

# Evaluating Waterfront Uses for Tourism and Recreation with Acceptance to Changes: The Case of Manado Waterfront Development

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**Abstract**—In the modern era of increased leisure and recreational activities and increased environmental and heritage concerns, many of the world's major waterside cities have been redeveloped to meet conservation, recreation and tourism goals. Several attempts to transform the city from a single economic base to a more diversified one involve strategies not simply of diversifying its economic potential, but also of changing the city's industrial image and replacing it with a new vibrant one. The key issue in this study is that the waterfront development is being undertaken to make the city a pleasant place to visit and to stay, which is attractive not only to tourists but also for the local residents. Tourism and recreation are likely to be important functions of waterfront development and redevelopment. However, waterfront development is always improved for economic reasons while massive changes involving land reclamation that changing coastal environment functions from a demand side became a priority. The waterfront development in Manado, Indonesia, is an example of tourism development in a mid-sized city in a less developed country. This study is aimed to identify common issues in the development and redevelopment of Manado waterfront for tourism and recreation and an acceptance to changes as a consequence of development. The most usual case in the creation of leisure-related activities in waterfront areas is that the waterfront provides opportunities not available elsewhere where leisure activities may flourish and be enhanced. Perhaps one of the major concerns regarding waterfront development and redevelopment for coastal cities is that such developments become very significant and, in fact, they are the main common attribute of coastal cities. This study involves questionnaire survey on the field and on-site observations to provide evidences of waterfront development in Manado, Indonesia. This study confirms that a close relationship with discussion of the recreation and tourism developments has contributed to the changes of the waterfront environment. One question that needs to be addressed, however, is whether an increased demand for the urban waterfront to provide tourism and recreational opportunities will also continue to increase the range of future benefits to the environment and the local community within the areas. This has challenged both private and public sectors and other involved parties to enhance the role of recreation and tourism in waterfront development with a serious attention to both the economy and the environment as well.

*Key words-waterfront uses; tourism; recreation; development*

## I. 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 MSA, 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. 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. Successful multi stakeholder engagement practices can enhance awareness which, in turn, can be used to increase the support of various stakeholders and, thereby, enhance benefit-sharing. Greater involvement of multiple stakeholders in Manado Waterfront Development would be expected to enhance their willingness to accept the changes to a broad range of development issues such as tourism development, environment protection, social stability and the economy, leading in the direction of sustainability. This is relevant to the main purposes of Manado Waterfront Development (MWD) which 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.

## II. THEORETICAL REVIEWS

### A. Waterfront Development

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. 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.

#### *B. Waterfront Development and acceptance to change*

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 Husain, 1988 in Craig-Smith, 1995).

Contributions to waterfront development literature have also emerged from Australia (Thorne *et al.* 1987;

Bradbourne, 1989) where the international nature of the waterfront revitalization processes was traced. Redevelopment of waterfront areas in the United States began in the late 1950s under the Urban Renewal Program. In 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.

According to Goodwin (1999), waterfront revitalization is a process that begins with the desires of a community to improve its waterfront and that proceeds through a series of planning steps and public review to adoption of a waterfront plan. Implementation of the plan involves public and private actions, investment decisions, and developments which occur, ideally, in a coordinated fashion. He also presented typical elements of physical changes resulting from waterfront revitalization: "Dilapidated structures are razed, infrastructure upgraded, and land parcels assembled for private development. Normally, public walkways and viewpoints, and waterside improvements such as visiting vessel floats or docks, are installed. Leased space is rented in new or refurbished buildings; townfolk and visitors discover a new amenity at their backdoor; pedestrian counts rise and new businesses respond to the market opportunities they present" (Goodwin, 1999: 241).

Waterfront developments were a key feature of urban redevelopment in the 1980s as the revolution in shipping made former connections with port lands redundant. Much waterfront land was previously cut off from public access, and dock walls and buildings obscured the view of the

water, but access and land could potentially be reclaimed for the community (Law, 1994). To a certain extent, land reclamation has become a solution for waterfront development in locations with scarce flat coastal land resources.

### C. Waterfront uses for tourism and recreation

Waterfront development has multiple uses, creating new economic activity, redeveloping historic areas, improving waterfront recreation and restoring and protecting natural resources. Chang *et al.* (2004) highlighted reasons why Singapore waterfront developments are undertaken: for attracting tourists and positioning the city as a global hub, while providing leisure sites for locals. The authors examined important multiple functions of waterfront development as follows: (1) aspects of business (ownership of businesses and entrepreneurship); (2) clientele (public participation and patronage), and (3) identity (place themes) as specific sites of global-local intersections. This study eventually argued that appreciation of the interplay of global and local forces, at times conflicting and at other times negotiating with and even accommodating one another, is crucial to understanding the waterfront development purposes.

Waterfront development objectives have been examined in the literature. Wrenn (1983) and Craig-Smith and Fagence (1995) drew attention to various motivations for waterfront development, such as: (1) provision of public access to the waterfront; (2) improvement of the image of neglected waterfront areas; (3) achievement of economic regeneration by breathing new life into such areas; (4) opening the city to the sea for people and leisure uses; (5) preserving historic buildings; (6) creating a waterfront residential community; (7) increasing the number of city visitors and attendant facilities and accommodations; and (8) strengthening the city's economic base, attracting private investment, increasing employment and increasing municipal revenues. Therefore, the priority of waterfront development strategies is not only recreation and leisure for tourism but involves the multiple uses that not only create environmental, social and economic changes over time but also offer the best opportunities for success. In the modern era of increased leisure and recreational activities and increased environmental and heritage concerns, many of the world's major waterside cities have been redeveloped to meet conservation, recreation and tourism goals. Craig-Smith (1995) claimed that there is little doubt that recreation and tourism can be used as a catalyst for redevelopment, but there may be concerns when tourism and leisure are used as the only purposes of redevelopment. He suggested, therefore, that the future of waterfront revitalization efforts should be to generate self-sustained economic growth by building new and permanent markets as fundamental programs in redevelopment strategies. Several attempts to transform the city from a single economic base to a more diversified one involve strategies not simply of diversifying its economic potential, but also of changing the city's

industrial image and replacing it with a new vibrant one. A study of the work of the Dundee Project by Di Domenico and Di Domenico (2007: 327) indicated that the aim was to establish the city as the 'City of Discovery' in order to change its image for the better, to transform its economy from a manufacturing base to a modern one and to put the city on the tourism map. The key issue in this study is that the waterfront development is being undertaken to make the city a pleasant place to visit and to stay, which is attractive not only to tourists but also for the local residents.

There are many common issues in the development and redevelopment of waterfronts for tourism and recreation. The most usual case in the creation of leisure-related activities in waterfront areas is that the waterfront provides opportunities not available elsewhere where leisure activities may flourish and be enhanced (Fagence, 1995: 143). Perhaps one of the major concerns regarding waterfront development and redevelopment for coastal cities is that such developments become very significant and, in fact, they are the main common attribute of coastal cities.

One key issue is that tourism and recreation are likely to be important functions of waterfront development and redevelopment. Serious attention is required to support cities with waterfront development to apply information technologies, and to globalize and internationalize the cities as tourist destinations. This has challenged both private and public sectors and other involved parties to enhance the role of recreation and tourism in waterfront development. This issue has a close relationship with discussion of the recreation and tourism developments which contribute to the image of the waterfront cities. One question that needs to be addressed, however, is whether an increased demand for the urban waterfront to provide tourism and recreational opportunities will also continue to increase the range of future benefits to the environment and the local community within the areas.

### III. METHODS

This research involved a mixed methods approach, combining quantitative and qualitative research techniques. Fieldwork comprising questionnaire surveys 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. The research question is explored through a case study of Manado, North Sulawesi, Indonesia. 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 research focuses on the case of waterfront development in Manado, Indonesia. The study examines the MWD program, process and the people involved in the project. City governments of Manado have introduced waterfront development to the public over a period of almost two decades. Since 1992, a vision has existed to establish Manado as a waterfront city to attract tourists and visitors to the area. As a part of that program, the city government declared the vision for Manado to become a world-class tourism city in 2010. The city development program was reinforced by the achievement of the green and clean city award in 2002 and 2007 from the central government.

*A. Selection of the study site and justification*

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). Cluster A 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. 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). Division of Manado Waterfront into Cluster A, Cluster B and Cluster C is shown on the map on figure 1.

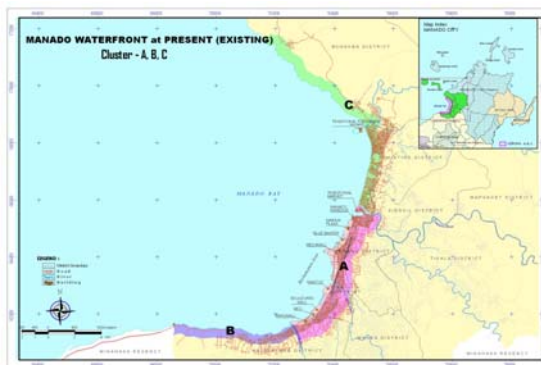


Figure 1: Cluster A, B and C of Manado Waterfront (Author, 2012)

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.

IV. RESULTS AND DISCUSSIONS

*A. Perceptions on Manado Waterfront development*

Waterfront development offers multiple opportunities for increasing marketing strategies of the city as a tourist destination. Tourism can stimulate local business around the waterfront, promoting economic development and employment in the city, including MICE (Meetings, Incentives, Conferences and Exhibitions), shopping centres, malls, housing, restaurants, resorts, and taxi and parking services. These will have consequences for increased employment and improved quality of life. Commercial, residential and recreational components in the waterfront may be perceived as icons for urban communities and the trademarks of urban character. The profitability of businesses around the waterfront can be increased, strengthening both the local community and the economy.

The research results from questionnaire shows stakeholders' perceptions of MWD. Respondents were asked about their knowledge of MWD and how it was determined that Manado has the potential to be a waterfront city and tourist destination. Most (83%) respondents had knowledge of the development in advance of it occurring and only 17% was not informed about the program prior to the start of construction. Thus the intention to further develop the Manado waterfront was widely known: MWD had caught public attention. Thus, it is clear that the waterfront was widely recognized as being a rich resource with the potential to be used for a variety of sometimes incompatible purposes. In addition, two thirds (67%) of the respondents acknowledged the great importance of MWD to city residents and one third (32%) considered it to be somewhat important. Only 1% indicated that it was not important (Fig. 2). Thus, there was widespread recognition of the importance of MWD to the city and its residents.

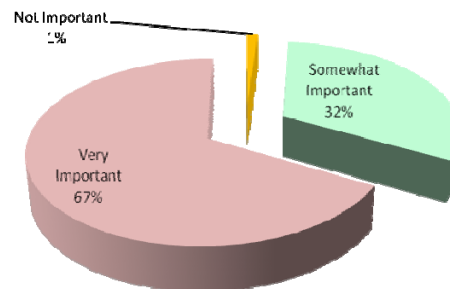


Figure 2 : Importance of MWD to city residents (Survey 2012)

*B. Willingness to accept changes as a result of Manado waterfront*

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. In the past, the majority of the Manado coastal area was accessed, used and occupied by traditional fishermen.

Figure 3 shows the physical environment of Manado waterfront where traditional fishing occurred in the past before land reclamation took place. The map shows that Manado city was mostly located along the coast and was occupied mostly by fishermen. The first governor's office was also located on the coast. Manado harbour is at the northern end of cluster A with dive spots nearby on the abundant coral reefs. The local community originally depended on these resources for their livelihood. However, as land reclamation has taken and continues to take place, the coastline has changed markedly and massive coral destruction has occurred on sites that now are devoted to trade, business and other enterprises that have been established for economic gain. Reclamation within the area has destroyed the natural environment. On-site observation and analysis of the historical development of Manado waterfront development within cluster A indicate that waterfront development has failed to incorporate environmental protection for future generations. Historically, this area supported a variety of activities that will be described in the following sections.

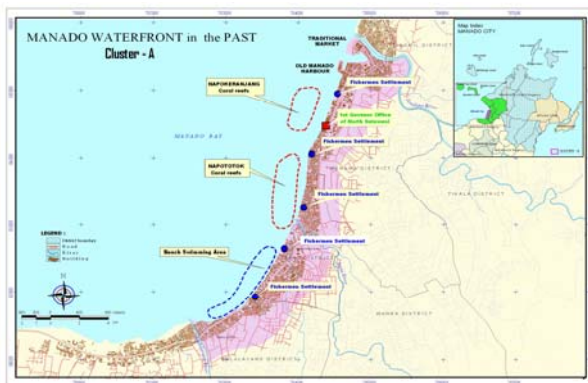


Figure 3: Manado waterfront in the past (Modified from Spatial Plan for Manado, 2010)

On-site observation and analysis of the historical development of Manado waterfront development within cluster A indicate that waterfront development has failed to incorporate environmental protection for future generations. Historically, Manado waterfront area supported a variety of activities such as:

1). *Fishing ground for traditional fishermen:* In the past, Manado waterfront was mostly used as a traditional fishing base for local fishermen. Traditional fishers in the past extensively utilized the coast and the sea to support themselves. They freely accessed the sea to fish from dawn to the end of the day (Figure 4). However, this has changed due to the land reclamation that has occurred along Manado Bay. On-site observation revealed that the fishermen have been marginalized to the extremities of the reclamation area of cluster A.



Figure 4: Traditional fishermen fishing along the Manado Coast (Photos taken by Anton, 1983)

As a result, there has been extensive criticism by the fisher society that the developers and government have failed to protect them from marginalization resulting from land reclamation. This has created issues in MWD where elites have been allowed to operate their businesses in the area while the needs of traditional fishermen, who had lived there for generations, have been ignored.

On the one hand, it has been admitted publicly that the fishermen should be protected and that their removal to an appropriate place should be facilitated. On the other hand, the city government has not had the courage or good will to discuss this issue publicly or to address the problems adequately. Land reclamation along Manado Bay within cluster A continues to expand. Debates among stakeholders have occurred regarding this for many years. No agreement has ever been reached as many stakeholders with divergent interests are affected.

2). *Leisure and recreation:* For recreational activities such as beach swimming, the Manado coast within Manado bay was also used as a swimming area for it was convenient and had warm water of high clarity (Figure 5).



Figure 5: Beach swimming area for local residents in 1990 (Photos taken by Denny, 2009)

It was a place for local people to recreate on the beach and to swim in the morning or in the afternoon while enjoying the sunset and the panoramic views of the island-mountain 'Manado Tua'. Easy access to an open beach and free swimming may have formerly been taken for granted. Threats to this might have raised the awareness of local people of the need to protect the natural environment for future generations.

*C. Changes of Manado waterfront*

Many waterfront projects have a mix of recreational, residential and commercial uses that clearly demonstrate the tremendous development potential of urban waterfronts. Probably the most significant social advantage of waterfront development is that it creates a centre for business and leisure activities that will strengthen the local community and economy. Since the land reclamation was initiated in 1991, land uses along the shoreline have changed rapidly. Many issues have resulted from the land reclamation and rapid development of the waterfront. The development has been undertaken for business and trade to promote economic benefits (Figure 6). Six developers have had a major impact on the waterfront, particularly in cluster A which is the focus of this research (Figure 5.11). They are 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 government for the City Spatial Document, 2008).



Figure 6: The beginning of land reclamation within Manado Bay in 1991 (Photos taken by Anton, 1992)

As the land reclamation area has been developed, significant environmental, economic and socio-cultural changes have occurred (Figure 7).



Figure 7: The process of land reclamation for MWD in 1992 (Photos taken by Denny, 2009)

More sites for business and trade and associated infrastructure have resulted in lost habitats and decreased environmental quality. Cluster A has developed rapidly with multiple uses that are described below.

The research result from questionnaire also shows the impacts of MWD. The general public sample expressed their thoughts regarding the impacts of MWD (Table 1). 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 1: 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. protection	44	24	24	4	4	100
MWD reduces people access to waterfront	7	5	10	30	48	100

Source: Survey, 2012

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

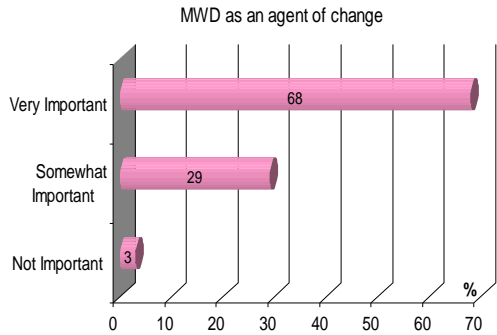


Figure 8: MWD as an agent of change (Survey 2012)

**D. Manado waterfront development for tourism and recreation**

In spite of some negative impacts, Manado waterfront development indicates have increased the incentives for development. Manado waterfront development has been widely perceived as an economic activity that may improve the quality of life through employment opportunities, economic diversity, tax revenues, business opportunities for festivals, restaurants, natural and cultural attractions and outdoor recreation. A result from desktop research of the plan documents confirms that the Environmental Impact Assessment (EIA), was used to guide the MWD project. The documents provide information on how MWD was planned initially and managed and modified in subsequent stages.

Table 2: Land uses of reclaimed areas based on EIA document

DEVELOPER	LAND USES	COVERAGE (%)
<b>PT BAHU CIPTA PERSADA</b>		
	<b>Block 1</b>	
	Hotel	24.00
	Shopping area	13.33
	Marina/jetty	0.20
	Children Play ground	13.33
	Coastal restaurant	5.33
	City park	13.33
	Alternatives road	0.80
	Sport / parking area	9.67
	Sea guard tower	20.00
<b>PT MULTICIPTA PERKASA NUSANTARA</b>		
	<b>Block 2</b>	
	Hotel	13.06
	Mall	10.31
	Restaurant	8.44
	Office	4.68
	Shops	23.63
	Recreation areas	9.77

	City park, garden	30.11
<b>Block 3</b>		
	Mall	12.30
	Office	9.80
	Hotel	12.33
	Recreation center	11.47
	City park	11.67
	Road,parking, garden	42.43
<b>Block 6</b>		
	Hotel	4.33
	Shops	2.22
	Restaurants	1.33
	Plaza	1.22
	Mall	6.67
	Rental office	2.89
	Volleyball& tennis court	10.00
	Garden / city park	18.19
	Waters sport facilities	8.67
	Road and parking areas.	42.78
<b>PT. MEGASURYA NUSALESTARI</b>		
<b>Block 4</b>		
	Ring road	9.60
	Inner area road	21.70
	City park	11.20
	Public Facility	7.20
	Building (1 floor)	32.93
	Hotel (3 floors)	1.60
	Office areas (3 floors)	5.33
	Shopping areas (3 floor)	10.53
<b>Block 7</b>		
	Rec.& water sport	8.99
	Marine tourism jetty	1.03
	Gas station	1.03
	Shopping areas	5.49
	Mall/retailing Center	1.44
	Recreation, shows	5.67
	Cineplex, Bowling	2.51
	Restaurant & Bar	1.76
	Home stay	1.89
	Office, Show room,	2.00
	Ready-build Area	1.37
	Three star hotel	2.51
	Luxurious house/villa	25.86
	Sport courts	4.26
	Local market	2.20
	Road (public/complex)	37.51
<b>PT PAPERTRA PERKASA UTAMA</b>		
<b>Block 5</b>		
	Jetty	5.67
	Café	2.02
	Plaza	0.86
	Souvenir shop	2.02
	Swimming pool	3.00
	Diving pool	1.33
	Beach Volley	4.33
	Rock Café	2.00
	Tennis Court	2.08
	Park	3.35
	Sea guard tower	73.33

Source: EIA document analysis, 2012

Table 2 shows each developer’s planned uses of the reclaimed land according to the EIA documents. It indicates that tourism functions will become important on the Manado waterfront as each developer is expected to allocate

reclaimed land for such purposes (printed in the bold font in Table 2). This means that tourism is highly regarded by each developer for it is included in their business plans and development programs. However, field observation revealed that changes to the documented land uses have emerged as developers modified their plans to meet the needs and demands of the market (personal communication, 13 March 2010). In response to urgent proposals, the developers were more likely to serve business operators who would use or rent the land and the business properties, placing lower priority on the possible negative impacts.

Possible roles of tourism on Manado waterfront have been discussed previously. With respect to the proposed planning of Manado waterfront (cluster A) uses in the future, several important roles of tourism within Manado waterfront such as:

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. 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.

2) *Tourism product diversification:* 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.

3) *Enhancing the city's image:* Manado waterfront developments around the world are perceived as tools to strengthen and diversify economic activities and change the urban image to include tourism. 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.

## V. CONCLUSIONS

Free public access to the waterfront existed in the past and the coastal, natural environment was important to local life. At these times, pressures on the resources were less and it appears that both the local people and the local government appreciated the open access to the shoreline. The city economy was not then powered by investment in

reclamation for businesses purposes and to stimulate regional development. Traditional fishermen and the local public were important users of the resource and impacts on it and conflicts between users were few. The result of economic succession within cluster A of the Manado waterfront is a gradual development of facilities and infrastructure and associated gradual loss of environmental quality. The likely impacts of the substantial reclamation and development on waterfront have not been assessed adequately and they pose a challenge for sustainable development and its implementation. Waterfront development in Manado is being undertaken to attract investors and tourists while providing leisure and recreation sites for locals. It is envisioned that Manado waterfront, along with the marine tourist sites within the region, will ultimately provide Manado with high status among global waterfront cities. However, integrated tourism management is required involving the integration of government institutions, private businesses and other relevant industries, as well as integration among tourism attractions (terrestrial, coastal, marine and island tourism). Stakeholder engagement has been lacking and has become one of the most important issues in the development. It is realized that the more the Manado waterfront is developed, the more stakeholders will be affected. Furthermore, the more complicated the problems that arise, the more difficult it is to get solutions that are acceptable to the various stakeholders. To date, economic aspects of development have been given priority. This seems to be common in the mid-sized cities in the less developed countries. With respect to city tourism, much of the planned tourism and recreation development is not in cluster A at present but is planned to be there in the future after Boulevard Part 2 is completed. Then, tourism and public uses will be concentrated in cluster A which will be designed mostly for tourism and public uses.

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