

관광 숙박시설 확장에의 濟州島民 參與論

F. H. 더스틴

〈 概 要 〉

모든 측면에서 제주관광의 확장에 대한 확고한 기초는 다져져 있다. 여기에는 광범한 근간구조, 곧 도로 전력 물 통신 및 해산물을 위시한 신선한 음식에의 기본요구 따위가 포함된다. 이런 근간구조의 개발과정에서도 본도의 자연미와 매력은 여전히 유실되지 않았다.

1987년까지의 육지 관광객의 수요에 부응하기 위해 최소한도로 2천명 단위의 숙박시설들의 확충은 필요한 일이다. 환태평양관광역을 아직 확언할 수 없는 시점에서, 본도의 관광산업은 국제 관광객이나 주변지역의 관광객을 위한 시설개발에 있어서 아주 천천히 그리고 신중을 기해 나가야 할 것이다.

비록 중문단지에는 약 2천명 정도의 단위 숙박시설들이 들어설 것으로 보이지만, 중문단지는 육지 관광객들이 찾아보고 싶어하지 않는 분위기를 만들어낼 것이다. 더우기 중문을 중심으로 관광개발이 이루어진다면 전체 제주지역 개발에 심한 불균형을 초래한다.

이상적으로 말하여 제주관광의 확장개발은 특히 관광산업에 종사하는 지역 기업인들에 의해서 이루어져야 한다. 그렇지만 본도 관광산업에 있어서 이런 지역기업주의는 요원한 듯하다. 그 이유는 중문 및 대부분의 관광계획을 볼 때 지역 주민들을 소소한 일이나 맡기며 관광산업의 잠재적 대소득원으로부터의 몫을 나누는 데 참여시키지 않는 등, 본도의 인적 자원의 가치를 무시하거나 최소한 깨닫지 못하기 때문이다.

본도 개발에 대한 종합계획 설계를 맡은 국토개발연구원(Korea Research Institute of Human Settlements)에서는 다양한 육지 관광객들을 끌 수 있는 지역협동체 소유 - 경영의 단위숙박시설들에 대다수의 도민들과 더불어 의미 있게 상호협동할 것을 필자는 제안한다.

개략적으로 종합계획을 제시한다면, 약 20동 정도의 숙박시설을 각각 20여 군데의 다른 곳에 세우며, 각각의 숙박시설에는 약 1백개 정도의 방을 꾸미는 것이다. 자금 출처는 지역협동체로부터 마련한다든가 또는 현재 중문단지 조성하는 데 쓸 자금을 각지역협동체에 빌려 줄 수도 있겠다.

또한 본고는 제주도의 균형개발을 돕기 위하여 민속촌을 중문보다는 표선 읍 평쪽에다 두어야 함을 주장한다. 똑같은 목적을 위하여 중문에다 예정된 돌고래 쇼 공연장은 조천에 있는 제주해양개발주식회사에 의해 그들의 처음 계획대로 개발되어야 함을 주장한다.

제주는 한국에서 거의 유일하게 완벽한 휴양시설을 구비하고 있는 곳으로 여겨질 수 있게, 또 1년 내내 관광객을 끌 수 있는 곳으로 될 수 있도록 해야 한다고 제안하였다. 이런 목적을 위해서는 여가활동이나 휴가활동시설이 있어야만 하겠다. 또 다른 여러나라의 관광산업의 경우에서처럼 지방기업가의 주도에 의해서만 이런 것들이 실현될 수 있음을 논하였다. 여가나 휴가활동시설 들에는 반드시 숙박시설 식사 주류 소비생산물 등의 필수적인 것들이 뒷받침 되어야만 하고, 이런 모든 것들이 지역협동체 소유의 숙박시설로부터 나와야 한다.

중문단지에 대한 반론은 다음과 같다. 중문단지가 계획대로 계속 개발된다면 본도의 여타 지역은 많게든 적게든 고립되어 버릴 것이다. 환경생태학상으로 볼 때 중문단지 내의 해수욕장 및 지역은 항구적인 사용이 불가능하다. 균형개발의 이념은 전적으로 무시되었다. 본도의 인적자원은 전혀 중문단지로부터 이득을 나눠가질 수 있게 고려되지 못했다.

중문단지에 대한 긍정적 제안은 다음과 같다. 중문은 그 규모를 아담하게 하더라도 아주 최고급의 시설을 갖춘 호텔로 꾸민다는 계획 아래 세계 도처의 부호가들을 유치할 수 있는 유일한 곳으로 만들 수 있다. 동시에 생태계 파괴의 염려 없이도 국내외의 관광객들에게 圖地 전역을 둘러볼 수 있도록 꾸며놓은

산책길에 강점을 두면서 좋은 잔디와 재래 수목 및 관목은 물론 異國種까지도 곧 광범위하게 식수되어야 한다.

지역협동체 호텔이라는 제안된 종합계획이 만일 관광개발을 통해서 전적으로 지역개발을 돕고 정부가 추구하는 목표로 지역주민을 협동시키는 효용으로 간주된다면 다음의 큰 효과를 얻는다. ① 어떻게 양식있는 정부가 고정된 문화유형을 파괴하거나 전와시킴이 없이 국가목표에 따라나 가게 하느냐 하는 것을 입증해 줄 것이다. ② 제주관광개발은 토박이가 아닌 사람들의 손에 달려 있다기보다도 오히려 제주사람들의 손에 달려 있을 것이다. 이 종합계획은 제주사람들이 모든 측면의 본도 개발에 대해 긍정적인 태도를 갖도록 할 것이다. ③ 이 종합계획은 대체로 지역에서 벌어들이는 투자자본에만 의해서 정부정책과 방향을 같이하며 장차의 개발과 확장을 이루게 할 것이다. ④ 이 종합계획은 새마을운동처럼 한국이 이뤄놓은 단계에 도달하려고 애쓰는 제3세계에 제공할 수 있는 또 하나의 계획으로 될 것이다.

CHEJU ISLAND'S HUMAN RESOURCES
in
THE EXPANSION OF TOURIST ACCOMODATIONS
(With a Criticism of Centralized Development
based on
An Assessment of
The Island's Tourism Potentials and Advantages)

*Frederic H. Dustin**

INTRODUCTION

This paper addresses itself to describing a plan for the expansion of accommodations on Cheju as part of Cheju regional development. The basic concept was first expressed by the author in the Times of London¹ and reprinted in the Asai Evening News of Japan². The term 'scattered' development was used to differentiate from unbalanced, centralized development plan at Chungmun (Chungmun Dong, Sogwipo City).

The newspaper article failed to stress adequately the reason for 'scattered' development. The two major reasons for scattered development rather than 'centralized' development are that the human resources of the various areas on the Island can more easily meaningfully be absorbed into the Tourist industry without dislocation and disassociation from home and property whereas centralized development (Chungmun) demands a relocation of human resources.

Secondly, this scattered development, or more accurately, balanced development permits, in the future, greater flexibility to plan expansion of facilities and lodgings by local entrepreneurs whereas the grandiose plans at Chungmun stymie the imagination of otherwise resourceful investors.

* College of Social Sciences, Department of Tourism

1. THE TIMES (London), August 3, 1981—"Travel will take over from titivation" by-line, Jacqueline Reditt.
2. ASAHI EVENING NEWS, (Japan) August 21, 1981—"Tourists return to S. Korea" by-lined Jacqueline Reditt and acknowledges THE TIMES, LONDON.

The author was invited to participate as a discussant in the International Conference on Cheju Regional Development held July 11-13, 1983 at the Grand Hotel on Cheju by the Korea Research Institute for Human Settlements. For those deeply interested in seeing sound, far-reaching development on Cheju, the Conference proved to be a real milestone. The papers³ presented, while not all necessarily directed at Cheju specifically, did definitely indirectly give direction to local aspirations. Perhaps most significantly, the experiences of others suggested courses that perhaps might better not be taken on Cheju: an example

3. The following papers were presented:

Design for Cheju Regional Development: Policies and Implications—Dr. Soo-Young Park

Planning for Externally-Stimulated Regional Growth: Implication of Tourism and Free Trade Zones for Regional Development—Dr. Dennis A Rondinelli

The Last Frontier of Development in Korea: The Island of Cheju—Dr. Tai-Joon Kwon

Strategic Importance of Cheju Island in the Context of Changing External Environment and National Development Goals.

Critical Evaluation of Hong Kong's Free Port Status: Present and Future—Mr. Hiromi Yamamoto

Penangs's Development 1970—1983: A case Study in Plnned Growth and unplanned Consequences—? Kamal Salih

How are Foreign Firms Attracted to Operate in Singapore? Dr. Soo Ann Lee and Dr. Yuan Tsao

The Role of the Tertiary Sector in the Diversification of the Hong Kong Economy—Edward Chen

Tourism Development in Languedoc Roussillon Region (of southern France)—Prof. George Candilis

The Study of Cheju Regional Development with Reference to Japanese Experiences—Dr. Akira Konno

New Approaches to Developing Multi-functional Free Trade Areas—Dr. Jeong-Sik Lee

Phasing of a Multifunctional IFTA in the Pacific Area—Dr. James E. Burke

Additional information about and the addresses of the above authors may be obtained from the Korea Research Institute for Human Settlements, Daejun Bldg. 424-4 Yeocksam-Dong, Kangnam-Ku, Seoul 135, Korea

being the idea of a free-port—a project which would require over one million people living on the Island to manage such an operation successfully.

The Conference, in relation to anticipating the Cheju tourism market noted that in the foreseeable future, Pacific-rim travel will not be definable while political aspirations of countries in Asia which could become a market make any statements about those markets only 'guestimations'.

The Conference placed stress on the need for consideration of the human resources in already settled areas wherever masterplans for developments are established.

THE GOALS OF THIS PAPER

This paper argues for an expansion of lodgings/accommodations by approximately 2,000 units by 1987. It will direct this expansion plan at and for tourists from the mainland. The plan, based on an assessment of local and national conditions, purports to be capable of meeting two major demands: it is a plan which will ① set the groundwork for future expansion of facilities and amenities at the instigation of the local people with ② capital generated, for the most part, at the demand of the private sector on the Island.

ASSESSMENT

In a sense of the word, the last thing Cheju wants is 'development', at least in the way we commonly think of a development in the physical sense. Chungmun, as planned, is a 'development' that quite likely could turn into a 'white elephant' while the development of Shin Cheju suggests what a horror concrete and asphalt can indeed be.

However, since Cheju, though with a population of just barely over one-tenth of one percent of the total population of the Republic, enjoys the position of being the most exotic vacation land of Korea's eight major tourist areas⁴, some forms of development must be undertaken to meet the expectations of future mainland

4. Korea's main tourism areas designated by The Korea National Tourist Corporation in 1980 in the Book "Korea" are:

- | | |
|----------------------|---------------------------|
| 1) Seoul | 5) Southeast Area |
| 2) Seoul Vicinity | 6) West Plan/Coastal Area |
| 3) East Coastal Area | 7) Hallyo Waterway |
| 4) Central Area | 8) Cheju Island |

visitors.

Over the last few years, development has been very minimal. With the exception of infrastructure development which is an on-going requirement, the up-grading of locally crafted products by the provincial administration and a number of schemes including glorious cable car plans for Mt. Halla, a marineland at Choch'on or Chungmun, a roller skating rink at Hamdok, and the planned and replanned Chungmun Complex, nothing has actually happened.

The reason nothing is happening at a pace to meet the demands of 1986 and 1987 seems to be due, at least to this author's thinking, to the very simple fact that to the present, the human resources of the Island, in being ignored or, at the very best, unacknowledged, they have reached a stage of lethargy which, in turn, stymies local administration and makes true venture capital inducement almost an impossibility.

Dr. Soo-young Park, Research Director, Korea Research Institute for Human Settlements states "Expansion of the Tourist Industry should be built upon what has been laid down in the past, but more significantly it should be built upon a renewed assessment of the Island's advantages and potentials in becoming a high quality resort destination to serve the national, regional and world tourist market. The tourism potential may transform the Island into a scenic resort convenient to reach and yet unspoiled by modern civilization furnished with an appropriate level of accommodations, amenities and activities that can cater to varying tastes and budgets".⁵

The lack of acknowledgement of local human resources stemmed not only from the lack of a proper assessment of the advantages and potentials of the Island but resulted also from the goal that was initially set in the late 1960's for Cheju tourism.

This goal was a government set goal which actually was intended to create foreign exchange to meet the central government's foreign exchange demands.

The goal on Cheju was never attained but in some minds this same goal seems to persist still. The problem lies in what the nature of tourism is. The late '60's and early '70's period may be characterized as a period of the inducement of 'key-turn industries' wherein foreign patents supported by foreign technicians were purchased to bring into production as quickly as possible a production unit, be it a car assembly plant, an oil cracking plant or an atomic electric generator.

Though these industries needed skilled manpower, the lack of such skills was

5. "Design for Cheju Regional Development: Policies and Implications", pp. 10-11, delivered by Dr. Soo-Yung Park, Research Director, KRIHS, at the International Conference in Cheju Regional Development, July 11-13, 1983.

not a prohibitive factor as the skills could be taught and the Koreans were extremely capable of rapid learning. Raw materials not available in Korea were purchased from abroad and not only local markets but a world-wide market was waiting for the finished products. In most cases each of these turn-key industries flourished and were to become the basis upon which Korea today expands its industrial base.

During this period 'regional development' was only an academic idea with almost no application. Most industries were first and foremost located in acceptable areas which had the infrastructure or could support an infrastructure and the manpower requirements were then transported from wherever obtainable to create a completely new atmosphere in a previously well established though, in most cases, small community.

However, tourism is not a 'key-turn' industry, now well proven at Kyungju as well as at Sorak-dong, The main ingredients the tourism industry are people in a non-patronizing service capacity along with the development of access routes to naturally beautiful areas and natural wonders as well as a good selection of activities that can naturally be associated with the over-all destination.

The *potential* mentioned by Dr. Park for Cheju to become a high quality resort destination for the national traveler (domestic tourism) is great as well as proven. Under present conditions in the world and particularly in southeast-west and northeast Asia the potential for Cheju to become marketable in those areas is doubtful, with the exception of a continuing Japanese market and some budget-traveling F.I.T.'s. Expansion should first be made on the basis of, and for the domestic market.

Potentials:

1. Except in the accommodations sector, the existing infrastructure is capable of meeting the demands of two million visitors annually, assuming that the quality of the infrastructure is upgraded and maintained.
2. Because the Island is exotic to the mainlanders, mainlanders can be counted on to continue to arrive at 20-25% increase annually which will assure the tourism sector on Cheju of a steady and reliable market.
3. The natural and easily exploitable marine resources (sports fishing, scuba diving, boating, sailing, sightseeing boats, etc.) and land resources (hiking, pony trekking, jogging trails, back-backing, etc.) are exploitable by local entrepreneurs and once the incentive takes hold, local people will accomplish these activities.

It is important to realize that such exploitation will not detract from the beauty and naturalness of the Island. In fact, these activities will add to the beauty and naturalness of the area as each one permits the visitor to gain greater access

to more detail of the Island.

4. The greatest potential the Island has to become a high quality tourist resort is in its human resources. This resource, once it is self-exploited, will attempt to make itself ever more self-sustaining and in the tourist industry this means continual upgrading, improvement of services and expansion of facilities in anticipation of greater profits.
5. Cheju is the only area within Korea that has the potential of being a 'complete vacation package'. The concept of a complete vacation package is hinted by Dr. Soo-young Park's statement" . . . a scenic resort . . . unspoiled by modern civilization furnished with an appropriate level of accommodations, amenities and activities that can cater to varying tastes and budgets".⁶

What will be a complete vacation package to mainland arrivals in the coming decades?

Planners of Cheju development must try to visualize the major desires and requirements of these future visitors from the mainland if Cheju is to succeed as a major tourist destination and fulfill local and mainland demands.

By the year 2000 75-80% of Korea's population will be living in urban areas if urbanization continues at the present rate⁷. Regardless of how well the urban planners of Korea's major urban areas can succeed in making these areas beautiful and comfortable, the dwellers will, once or twice a year, want to 'get away from it all' to something 'scenic and untouched by modern civilization. These dwellers will travel as family units, more and more by private car. They will look for the opposite of what they know in the cities—sky-scraping hotels and condominiums will be out—great expanses of concrete and asphalt will be out—rushing, busy activities will be out—pollution will be out—

What Cheju is today plus leisure time activities will be what is wanted as a complete vacation package by the tourists of the future. The addition of leisure time activities and suitable accommodations will establish the basis upon which a complete vacation can be obtained.

Advantages:

The advantages gained if the Island becomes a high quality resort are very exciting.

6. Ibid. P. 11

7. The percentage figures in this statement are based solely on the author's observations.

1. The first and most important advantage is that while the stone walls, thatched roofs, 'Chungnang' and 'Tolharubang' will remain exactly the same, that portion of the people integrated into tourism as owners and operators (as are those in the other major industries such as agriculture and fishing) will evolve new cultural patterns by their own decisions. These newly evolved patterns will most likely be unique and thus the 'flavor' of Cheju as an exotic place will be continued.
2. As these cultural patterns will be tied directly and irrevocably to the Tourist industry, the central government will more and more find itself relieved of a continuing direct involvement with the Island but yet will realize substantial earnings from taxation as well as foreign exchange earnings once a solid tourism industrial base is put down.
3. The marine and land resources will permit a segment of the population to engage in the supplying of equipment and facilities for leisure time activities. Boating activities, as leisure time rather than a commercial fishing activity, are already being undertaken as a new business industry on the Island. As this new industry gains a more solid footing it is hoped that the government authorities concerned will realize what an advantage this can be to the Island's tourism and that such realization will result in policies that will help rather than hinder this non-polluting industry.

EXPANSION VERSUS PRIME DEVELOPMENT

Present projections of mainland arrivals show that in 1987 some 2.1 million will arrive on Cheju's shores⁸. This figure is based on a constant rate of increase of just under 20% per annum. With the growing affluency of the mainland population, the rate of population increase, and the greater frequency of vessel arrivals, this rate of arrivals may, in fact, reach 25-27% unless measures are taken to curb the flow.

At the end of 1981 there were a total of 6,839 lodging units including tourist hotels (9), the hotel 'chang' (6), yokwans (154), yoinsuk (199) and registered private homes (297)⁹. Assuming that each of the 6,839 units would average 2 persons, the lodging capacity of the Island on any given day/night would be 13,678. And, if the average visitor stays four nights on the Island, the total maximum number of visitors that could be accommodated stands at 1,231,020, disregarding quality of lodging, shutdowns for maintenance, etc. (This figure is arrived at by dividing the

8. Cheju Yearbook, 1981

9. Ibid.

standard number of days in a year (360) by 4 nights which gives 90 separate occupations per unit per year multiplied times the 6,839 units and again multiplied by two people per occupation.)

The above figures are not, of course, very valuable for, as figures, they do not show the real situation. Of the over one million visitors (assumed as of September, 1983) in 1983, how many slept in tents? How many visited homes of friends or relatives? Is four nights/five days a true figure? And, for whom is it true? Also, no consideration is given for seasonal ups and downs—the peak and the off seasons.

However, the point is that as of the end of 1981 Cheju had already an established tourist industry basis with accommodations for upwards of one million visitors. The industry realized approximately one million visitors in 1983. The next step must be an expansion of facilities and amenities.

Is Chungmun, at present, to be viewed as an expansion of the industry built upon what has already been laid down? or is it to be viewed more as a primary development, a development necessitated because nothing in the past was laid down?

The Chungmun project shows no relationship to what has gone before. Originally, the charm—and the only charm of the Chungmun area was the beach with its magnificent sand dunes and the Ch'onjaeyon pool and waterfalls.

Existing infrastructure in access roadways to the area was not constructed because of Chungmun which means that a great deal more funds must be expended to make access safe and comfortable. The beach itself cannot ecologically support the occupants of 1,500 to 2,000 accommodation units as planned while the falls are worth but about 30 minutes of a visitor's time—when there is water!

In reality, the Chungmun complex, as planned, is a primary development that (1) ignores the human resources of the Island (2) isolates the rest of the Island (3) dampens local incentive to invest or become a part of the industry (4) rejects completely the intent of regional development balance and finally, (5) Chungmun will not be capable of meeting the leisure time vacation demands of the mainland arrivals in the decades to come.

The above five accusations are indeed serious and need to be examined as well as explained.

(1) If all takes place at Chungmun as planned and reported in the Cheju Newspaper of September 15, 1983, the manpower requirements will be in excess of 3,000 individuals. If these requirements come from Cheju it virtually means the complete resettlement of not only the 3,000 but their families as well—roughly 9,000 people resettled at Chungmun. On the other hand, these requirements may come from the mainland but the problem is not helped a bit—there still will be some 9,000

people in the Chungmun area that are not there today. In either case, will the additional schools, medical facilities, general services, facilities and transportation means for these 3,000 families enhance tourism on Cheju? Would it not be wiser and more practical to spread the development around Cheju to where the human resources are already located?

(2) By centralizing everything as the plan purports to do at Chungmun, the rest of the Island becomes isolated. For a visitor to see the other attractions on the Island the same problem encountered now will be proliferated; i.e., running around the Island in a taxi or bus at speeds calculated to get the bus or taxi back by 5:30 in the evening. Would it not be wiser to develop local areas with the same funds now allocated for Chungmun that would make the visitors feel a part of the Island for the time they are here rather than being put into an environment no different than the Plaza or Lotte Hotel in downtown Seoul?

(3) When and if local investment comes in a normal manner, it will be investment into existing activities or businesses wherein that investment will be used to upgrade and/or expand an existing business or activity.

The Chinhung Development Corporation at Sungsan Po is an excellent example of how investments can be gathered through incentive development programs. With 60 or 70 local investors, Chinhung, as of the 17th of October, 1983, had purchased two high-speed, recreationally safe boats and acquired a partnership with a third boat, the three with a total capacity of 21 sightseers. These boats will be used to view Sunrise Mountain from the water, the cruise course lasting 20-25 minutes.

This is an expansion of an already existing business/activity—an expansion from the use of unlicensed wooden fishing boats—boats that are supposed to be used solely for fishing of a commercial nature—to high-powered and very reliable out-board motors on light, yet safe fiberglass unsinkable boats, each boat insured by an internationally recognized insurance company.

The type of incentive generated by Chinhung can also be generated in the lodging/accommodation business. However, if Chungmun continues as the plan states, there will be an overdevelopment of accommodations at Chungmun and little reason for people in other areas to achieve any development. Would it not be better to attempt to generate local incentive as did Chinhung rather than focus everything at Chungmun?

(4) Any development plan, especially when under the auspices of a government or its agencies such as Chungmun is, should be calculated so as to appropriately affect as many of the local inhabitants as is possible. Two projects mentioned for Chungmun, the Dolphin Show Marineland and the 'Living' Folk Village are two

projects sensitive planners would attempt to locate so as to be accessible, of course, and to upgrade an area that might otherwise be 'depressed' in relation to the Tourism industry.

The Chungmun complex will not affect the area of Choch'on or Pyosun for example. As mentioned before, it will tend to isolate Choch'on and Pyosun rather than integrate. Therefore, the originally planned marineland by the Cheju Haeyang Development Corporation would be a project non-biased planners would desire to urge to completion. As far as industrial balance is concerned, Choch'on at present has a strong agricultural industry, a marked fishing industry and an on-going and expanding citrus industry but the immediate area of Choch'on has almost nothing in the Tourism industry. Thus, the establishment of a Marineland would give greater balance of industry; the costs of the project would be less than at Chungmun; and the local entrepreneurs would be more interested in investment.

A Folk Village at Pyosun would be far more sensible than the same at Chungmun. In the Pyosun/Onpyung area there is now almost nothing developed for the tourist—it is quite fair to say that this area is one of the most neglected areas of Cheju as far as the Tourist industry is concerned. Historically, however, the area has potential value to the industry. In this area it is said that Ko, Yang and Bu found the wooden box on the water and Honinji is also located here. In addition, there is the beautiful and not far removed beach of Shinyang and also the Shinyang Smoke Tower.

A 'Living Folk Village' would add pride to the communities; it could, as in the case of the Suwon Folk Village, give a number of people from this area a new way of life. Very importantly, a folk village could become a 'living' museum for much of Cheju's invisible cultural assets, mainly shammanism, the remenants of the Snake Cult and the folk songs and dances.

Local entrepreneurs through a corporate structure such as Chinhung would grasp the opportunity to construct modest but suitable hotel facilities. At both Choch'on and Pyosun there would not be any need to greatly increase the population.

(5) As pointed out elsewhere, the beach at Chungmun will not ecologically sustain itself if subjected to use by the occupants of 1,500 to 2,000 accommodations nearby. In addition to the ecological problem is the simple fact that Chungmun and Hwasun are dangerous beaches during the typhoon season; yet, one reason people come to Cheju during the summer is to swim. Also, as pointed out elsewhere, a 300 room yokwan at Chungmun will be no different than a 300 room yokwan in the middle of Seoul or Pusan—and as such, not attractive as a vacation destination. Chungmun is not typical of an 'exotic' Cheju—yet it is the 'exotic' Cheju that

will lure mainland travelers. The task then of planners today is to expand accommodations in such a way as to bring people to Cheju and then to permit these visitors to become as steeped in Cheju culture and the natural beauty as can be done in the time they are here. Chungmun will not permit such.

PROPOSAL

This paper proposes that twenty lodge, family or yokwan type hotels be constructed at twenty suitable sites on the Island prior to 1987. Each unit will have approximately 100 accommodations and will be located on existing village owned or county owned land. If on private land, that land will be invested into the community corporation at the established land price. No unit will be established on agricultural land. Each unit will be constructed to harmonize with the village and local land features.

A community desirous of such a facility will establish a corporation which will become the owner of the facilities and the land. These corporations will initially seek to induce local or other capital and additional funding will be provided by funds now slated for the Chungmun Complex.

The Korea Research Institute for Human Settlements will submit a masterplan indicating suggested sites for and the type of each hotel¹⁰. Each accommodation site will be supported by activities to complement the hotel operation: as examples—Pyosun and the Onpyung areas will have as a major activity a Folk Village of

10. Areas-sites for Hotels

1) Pyosun

Activity towards which development might be directed:

“Living” Folk Village preserving and presenting Cheju’s invisible cultural assets (folk-songs, dances; Shamman rites, snake cult)

Swimming/sailing at Shinyang

Annual reenactment of Ko, Yang and Bu discovering wooden box and marriage at Honinji

2) Choch'on

Marineland (Dolphins)

Marina for pleasure craft

3) Sungsan/Tongnam

Sail boating, migratory bird watching, pleasure boating by excursion boats

4) Kyorae-Ri

Pony trekking, back packing developed towards university age groups, church groups

132,000M², the Sungsan area a sea-side hotel to develop the yachting business west of the main Sungsan Po extended breakwater: Choch'on will have a Dolphin Show Place as well as a smallboat marina: Kyoraeri might cooperate with two or three A-frame type domitory lodges and be one of the centers for cross-country horse-back packing and pony trekking, catering to university club groups.

The Cheju Development Corporation (under KNTC) will be responsible for site preperation and construction while the KRIHS will be responsible for instigating the six phases deemed necessary for this type of expansion program.

PHASE I

The first step in integrating local human resourses into an active role in the

5) Kim Nyung	Sports fishing Small-boat marina Swimming Pony trekking to Manjang to Kyorae-Ri
6) Hamduk	swimming summer recreational activities marina
7) Sanpan-Ak	Mountain Climbing All-seasaon walking tours Artificial Ski Slope Tobaggon course(s)
8) Young-sil	Mountain Climbing All-season Walking tours Artificial Ski Slope, Tobaggon course(s)
9) 99-Valley	Mountain Climbing All-season Walking Tours Ski-slope (artificial snow)
10) Hallim	Swimming Water sports Marina for small craft/sailing
11) Mosulpo/ Mt. Song-ak	Area to be developed as minipark area with good walking paths, observation platforms for viewing, etc.
12) Hwasun	Swimming, beach activities, scuba diving wind-surfing
13) Chungmun	Delux hotel(s), exclusively for international tourists, Natural Botanical gardens
14) -20- To be decided	

Tourism industry on Cheju is to present to those interested a masterplan in which their involvement is considered as a primary asset to the overall tourism picture.

The human resources of a given area may be said to be primary assets in that (a) they are already established and functioning within a social arrangement and under conditions that, in the case of Cheju, are not obnoxious to mainland, regional or international visitors; (b) they possess skills and capabilities necessary to the accommodation industry including management skills, either already learned or learnable through education—agricultural skills sufficient to produce most restaurant requirements—fishing skills and diving skills adequate to furnish sea-foods for the restaurants—and poultry husbandry skills to produce fowl and eggs; (c) their pride in their village/community/region will assure an on-going program of ecological protection measures which in turn contributes to the natural grace and charm of the Island; (d) as the inheritors of the cultural patterns of their forebearers, this generation may pass on to future generations a sense of continuity as well as lasting achievement.

Phase I is an initial phase in which it is to be determined whether or not selected villages wish to become involved.

To make this determination and to introduce the masterplan at a grass-roots level, KRISH will initiate a public forum which might take a format similar to the seminar at the Grand Hotel in July, 1983.

At this forum various speakers, backed by discussants from the region, will address themselves to how the primary assets of the village, the people and their skills, can be incorporated into a successful hotel operation.

Speakers might include:

1. An architectural designer to show the before and after aspects of the site. He might stress how the hotel will harmonize with the landscape and the village as well as discuss in architectural terms things unique about the village or landscape.
2. A food specialist to show how established crops might be used in the operation and show consumption figures to indicate how the villagers might supplement their income on a yearly basis. Such a specialist might discuss the types of foods a restaurant would prepare and even introduce exotic vegetables to greater supplement the restaurant operation with less reliance on imports.
3. A specialist on marine products to discuss the role of the diving women and fishermen in supplying requirements of the restaurant.
4. A hotel manager to discuss the problems that arise in dealing with the public.
5. A lawyer to discuss the formation of a corporation such as required by the com-

munity.

6. A recreational specialist to discuss ways the community might develop recreational activities to support the success of the hotel.

Such a presentation will stimulate the community to a feeling of association with the Tourist industry. On the other hand, designation by local administrative officials of areas to be developed will not find favor with or support from the local communities.

PHASE II

KRIHS will provide a representative to work with the village(s) and through this representative a corporation within each community will be started and as much cash investment pledged as is possible. In some cases, funds from outside Cheju, especially from relatives in Japan, will be pledged and it is very possible that further funding will be unnecessary.

Funding for each unit will be completed by funds now allocated for Chungmun. These funds will go to the corporate entities on a loan basis, to be repaid over a 10 year period with a three year grace period.

PHASE III

KRISH will make man-power survey which will include accepting job applications from local community dwellers and ascertaining whether a managerial type individual lives within the community or, though working on the mainland, could be persuaded to return for startup and training. This manager might be rotated between hotels as units go on line.

PHASE IV

KRIHS will make arrangements for on-job practical training for one house-keeper, two waiters, two waitresses, two cashiers and two front desk clerks to be drawn from the community. This practical training can probably be held at any one of the major hotels on Cheju.

PHASE V

Start-up.

PHASE VI

Follow-up.

Follow-up should take the form of a KRIHS instigated Cheju Independent Hoteliers Association which would be composed of the representatives of the management of each hotel and of the corporations. The function of the association would be multipurpose. It should include (a) a central commissary/purchasing agent for all the hotels of non-obtainable items such as spices, etc., dairy products such as cheese, butter, margarine and condiments; (b) central freezer storage for local perishables as well as imported perishables; (c) a general reservations center for a computerized reservation system, a hook-up with each hotel, providing information on room status; (d) a public relations department to advertise the hotel system and advise the public of the various activities throughout the year; (e) a central accounting department to systemize and standardize accounting procedures, prepare tax statements, produce profit and loss statements and balance sheets.

The author visualizes the masterplan to commence in 1984 with the last hotel completed in spring, 1987 at which time the Cheju Development Corporation will have finished with this project. The role of KRIHS will continue as an advisory/consultant group through 1993 by which time this project should be completely self-sustaining as well as producing incentive for the development of other activities that can be managed locally.

EPILOGUE:

With general tourist accommodations scattered across the Island as heretofore described, Chungmun can serve a very real and important purpose. Chungmun should be turned into an ultra-high level, exclusively international residential hotel accommodation catering only to the 'well-heeled' and wealthy of the world. These people are usually elderly, mostly alone and dedicated to traveling by comfortable means to exotic and distant places. They most frequently travel by luxury ships in chartered groups.

Chungmun could be a major 'retreat' for many of this group but it would have to be very high class with every conceivable modern amenity.

The grounds at Chungmun should be put into high class lawns and with the help of a person such as C. Ferris Miller of the Chulli-po Arborium exotic trees, shrubs and flowers planted. A network of gradually inclined pathways and roadways would

give access to every part of the area. These roadways and pathways would be suitable for walking as well as for the use of small electric 'golf' type carts for elderly people. Besides well stocked cocktail lounges and one or two gourmet restaurants the complex would have squash courts, tennis courts, lawn bowling, shuffle boards, croquet, etc.; and for personal conveniences would include smart saunas, turkish baths, massage parlors, hair dressers as well as year around heated pools for swimming. On the premises would have to be located a well staffed but small hospital. As part of the complex there should be a helicopter 'on stand by' at all times for emergency medical evacuation to a major hospital on the Island or the mainland.

CONCLUSION

A solid basis for the expansion of all aspects of tourism on Cheju has been laid down. This base includes an ample infrastructure of roads, electrical power, water, communications and the basic requirements in fresh foods and fish. In the process, the natural beauty and charm of the Island have not been lost.

Expansion of accommodations by 2,000 units is a minimal requirement to meet the demands of mainland arrivals by 1987. The industry should proceed very slowly and cautiously in developing facilities for international tourism or even regional tourism in view of the industries inability to predict Pacific Rim travel and the instability of the political structures of the governments of potential markets for Cheju.

Although Chungmun anticipates approximately 2,000 additional accommodation units, Chungmun will create, as a primary development, an atmosphere not sought by mainland arrivals and, as Chungmun is a centralized tourist area, it will further give unbalance in the overall development of the Cheju region.

An expansion program should be at the instigation of the human resources and, as appropriate, internally stimulated financially rather than by government stimulated investments.

Because Chungmun and the majority of other tourist income earning developments on the Island have ignored, or at least not recognized the value of the human resources on the Island, the human resources have responded with a lack of enthusiasm and true investment capital.

The Cheju Tourism Development Corporation and the Korea Research Institute of Human Settlements acting in accord have the ability and the capability of enacting a masterplan for accommodation expansion which could meaningfully incorporate a large portion of the Island's inhabitants into community owned and community operated accommodation units which would appeal to a wide variety

of visitors from the mainland. Action based on such a masterplan would additionally provide the initiative required by local entrepreneurs to invest and operate recreational and leisure time activities so badly needed on Cheju now and in the future to provide a Complete Vacation Package.

Chungmun may be turned into an exclusive area for the wealthy of the world under a plan that constructs a modest in size but very high quality residential hotel which could be expanded as requirements demand.

A masterplan established solely on the basis of using the Tourism industry to aid regional development and to incorporate the people into government sought goals (foreign exchange earnings, a broader tax base, ecological perservation of nature, etc.) could have far-reaching effects: (a) it would evidence how a knowledgeable government can evolve staid cultural patterns into national goals without corrupting or breaking those same cultural patterns; (b) it would permit development and expansion in the future in line with government policies but by mostly locally earned investment funds; (c) it could be, once successfully operative, a plan Korea could physically export to third nations striving to reach the point Korea has attained.