Manado Bay. This can be seen in the development activities in the reclaimed areas. This has implications for tourism. The development of MTH in the old harbour area complement the other tourism facilities already existing in Manado city and can become the landmark of Manado as a waterfront city. Shopping tourism with a variety of shopping facilities in the waterfront area called ‘Boulevard on Business’ (B on B) and culinary tourism at various

locations along the coastline of Manado bay are also being pursued. 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. A variety of service and trading facilities are now spreading along the Boulevard, Jalan Piere Tendean. However, the waterfront development has raised growing criticism and high concern from various parties, such as environmentalists, NGO representatives, and academics regarding shoreline revitalization, particularly the creation of new land for waterfront development and its possible environmental implications. Given this key issue, it is important to review critically 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. 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. The theme for development of the boulevard and other areas is as a lifestyle centre - as a meeting point of the city community or commuters to and from outside the city. This area has been built to be a modern place for shopping in an atmosphere with modern ornaments and a place for entertainment. It accommodates the needs and interactions among families and individuals of all ages. It functions as a modern shopping centre, and contemporary entertainment and culinary centre. Recreation is another potential use of the area that has not been exploited yet and there is also potential for urban tourism. There has been a growing amount of construction along the boulevard area, such as shopping centres, entertainment, culinary and recreation facilities, and also facilities for MICE tourism. The Boulevard area has attractive views of the island, mountain, sky and clouds with their changing formations.

Manado Convention Centre (MCC)

MICE tourism in the Asia Pacific region has been growing rapidly in the last two decades. Singapore, with its modern infrastructure, has become one of the leading locations in the ASEAN region, especially for big convention and art exhibitions. One of the competitive advantages of this country is its function as a regional and international hub that enables it to be a meeting place. Manado City, on a smaller scale, is functioning as a hub which connects regions in the eastern part of Indonesia and has been expanded to meet the needs of Pacific Rim areas. The infrastructure available, such as the Manado Convention Centre (MCC) on the boulevard (Figures 3.17 and 3.18) may enable the city to become the MICE centre of Eastern Indonesia. In 2009, MCC hosted the “World Ocean Conference” (WOC) in North Sulawesi which promoted Manado worldwide.

Manado Fresh Mart

Next to the MCC there is another zone at the border between Cluster A and B. This site, besides the shopping area at the border called ‘Fresh Mart’, has also become an important part of the Manado waterfront as it offers opportunities for water sports. Community-based sports and leisure facilities, including jet skis and parasailing are available within the area. This has introduced the community to the nature and significance of both marine sports and tourism which are integrated with commercial activities. The marine-based sport opportunity provides community members with an awareness of the diversity of marine sports and development within a tourism context. The supply of opportunities for marine-based sports activities combines natural, cultural and social attractions and special events. Next to the mall area there is a floating restaurant called ‘*Wisata Bahari*’ which serves sea food for tourists and other visitors. This is one of the favourite restaurants for city visitors. Culinary tourism combined with sport tourism within the area offers multiple opportunities for enhancing the marketing of North Sulawesi’s tourism. A well-planned and integrated

approach implemented by tourism stakeholders is urgently required to meet the need for a high standard of facilities and services for tourists.

RESEARCH FINDINGS

Manado waterfront as a part of city tourism planning

Manado was positioned as a waterfront city for it has a long coastline and the business centre has evolved in close proximity to the sea. In congruence with stakeholders' perceptions of MWD, tourism was expected to be the leading sector within the region and was considered to have an important role in city development. The respondents saw the Manado waterfront as being a key component of this : 53% of respondents strongly agreed and 41% agreed with this perspective (Figure 2). Thus, through urban tourism planning, MWD was expected to be the focus of residents' activities in support of tourism and community development.

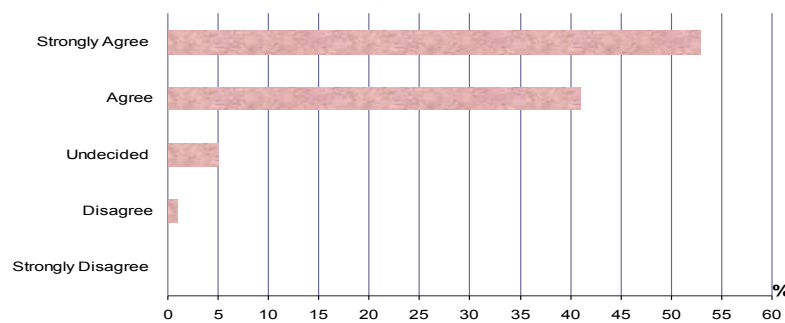


Figure 2 : The importance of the waterfront to city tourism (Survey 2010)

The aim for Manado to be a world tourism city by 2010 was predicated upon the role of tourism in MWD. This vision was recognized by residents and governments at all levels. However, the high priority of the city government to use tourism as a stimulus of regional development, through MWD, was blurred by the lack of detailed guidelines for implementation.

Table 1: Mean scores of the importance of the uses of Manado waterfront

Uses on Manado waterfront	Average Rank
Tourism port	2.38
Ferries	3.29
Public recreation	3.29
Conference facilities	4.33
Restaurants	4.42
Fish and vegetable market	5.10
Department stores and shopping centres	5.63
Hawkers and food stalls	6.56

Source: Survey 2010

Respondents evaluated the importance of various uses of the water waterfront from 1 to 8 (indicating very important to less important) and the mean scores are presented in Table 1. The scores show that respondents recognized that some activities, such as ports and ferries, require water access; others, such, as recreation and conference facilities, are enhanced by being on the waterfront, but some, such as department stores and supermarkets, do not need a coastal location. However, the latter are currently major users of the reclaimed land. The findings suggest that respondents have a reasonable understanding of what needs to be and, conversely, what does not need to be on the waterfront. It follows that the respondents have

reservations about the existing uses on the waterfront where many large buildings, including malls, limit direct access to the shoreline and restrict views of Manado Bay and the islands.

Impacts of MWD

Table 2: Impacts of MWD

IMPACTS of MWD	Strongly Disagree	Dis-agree	Un-decided	Agree	Strongly Agree	Total %
	%	%	%	%	%	
MWD as important part of city tourism	1	0	5	35	59	100
MWD improves city potentials as tourist dest.	0	3	8	31	58	100
MWD will bring more tourists in the city	0	2	13	29	56	100
MWD helps protection of land & coastal	53	22	15	5	5	100
MWD has positive impacts to local business	0	2	16	27	55	100
MWD improves local economy development	0	2	9	32	57	100
MWD increases traffic congestion	6	25	25	27	17	100
MWD creates noise, air, water pollutions	9	29	28	21	13	100
MWD creates more crowding in the area	5	23	15	24	33	100
MWD improves the appreciation to env..	31	27	28	8	6	100
MWD improves awareness on env. protection	44	24	24	4	4	100
MWD reduces people access to waterfront	7	5	10	30	48	100

Source: Survey 2010

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. Although positive impacts are being realized, negative impacts were prominent. Almost half of the respondents (48%) strongly agreed that MWD had significantly reduced public access to the waterfront. It is clearly evident that malls, shophouses and many tall buildings have been developed in the reclaimed areas and they have blocked views and limited access to waterfront.

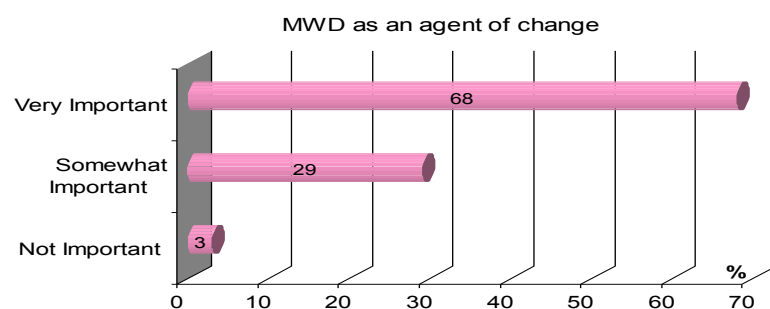


Figure 3: MWD as an agent of change (Source: Survey 2010)

Thus, the responses show clearly that MWD has increased economic benefits for the community at the cost of considerable environmental damage. Significant proportions of the respondents claimed strongly that reclamation had occurred in the absence of integrated land and coastal management (53%), with lack of awareness of environmental protection (44%), that the environment had been neglected (31%) and that crowding had increased (33%). Furthermore, MWD was regarded as being a very important agent of change by more than two thirds (68%) and only 3% said that it was not important (Figure 3). Thus, whether for good or ill, MWD was widely recognized as being important to Manado, economically, environmentally and socially. Previous studies (McBee, 1992; Craig-Smith and Fagence, 1995; Tibbetts, 2002) have revealed that waterfronts in urban centres have great potential to draw people to live on the coast due to quality of life considerations. In this way, residents can share in the benefits of improvement to their areas through employment, better living conditions and an enhanced quality of life. However, perhaps surprisingly, waterfront development is not always fully considered as an important part of urban tourism planning. This research suggested and encouraged the inclusion of MWD to city tourism planning, arguing that, in the future, Manado waterfront should be mostly for public uses and tourism and, thus, should be included as a major element in urban tourism planning. Therefore, MWD, as a part of Manado tourism planning, should take into account more than the waterfront itself. It should occur within the context of broader city regional and spatial planning. The aim should be to bring together stakeholders (private sector, NGOs, local authorities, NGOs, community members and government) to work in an integrated manner to minimize negative impacts and improve environmental management practices. Although specific recommendations have yet to be made, this research also serves as a base from which to recommend the protection of key areas to support conservation efforts and support the well-being of local people at and around the waterfront.

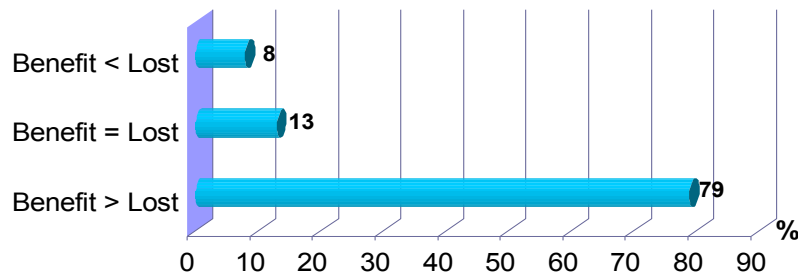


Figure 4 : Overall assessment of MWD (Source: Survey 2010)

In summary, MWD was expected to stimulate regional development in general and benefit city residents in particular. Figure 4 shows that, all things considered, the great majority (79%) expected the benefits of MWD to exceed the costs. The main motivation for land reclamation and waterfront development is economic. However, these benefits could be undermined by environmental degradation and which will likely frustrate efforts to conserve land and coastal resources. This is also likely to be the case in most waterfront developments in mid-sized cities in less developed countries where economic gains are a priority for development. In such cases, the ideals of economic viability and environmental friendliness are particularly difficult to meet at the same time. Yet, where tourism is the main catalyst for development, the maintenance of environmental quality would seem to be an important prerequisite of success. In Manado, MWD is widely and strongly perceived to be an important initiative but, in its present form, it is likely that economic benefits will be achieved at substantial environmental costs.

CONSLUSIONS

Manado has the potential to attract tourists to the urban area. 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 also in 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, further studies are needed 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 infrastructure for tourism, including 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. Waterfronts have multiple uses and, therefore, are likely to be of interest to and involve a variety of stakeholders, not only tourism interests. 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. 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.

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