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Planning Tourism on the Waterfronts: Manado Waterfront Development

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Abstract

Planning tourism on the waterfronts is acknowledged as being significant to urban tourism development. This research explores why and how tourism plays roles on the waterfront that might contribute to good practice for the planning and decision-making processes for resource and environmental management, especially for long-term waterfront planning. Various perceptions of stakeholders toward tourism roles on the waterfronts in the mid-sized city are reviewed and evaluated in the context of tourism and waterfront development in Manado, North Sulawesi, Indonesia. Tourism on Manado waterfronts in the future are assessed in a situation in which there is tension between the achievement of socio-economic benefits and the protection of environmental quality. This research involved a mixed methods approach, combining quantitative and qualitative research techniques. Fieldwork comprising questionnaire surveys, interviews and on-site observations were used to provide evidences of waterfront development in Manado. The questionnaire surveys were coded and analyzed using The Statistical Package for the Social Sciences (SPSS). It was used to calculate descriptive statistics, such as frequencies and means; to generate cross-tabulations; and to prepare graphs. Likert scales were used in the questionnaire, with possible scores from 1 to 3, and 1 to 5, to generate numerical indicators of the level of importance that respondents attached to their responses. Interviews were conducted to ascertain the involvement of the respondents and how they assess the impacts of Manado Waterfront Development (MWD). This is crucial to get first-hand information about the process of MWD. Observational data were also recorded for this research and was used to document the physical setting and the developments that had occurred up to the time that the study was undertaken. This research found that the main purposes of MWD is to create socio-economic advantages both for city residents and the region in which the city is located. MWD has greatly influenced the coastal areas and environmental modification is unavoidable. However, in the case of Manado, waterfront development is being achieved at considerable environmental costs. In a developing country which places economic gains as a priority, the tangible benefits appear to exceed the apparent costs in the short term. However, for the long term, the maintenance of environmental quality is very important.

Key words :Planning, waterfront developemnt, tourism

1. Introduction

Waterfront development in Manado has massively expanded the economic opportunities that are urgently required in less-developed countries. However, such development is occurring at the coast of adequate environmental protection. The study provides evidence of the links between waterfront development and tourism planning in a mid-sized city in a less-developed country. Governments and Manado waterfront developers expect high returns from MWD through increasing local revenues and a stronger regional economy. 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. However, the sustainability of the development is debatable. A stronger economy, increased incomes and wider job opportunities are widely acknowledged, but an enhanced quality of life for local people is not yet certain, especially if environmental degradation continues. MWD has greatly influenced the coastal areas and environmental modification is unavoidable. However, in the case of Manado, waterfront development is being achieved at considerable environmental costs. In a developing country which places economic gains as a priority, the tangible benefits appear to exceed the apparent costs in the short term. However, for the long term, the maintenance of environmental quality is very important.

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2. Selection of the study area: Manado Waterfront

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: 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, 2003). 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. One of the fishers said during an interview that the area was the place where the family made a living a few years ago but it has now developed rapidly (personal communication, 20 June 2011). 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. Division of Manado Waterfront into Cluster A, Cluster B and Cluster C is shown on the map on figure 1.

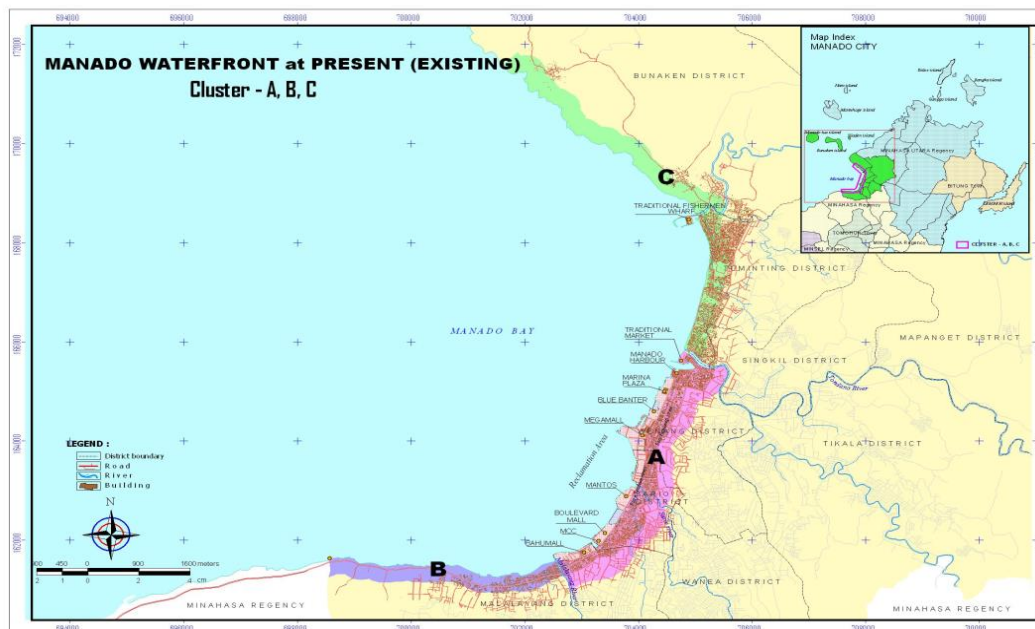


Figure 1: Cluster A, B and C of Manado Waterfront

3. Manado Waterfront now and planning for the future

The City Planning of Manado Tourism for 2005-2016 recorded the declaration of Manado as a 'World Tourism City in 2010' with 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. Waterfront development 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 (Figure 2). 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.

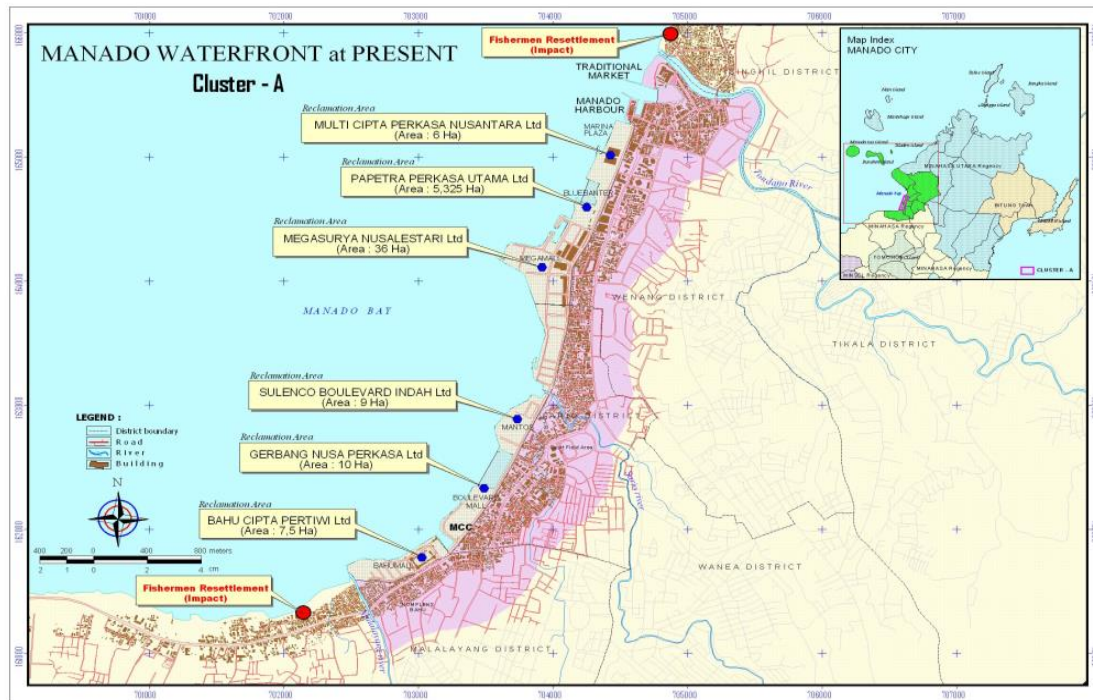


Figure 2: Cluster A of the Existing Manado Waterfront (2011)

Waterfront development in Manado is undertaken with a main purpose to attracting investors and tourists while providing leisure and recreation sites for locals. It is envisioned that Manado waterfront along with its marine tourists sites within the region will ultimately modeled the well developed global waterfront cities.

City for Tourism, the existing plan; Tourism has been taken seriously by the Manado City authorities and this appears in the initiative to promote Manado as a 'World Tourism City in 2010'. 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. Related to the concept of Manado to become a tourism city, products, attractions and supporting facilities should also be developed. There have been efforts to begin with the infrastructure development such as Manado Tourism Harbour (MTH) to serve the needs of marine tourism transportation for good and passengers to island destinations.

Plan after Boulevard 2; Despite the environmental sentiments, there is no doubt that rapid development and operations of the trade and business along the Manado waterfront has caused significant detrimental environmental impacts. The construction of boulevard 2 has started by some of the developers to facilitate the requirement for reclamation agreement where each developer should have done the boulevard 2 when they finished their operating projects. This become a formal agreement and perceived as a legal requirement for the inclusion of the project. The increased concerned on Manado as a city for tourism resulted in the demands for improved facilities and infrastructures to serve the tourists. Boulevard as the main road both existing and the boulevard 2 planned are improved, parking lots large, restrooms and recreation facilities attached to Manado waterfront should be added. An agreement was reached by all developers to construct the boulevard 2 to link each other when they finished the initial projects. A number of people were interviewed for the plan after boulevard 2 of Manado waterfront (Figure 3). Recommendations are proposed and several detailed ideas of the plan for Manado waterfront in the future are developed in another research that outlined as follows:

1. Mostly for waterfront pedestrian
2. Recreation area including cycling area
3. Snorkeling area at Manado Bay Coral Reefs area which can be a Marine Protected Area (MPA) for local uses
4. Manado Tourism Harbor with supporting facilities
5. Fishermen wharf as a specific mosaic of Manado city
6. Hygiene fish market
7. Candle Monument as an icon of Manado of City
8. Traditional culinary and art center

9. Tourist Information Center as an entry point to Island Destinations (Bunaken – Manado Tua - Siladen).
10. Resorts

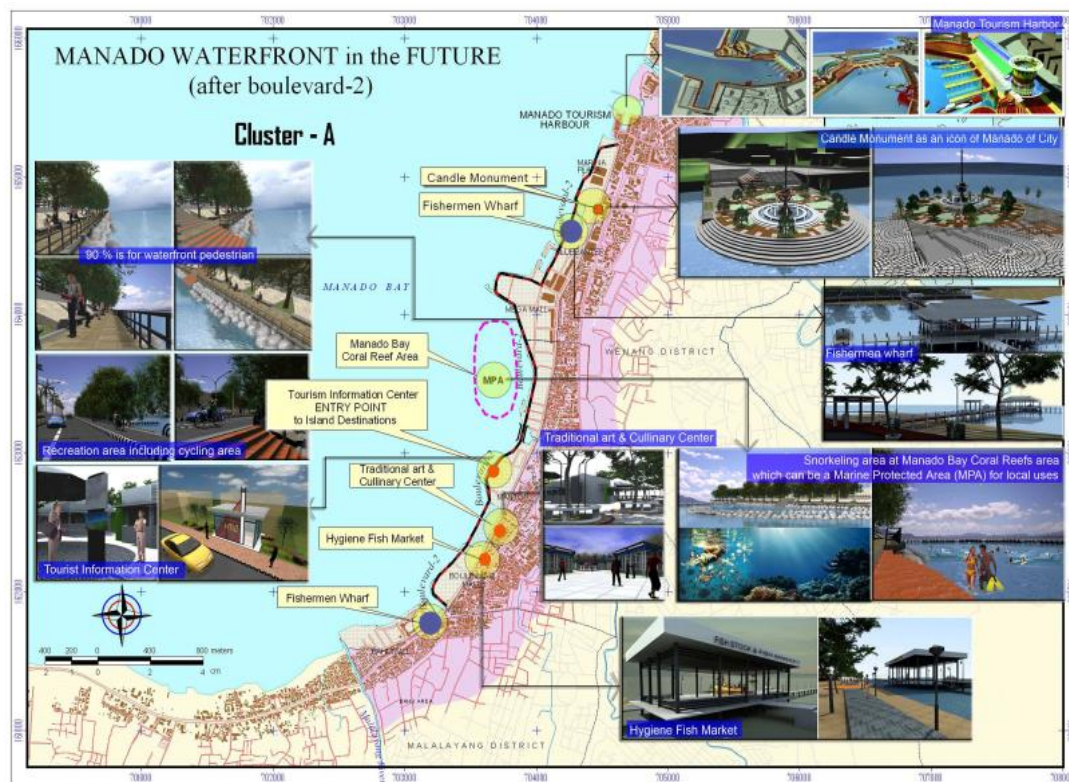


Figure 3: Plan design for Manado Waterfront in the future

4. Planning Tourism on Manado Waterfront

With respect to the proposed planning of Manado waterfront (cluster A) uses in the future, roles of tourism on the waterfront are evaluated and several important issues for planning tourism within Manado waterfront are suggested.

4.1. Strengthening leisure and recreational activities

Tourism and recreation are likely to be important components of waterfront development and redevelopments. The opportunity to develop and strengthen leisure and tourism activities on the waterfront is strong and can provide social, economic and environmental benefits for local and regional development as well as revenue gains. Fagence (1995) and Ashworth (1992) argued that leisure and tourism activities on waterfronts can become an important part of the urban setting. In MWD, especially cluster A, leisure and tourism opportunities as well as public uses to serve both city residents and visitors are expected to be substantial. Manado now needs a development strategy that integrates tourism and recreational opportunities to increase environmental benefits and enhance the well-being of the local people.

4.2. Promoting tourism product diversification

Orams (1999) examined the use of waterfronts as areas for developing marine sport tourism which he claimed to be the fastest emerging marine tourism sector. Another study (Mitra Pesisir, 2004) listed certain types of water-based sport tourism activities in North Sulawesi, including surfing, fishing, scuba diving, snorkeling, water-skiing and sailing. The evidence from the present study suggests that sport tourism activities on the Manado waterfront could include more than diving and snorkeling, thereby diversifying the offerings. This would generate economic development for the city with increased benefits to the local community. However, further studies are needed to examine the appropriate mix of such activities and facilities. Degradation of existing habitats could undermine the increasing popularity of marine sports tourism at and around the Manado waterfront.

4.3. Enhancing the city's image

Waterfront developments around the world are perceived as tools to strengthen and diversify economic activities and change the urban image to include tourism (for example, Bryfogle, 1975; Di Domenico and Di Domenico, 2007). The current study revealed that waterfront development in Manado is being used to create the image of a modern city that can attract tourists. Both the private and public sectors are being called upon to support tourism packages that are promoted through waterfront images.

4.4. Including MWD in the master plan for Manado tourism

Tourism, as an important urban function, has drawn greater attention to natural resource utilization in urban areas. A large and growing body of literature has explained the complexity of urban and tourism relationships and the need for tourism planning (for example, Jansen-Verbeke, 1987, 1992; Ashworth, 1989, 1992; Bryfogle, 1975; Law, 1991; Inskip, 1991, Page 1995; Fainstein and Judd, 1999; Wall, 2003, 2006; Di Domenico and Di Domenico, 2007). The present research suggests that community participation should be a vital element in the planning and development of Manado to ensure sustainable benefits to local people. This study confirms that Manado waterfront is positioned to manage the changes of city functions and that tourism is an essential element in the city and the regional economy. Thus, an integrated strategy for tourism planning and destination development and management is required to encourage consensus building through participation. The present study also confirms the crucial position of Manado waterfront in the city's tourism planning from social, environmental and economic perspectives. If city tourism is to progress economically and in other ways, improved tourism planning is needed to protect the shoreline and its recreational resources, increase the availability of tourist attractions and resorts, and to develop a harbour with supporting facilities that can also act as a gateway to nearby island destinations. A Tourist Information Centre (TIC), cycling opportunities, a snorkeling area, easy public access for uses such as walking, a wharf for fishing, a hygienic fish market and a traditional culinary and art centre, and the construction of a monument at the entrance as an icon of Manado city, could be used to raise awareness of Manado city and make it more attractive to both residents and visitors. This study reinforces the idea that the tourism plan for Manado city should strive for a balance between socio-economic and environmental matters. This requires that tourism not be considered only as a commercial activity but that the environmental basis for its successful development should be respected. Ideally, this should involve the local community as well as the government. Ongoing involvement from all stakeholders (private sector, local authorities, NGOs, community members and government) is vital to encourage the establishment of acceptable and effective planning and management practices.

4.5. Promoting and enhancing sustainable tourism development in Manado

Rehabilitation of waterfront settings for urban tourism has been proposed in many large cities in the western world (Tyler and Guerrier, 1998; Perdue *et al.*, 1990; Akis *et al.*, 1996; Yoon *et al.*, 2001). A well-known definition of sustainable development and its principles (World Commission on Environment and Development, 1987; Moughtin, 1996; Andereck *et al.*, 2005) suggested the goal of meeting the needs of the present without compromising the ability of future generations to meet their own needs. It is self-evident that residents' attitudes towards the environmental effects of tourism are important to this, as revealed in many studies of residents' attitudes (Sheldon and Abenoja 2001; Ko and Stewart 2002; Jurowski and Gursoy 2004; Kuvan and Perran 2005). This study did not confirm the sustainability of the MWD practices. In fact, it challenges this, particularly from an environmental perspective. However, the study does substantiate that certain groups and interests will likely benefit. Land reclamation at and around Manado waterfront not only has damaged the environment but also has removed and marginalized indigenous fishermen. The study suggests that the MWD project has not successfully balanced local, regional and global concerns for economic, social and environmental sustainability. Tourism development is viewed as an immediate initiative rather than an ongoing process that will contribute to sustainability in the long run. Waterfront tourism development is not blended into a comprehensive package so that it will add value for the environment, communities, entrepreneurs and tourists, thereby strengthening sustainability.

4.6. Accelerating the creation of competitive advantages as a tourist destination

Waterfront development offers multiple opportunities for marketing the city as a tourist destination. Previous research (Blank, 1994) has indicated that five major factors characterize cities as tourism destinations: (1) high populations, which attract high numbers of tourists who are visiting friends and relatives; (2) they are major travel nodes that serve as gateways or transfer points to other destinations; (3) they are focal points for commerce, industry and finance; (4) they possess concentrations of services such as education, government/administration centers and healthcare services; and (5) they are places that offer a wide variety of cultural, artistic and recreational experiences. This research shows that although it is intended that MWD will strengthen the city's tourism, it is unlikely that tourism activities and facilities on the waterfront are being

developed to meet international standards. Lack of innovation will hamper the development of competitive advantages of Manado as a tourist destination. In fact, this theme has not been adequately explored in the plans. It is necessary that Manado, as a waterfront city and tourist destination, should strive to differentiate its products from those available in other places. Since tourism is expected to play an important role in MWD, stakeholders should assist in maintaining its attractiveness to both tourists and local visitors. This will require partnerships between the public and private sectors in order to better coordinate tourism development by improve the efficiency and effectiveness of marketing efforts while providing an opportunity to establish a stronger and more unified identity reflecting the uniqueness of the Manado waterfront. It is suggested that the competitiveness of Manado can be enhanced by devoting greater attention to the abundant marine tourism potentials, especially the islands, and high level of diversity which is located closed to the city centre. This can be supported by Bunaken National Park which can be reached in only one hour by boat. Thus, a competitive advantage can be created for Manado as a mid-sized city waterfront tourist destination.

4.7. Stimulating local business around Manado waterfront

Numerous studies (Andriotis 2005, Ioannides 1995; Squire 1996) have shown that tourism generates employment and income for residents of destination areas. It is also often perceived as being a means of heritage and environmental preservation, as well as a stimulus for the creation of infrastructure, inter-cultural communication and even political stability. This research confirms these things by showing that business has increased around the waterfront, promoting economic development and employment in the city, including MICE tourism, shopping centers, malls, housing, restaurants, resorts, taxis and parking services, thus improving the quality of life. Commercial, residential and recreational activities on the Manado waterfront may be the trademarks of the urban character of the city. Profitability of businesses around Manado waterfront can be increased, strengthening both the local community and the economy. This will require the provision of customers with a high standard of service performance, including a commitment to continued improvement, retaining a highly skilled workforce, having a team-based management structures, adopting innovative technology and focusing on customer needs.

4.8. Increasing the integration between land and coastal areas within Manado Bay

Land reclamation in coastal cities with limited flat land has raised conflicts among many stakeholders. Rapid changes take place on the waterfront to create a new urban setting and tourist attractions. Pressures on coastal areas arising from tourism require the attention of land use, coastal and urban tourism planners. Integrated planning is required with respect to environmental and economic issues. Previous studies (Harrison and Price, 1996) have shown that social and economic benefits are counterbalanced by congestion and costs arising from land use competition, as well as the degradation of habitats. The MWD study supports previous research findings that suggest that tourism concerns should be addressed through an ecological approach in order to deal with environmental problems in terms of human-environment relationships. MWD has failed to employ an effective plan to develop the coastal areas and has neglected to address negative impacts. Manado tourism planners have not taken into account adequately the multiple sectors that use the waterfront environment and their relationships to both land and water, and how these are interconnected. While tourism is important on the Manado waterfront, it is a challenge to the sustainability of the urban environment in its uses of the land and water in coastal areas. This study confirms that MWD has failed to integrate land and water uses adequately within Manado Bay. All parties involved in the MWD program should be highly concerned with the adoption of sustainable development practices.

5. Tourism and Manado Waterfront Development

For the study purposes, respondents filled in the questionnaire and returned it either directly or by mail using an attached envelope. Data management and analysis were performed using the Statistical Package for the Social Sciences (SPSS). The research results from questionnaire are as follows:

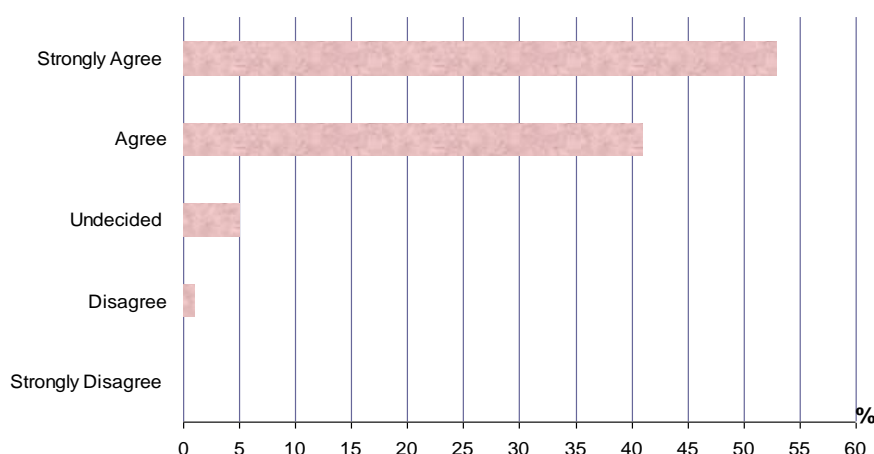


Figure 4: The importance of the waterfront to city tourism (Survey 2011)

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 4). Thus, through urban tourism planning, MWD was expected to be the focus of residents' activities in support of tourism and community development. 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 2011

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. 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%).

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 destination	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 environment.	31	27	28	8	6	100
MWD improves awareness on env.ment protection	44	24	24	4	4	100
MWD reduces people access to waterfront	7	5	10	30	48	100

Source: Survey 2011

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.

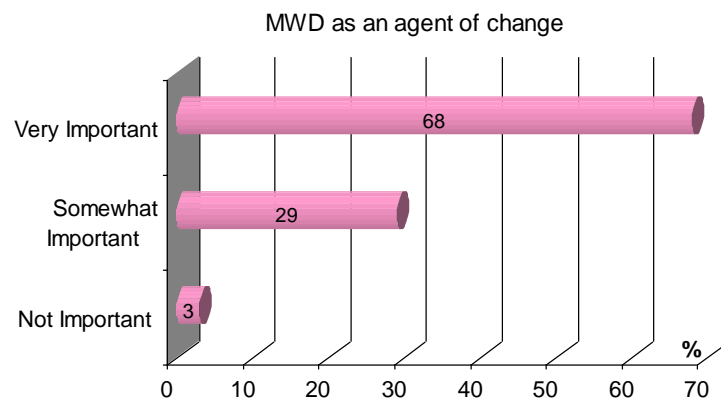


Figure 5: MWD as an agent of change (Source: Survey 2011)

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 5). Thus, whether for good or ill, MWD was widely recognized as being important to Manado, economically, environmentally and socially.

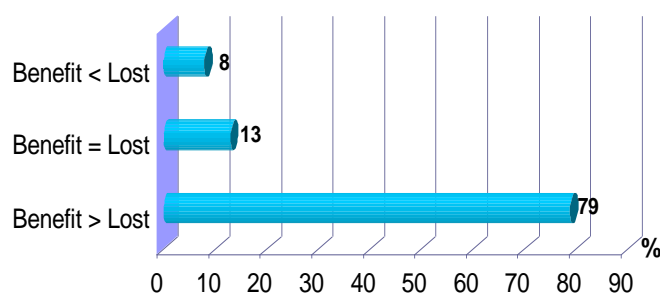


Figure 6 : Overall assessment of MWD (Source: Survey 2011)

In summary, MWD was expected to stimulate regional development in general and benefit city residents in particular. Figure 6 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 pre-requisite 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.

6. Conclusions

The waterfront development in Manado is being used to strengthen the image of the city and as an asset to attract tourists and increase the recreational opportunities for visitors and residents. While Manado authorities have identified their jurisdiction as a waterfront city for it has a long coastline, it is somewhat different in practice. The construction close to the shoreline (which continues to move seawards with land reclamation) of tall buildings, such as malls and shop houses, has blocked views of and access to the sea. This has occurred even though MWD has been considered to be an important part of city tourism planning and tourism is expected to be the leading economic sector within the region. Tourism around the Manado waterfront is expected to be an important part of Manado's image and Manado was declared to be a world class tourism city in 2010 by the government. This vision was widely accepted locally. In terms of sharing in the benefits of MWD, it is widely perceived that it will enhance business and tourism which will benefit the city and the community as a whole. In Manado, land reclamation has occurred rapidly and on a massive scale. The area has been designated as a centre for business, commerce, leisure and various tourism activities. However, there are many challenges for urban tourism if it is to be planned and developed in a sustainable manner. The land reclamation and subsequent developments have been the objects of much criticism from various parties, such as environmentalists, NGOs and academics. Therefore, it is important to review what has been done in terms of environmental protection and enhancement in the context of sustainable development. Measurable indicators must be employed in the monitoring program as assessment tools to indicate what has been achieved and to underpin future directions. Tourism is not a sector that can stand alone. Rather it interacts with many other sectors. Therefore, a holistic and integrated approach to tourism planning and development is required. If tourism is a development priority, then the policies for other sectors should take into account their implications for tourism. This will require new ways of thinking. The government should put in place decision-making and policy mechanisms that better accommodate the requirements of the tourism sector. Careful planning and strict regulations are required to minimize negative impacts that could, ultimately, undermine the environmental qualities on which much tourism is based. The area will need to accommodate local recreational as well as tourists' needs if local resistance is to be avoided. This should involve: 1) the empowerment of local groups to take initiatives that are in the interests of the community; 2) the strengthening of local infrastructure relevant to tourism development; 3) the coordination of public and private sector activities and resources; 4) the provision of training and outreach programs for the local community, individuals and business operators to create an atmosphere that is conducive for participation; 5) the management of funds with transparency and accountability; and 6) Human Resource Development (HRD) programs that are required to meet the service expectations of international markets.

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