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Ph.D Dissertation

A Study on Conflict Analysis of  
Ecotourism Site for Management Plan  
–Focusing on Maha Ecotourism Site,  
Pyeongchang–

생태관광지 갈등분석을 통한  
관리방안에 관한 연구  
– 평창 마하생태관광지를 중심으로 –

January, 2016

Seoul National University  
Interdisciplinary Program in Landscape Architecture

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## Abstract

# A Study on Conflict Analysis of Ecotourism Site for Management Plan – Focusing on Maha Ecotourism Site, Pyeongchang –

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Ecotourism is tourism based on respect for the sensitive ecological resources of an area and the ecological life of that area's local residents. An ecotourism site should be constructed to reflect existing geographical patterns and ecological resources of the tourist area with considering the opinions of the local residents. Nevertheless, in Korea, many governmental ecotourism sites have seldom implemented appropriate processes to include residents' perspectives and, therefore, have experienced a variety of problems, such as environmental destruction, restrictive regulations, or operating deficits. In some areas, residents have been encouraged to participate in creating tourist sites, but there could be confusion because of numerous stakeholders.

This study aimed to reduce these problems and confusions at ecotourism sites through conflict analysis towards suitable management plans. In particular, this study analysed the conflict structure at the Pyeongchang Maha ecotourism site during two periods: (1) during governmental management and (2) during residents' management. Two conflict analyses are published in journals, separately. This doctoral dissertation is made as integrating and comparing the two papers.

Q methodology was used to analyse the microstructure of conflict at the ecotourism site. Interviews with stakeholders were conducted between April and June of 2013 when a governmental team managed the site and conflict between the government and local residents was at its peak. Then, between October and November of 2014, interviews were conducted again after operating rights were transferred to the local resident cooperation (referred to as 'M') to resolve the conflict. Q statements were created from interview content, and a subsequent survey was conducted. The survey results were subjected to a mapping technique and visualised for interpretation.

The results of the analysis were as follows. First, the resident-managed operating system was better than the governmental system for reducing conflict at the ecotourism site, from comparison of Q factors between two terms. During the governmental development period, conflict intensified to an extreme level between two groups, one of which advocated development and the other of which favoured conservation. However, during the resident-managed period, numerous value propositions emerged.

Second, the construction of large-scale facilities was a cause of

conflict, from distinguishing statement in two terms. During the governmental period, the main issue creating conflict concerned the sizes of facilities, found in the responses to the question, ‘The size and shape of the freshwater fish ecology museum is appropriate’,  $SD = 3.51$ ), and facility size continued to generate conflict across time. The only facility to which all of the local stakeholders responded positively was the group of village guesthouses. Instead, improving roads for efficient transportation helped to resolve the conflict.

Third, it was found that constructing the conceptual aspects of the basic environment of an ecotourism site is a good way to reduce conflict, from consensus statement in two terms. Stakeholders’ key items of interest during both periods included regulation (‘The open space of the village should be used’,  $SD = 0.58$ ), management of land prices (‘It is good that the price of land has increased’,  $SD = 0.96$ ), education (‘More educational support should be given to young people’,  $SD = 0.96$ ), safety (‘The length of rides is appropriate’,  $SD = 1.15$ , and ‘To prevent rocks from falling, alternatives such as green walls are needed’,  $SD = 1.15$ ), and securing the industry structure (‘The buckwheat farm must grow’,  $SD = 1.00$ , and ‘The buckwheat sprout farm should be actively connected to eco-tourism’,  $SD = 1.53$ ). This list demonstrates that stakeholders wanted establishment of the conceptual aspects of the basic environment.

This study’s results also found that some existing principles of ecotourism construction, such as locating ecotourism facilities where there are no ecological resources (chosen by relying on analyses of existing physical-environmental data at the sites) are unreliable methods

that lead to conflict. Moreover, it is important to consider the space needed for transportation. In addition, establishing a resident-led operating system and management of the non-physical aspects of the project, such as the overall management of the basic environment, should be emphasized.

Based on these results, this study verified six hypotheses(I-VI) toward ecotourism conflicts. From this, conflict management plans were suggested for the operating stages or phases of ecotourism sites. First, when building a foundation for ecotourism, (I) residents' and local stakeholders' participation should be mandatory. Creating a network of previously established sites, and engaging the administrative support of officials responsible for helping residents and local stakeholders learn management skills, would help for conflict management. Moreover, (II) the 'residents' empowerment, education, and discussion process' has proved to be useful, to reduce the gap of stakeholders' cognition, in advance. Second, when establishing an operating plan, it is important to remember that, (III) although venues must be profitable, their overall goal should be to create value for the local community. During the planning process, (IV) local residents could discuss ways to consider the community's traditional culture as well as its natural resources, which would help to reduce conflict. Third, when carrying out the construction of ecotourism facilities, (V) managers should minimize the size and (VI) monitor ecological damage caused by construction activities and by tourists' regular activities.

This study has particular significance for future studies of ecotourism sites because it supports the ability to diagnose actual problems and

conflicts and to explore the processes by which alternative approaches could be formulated. The construction of an ecotourism site is directly related to that site's ecological resources that are public property and to the lives of the local residents. Thus, ecotourism sites' construction should be managed with more sensitively than other tourism sites. Thus, monitoring ecotourism sites at the micro (individual) level is very critical to success. If an ecotourism site is managed and operated under social monitoring, built on a foundation of conflict resolution analysis, employs ecotourism site education and discussion, and relies on ecological monitoring, that ecotourism site will be a widely appreciated success.

Keywords : Ecological resource, Stakeholder, Q methodology, Preference  
& Non-preference mapping, Conflict mapping, Monitoring

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# I . Introduction

## 1. Research Background & Purpose

### 1-1. Research Background<sup>1)</sup>

The concept of ecotourism arose in the West as national income increased and the tourism industry grew (Che, D., 2006). At present, it is implemented in many countries. Ecotourism is proposed as a method to preserve natural resources in a region and promote regional revitalization. Thus, it is also viewed as a positive concept for sustainable growth. Many developing countries in Asia are implementing ecotourism projects under the initiative of national governments (Liu, C., Li, J., & Pechacek, P., 2013; Cheung, L. T. O., & Fok, L., 2013). South Korea has selected 10 ecotourism areas in 2010 and 12 in 2013. Ecotourism is actively used as a strategy to preserve the ecosystem and promote regional economy. Designated ecotourism areas in South Korea are visited by many tourists owing to the promotional efforts of focused investment by government.

However, many problems are found at these government-led ecotourism sites (Kim, J. I., 1998; Cho, J. H. & Kim, Y. G., 2014). In order to achieve short-term outcomes, the government-led development process involves professionals and consulting companies that are experts in the field. Nevertheless, many problems are rising in this process due

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1) Reconstitution of Introduction in 'Lee, J. H., & Son, Y. H. (2015a). Stakeholder Subjectives Toward Ecotourism Development using Q methodology: The Case of Maha Ecotourism Site in Pyeongchang, Korea. *Asia Pacific Journal of Tourism Research*, 1-2.'

to a lack of consideration for local residents' lives and microscopic ecological resources (Lee, J. H. et al, 2014). A considerable number of ecotourism projects face the issue of environmental destruction during the development term. Moreover, in relation to ecological sites, various regulations of the Ministry of Environment in Korea threaten the livelihood of local residents and cause many residents to leave the area (Lee, J. H. & Son, Y. H., 2015a). As for the Pyeongchang Maha ecotourism site, the size and design of the Fresh Water Ecology Center, which do not match the regional reality, resulted in the continual operating deficit. Furthermore, the Ecological Landscape Protection Area along the Dong-river is prevented in the repair of the space susceptible to rockslides. As such, although most local residents initially agreed on the development based on the blueprint of ecotourism construction presented by the government, they express much dissatisfaction as they undergo various problems in the process of development (Lee, J. H., 2010). Apparently, government-led ecotourism sites do not reflect regionality and carry out the project unilaterally, causing environmental damages, effectiveness problems, and other subsequent conflicts during the operation. Despite these problems, ecotourism site stakeholders cannot express their dissatisfaction freely because the government is providing the financial support for operating the ecotourism sites. Nevertheless, the conflicts from accumulating dissatisfaction at ecotourism sites are being reported in the newspapers and television news channels (See Appendix7).

At this point in time, as a solution to these problems, residents' participation is being emphasized in order to take advantage of their

ecological knowledge and to minimize the conflicts by reflecting their opinions because they are the stakeholders who encounter such problems most closely. At the Pyeongchang Maha ecotourism site, the right to operate the Fresh Water Ecology Center and the right to give tours at Baengnyong Cave were transferred to the residents' cooperation (Lee, J. H. & Son, Y. H., 2015a). However, due to various and conflicting interests among the residents, there is a huge disparity in opinions on the future direction for development. Although a realistic solution is needed to reduce the conflicts in ecotourism, there has not been any research performed particularly in this field.

As such, to resolve the conflicts at ecotourism sites, it is necessary to emphasize ecological sensitivity and consider the life of residents. It is crucial to pay closer attention to the spatial context of ecological resources along with the life of the residents. Therefore, the present research focuses on the conflict patterns among the stakeholders who experience various problems at ecotourism sites during construction and operation in order to present management plans (Jones, S., 2005).

## **1-2. Research Purpose**

The aim of the present research is to analyze the pattern of conflicts that occur at ecotourism sites during construction and operation and to present management plan to reduce conflicts. Thus, as the target research area, the present research selected the Pyeongchang Maha ecotourism site, which shows both conflict patterns (conflicts during the government-led development and conflicts during operations in which

the residents participated) since the operating right was recently transferred to the residents from the government. The specific goals of the present research are as follows.

First, this study examines the Korean ecotourism's changing process from the government-led development to the resident-led operation. In addition, this paper examines the most typical case of the Pyeongchang Maha ecotourism site: the conflicts during the development and the subsequent transfer of operating rights to residents. Moreover, this paper discusses the changes and factors of the conflicts that are manifested in the process.

Second, the present research applies Q methodology and analyzes the perception structure of the stakeholders on the government-led development term and resident-led operation term at the Pyeongchang Maha ecotourism site. This paper analyzes the perception structure focusing on the controversial space, which was the top issue during the 2013 government-led development process. After that, this paper examines how the conflict changes from the operation by re-analyzing, via Q methodology, the perception structure of the 2014 resident-led operation after the transfer of the operating rights to the residents for conflict resolution. In addition, through Q statement mapping, this paper analyzes what type of space can lead to a conflict within ecotourism.

Third, the present research examines how the ecotourism conflict factors are manifested during the government-led development term and resident-led operation term. In doing so, it intends to present management plans to minimize the conflicts at ecotourism sites. These

conflict management plans will be a crucial baseline data for the ecotourism site stakeholders to understand one another and to derive a consensus.

## 2. Scope & Methodology

### 2-1. Scope

Ecotourism sites in Korea were launched in 2002, the year of ecotourism, in the form of government-led projects. Accordingly, 10 ecotourism models were intensely developed in 2010; however, most of them focused on facility construction and experienced difficulty in building an operating system. In order to remedy this, 12 ecotourism sites were designated in 2013 and consultative groups were given financial support as practical assistance for the operating body.<sup>2)</sup> Nevertheless, despite the government's effort, an outcome-driven policy in preparation for post-evaluation causes many problems such as the issue of building a large-scale facility that does not accommodate the regional reality and the number of tourists, as well as the problem of distributing the government support funds. Eventually, residents are given the operating right, gradually changing to resident-led ecotourism; with emerging consultative groups, ecotourism is run in the form of a village cooperation. For example, this applies to the top 10 ecotourism models in 2010 and the top 12 ecotourism sites in 2013 as they underwent the form of the government-led ecotourism. As a product of

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2) The 2013 support project for 12 ecotourism sites is one of the few examples of when the government provided the local consultative groups with financial support.

resident participation, the Pyeongchang Maha ecotourism site is the only case wherein a village cooperation was established and an ecotourism site is being operated.<sup>3)</sup> Therefore, the present research analyzed the Pyeongchang Maha ecotourism site in depth.

The spatial scope of the research is Maha-ri, Mitan-myeon, Pyeongchang-gun. Maha-ri is a township with an area of 9.42km<sup>2</sup> located in the southeast side of Pyeongchang-gun. The population of the township consists of 87 people from 37 households in four small villages(Kangwon-Ilbo, 2010.12.7). This target area has been designated as the Dong-river Ecological Landscape Protection Area because it is full of unique ‘geological landscapes’<sup>4)</sup> such as the Dong-river and Baengnyong Cave (See Figure1).

The contextual scope of this research involves the conflicts and

3) Ecotourism sites where residents built cooperations include the Jeju Camellia Hill ecotourism site with the “cooperation J Ecotourism,” the Shinan Jeung-do (island) ecotourism site with the “G Travel Agency,” and the Pyeongchang Maha ecotourism site with the “M residents’ cooperation.” However, Jeju Camellia Hill was not one of the top 10 ecotourism sites, and Shinan Jeung-do was not one of the top 12 ecotourism sites. Furthermore, the residents’ cooperations at the Shinan Jeung-do (island) and Jeju Camellia Hill ecotourism sites have a limitation in observing government-led ecotourism activities since these sites were developed by the local environmental organizations and activist groups from an early stage of the ecotourism development process (See Table1).

Table1 Ecotourism Site where Resident Cooperation is Built

| Ecotourism Site     | 10 <sup>th</sup> Model | 12 <sup>th</sup> Region | Key Person | Start Time |
|---------------------|------------------------|-------------------------|------------|------------|
| Jeung-do, Shin-an   | ●                      |                         | Activist   | Beginning  |
| Camellia Hill, Jeju |                        | ●                       | Activist   | Beginning  |
| Maha, Pyeongchang   | ●                      | ●                       | Resident   | Midterm    |

4) Definition of Geological Landscape from Homepage of California Department of Parks & Recreation, USA: Geologic features and landscapes are represented throughout the State Park System, providing spectacular examples of mountain peaks, coastal cliffs, headlands, beaches and dunes, desert surfaces and canyons, and unique physical environments, such as caves, lava fields, and tufa structures. In addition to providing beautiful landscapes on macro as well as micro scales, geologic processes also are responsible for a number of hazards to human developments such as fault activity, landslides, erosion and mass wasting, subsidence, and volcanic eruptions. (Source: <http://www.parks.ca.gov/>)

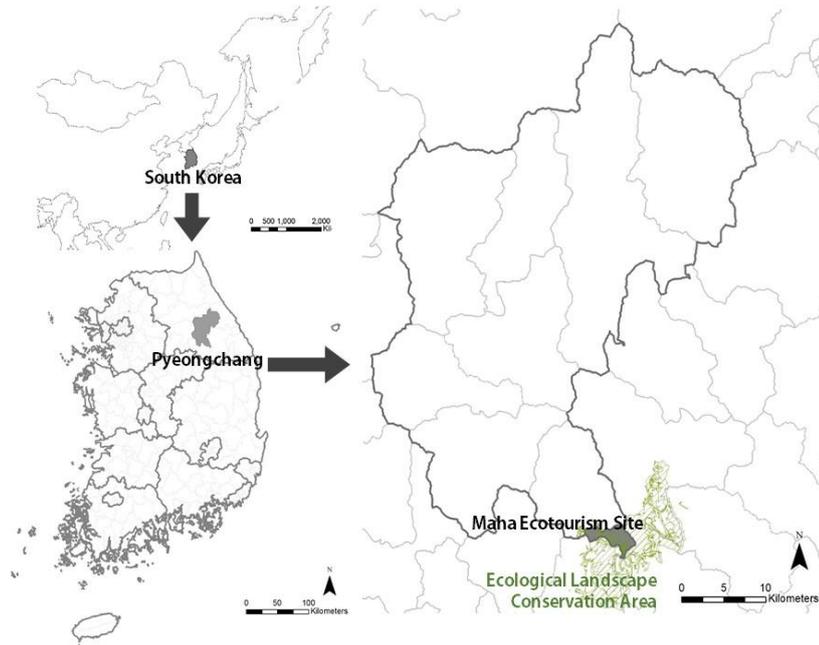


Figure1 Location of Maha Ecotourism Site, Pyeongchang  
 (Source : Lee, J. H. & Son, Y. H., 2015b, P. 6)

perceptual differences that are manifested during the government-led development term and resident-led operation term at the Pyeongchang Maha ecotourism site. The present paper aimed to conduct a comparative analysis on perceptions and provide a management plan for various problems and conflicts. To this end, this paper used two rounds of Q methodology and analyzed the perceptions at the peak of conflicts during the government-led development term (From May to June, 2013) and during the modification for resolution after changing the human resources structure to the resident-led structure (From October to November, 2014). In addition, the paper identified the distribution of the controversial spaces during the development term through mapping

the controversial spaces with Q methodology factors. Further, the temporal scope of this research is from the 2000 Environment Day (June 5th, 2000), when the conflict first arose when the Dong-river Dam Construction Plan for the target area was canceled and the ecotourism site construction plan was announced, to the present day including the period during which the operating right of the Pyeongchang Fresh Water Ecology Center was transferred to the residents.

## **2-2. Methodology**

The present research selected and interviewed several stakeholders who are associated with the government-led development term and resident-led operation term at the Pyeongchang Maha ecotourism site. The Pyeongchang Maha ecotourism site entered the ecotourism site development term after President Kim Dae-jung suggested ecotourism near the Dong-river area in June 2000. Serious ecotourism site construction began after the Pyeongchang Fresh Water Ecology Center was launched in 2009 and chosen as one of the top 10 ecotourism models in 2010. Since then, there were various conflicts over the development term, and in July 2013 the operating right was transferred to the village cooperation. For this reason, the present research targeted the two most critical periods: the early half of 2013 (From April, 3rd, 2013 to June, 5th, 2013), when the conflict between the government and the residents was at its peak; the period of accumulated confusion (From October, 31st, 2014 to November, 27th, 2014), when residents were directly involved in the operation after the ecotourism facility

operating right was transferred to the M residents' cooperation for conflict resolution in July 2013.

First of all, in order to investigate the first period of conflict that was manifested in the government-led development term, the researcher reviewed the Ministry of Environment documents and Pyeongchang-gun reports, and conducted in-depth interviews with officials of the Pyeongchang Maha ecotourism complex, local residents, ecotourism businesses, environmental organizations, service and construction businesses, and external advisors. Based on the interviews, 25 items of Q statements were created and given to 17 people in the P sample group (main stakeholders). A survey via Q sheet was conducted from April 30th, 2013 to June 5th, 2013. In order to investigate the second period (that of the resident-led operation after the human resources structure was modified for conflict resolution), the researcher reviewed the related reports, conducted an in-depth interview with main stakeholders, and created 34 Q statement items. This questionnaire survey was conducted from October 31st to November 27th, 2014 on 19 people in the P sample group (main stakeholders) (See Figure2). In the process, the number of personnel increased by two from the first term; thus, main responders to the questionnaire increased from 17 to 19.

The reason for targeting such a small number of respondents is that this research was conducted on the main stakeholders who were deeply involved in the construction and operation of the Pyeongchang Maha ecotourism site. Through in-depth interviews, this research intended to fully discover the challenges in actual ecotourism and the content of

conflicts, as well as to discuss the alternatives. Therefore, in order to conduct a research on a small number of participants, the present research adopted Q methodology, which allows the researcher to obtain statistically significant values and identify the differences in perceptions among stakeholders.

Q methodology was obtained through qualitative analysis on the issue of stakeholders' reality. The result was analyzed via factor analysis. In doing so, the researcher could identify real problems and effectively analyze the differences in standpoints. Furthermore, Q methodology allows the researcher to structuralize the differences in perceptions and to make a further diagnosis on the ecotourism condition of this area based on the interpretation. In addition, it allows researchers to investigate small people (even a single one), because statements can be established as samples, and factors of participants can be derived, unlike the regular statistical methods that require verification through a multiple number of samples (Kim, S. E., 2010; Brown, S. R., 1996). Therefore, it is useful to apply it in places where there are a small number of participants such as in ecotourism sites. As such, Q methodology analysis was performed by using both SPSS21.0 and PQ method.

In the meantime, the present research mapped the perception differences in order to obtain the implication for space planning because main issues at ecotourism sites arise between conservation and development. For mapping, ArcGIS 10.2 were used to identify the controversial spaces. As the background space data for mapping, this research used the BingMap satellite image map and the digital map of

environmental and ecological information provided by the National Geographic Institute.

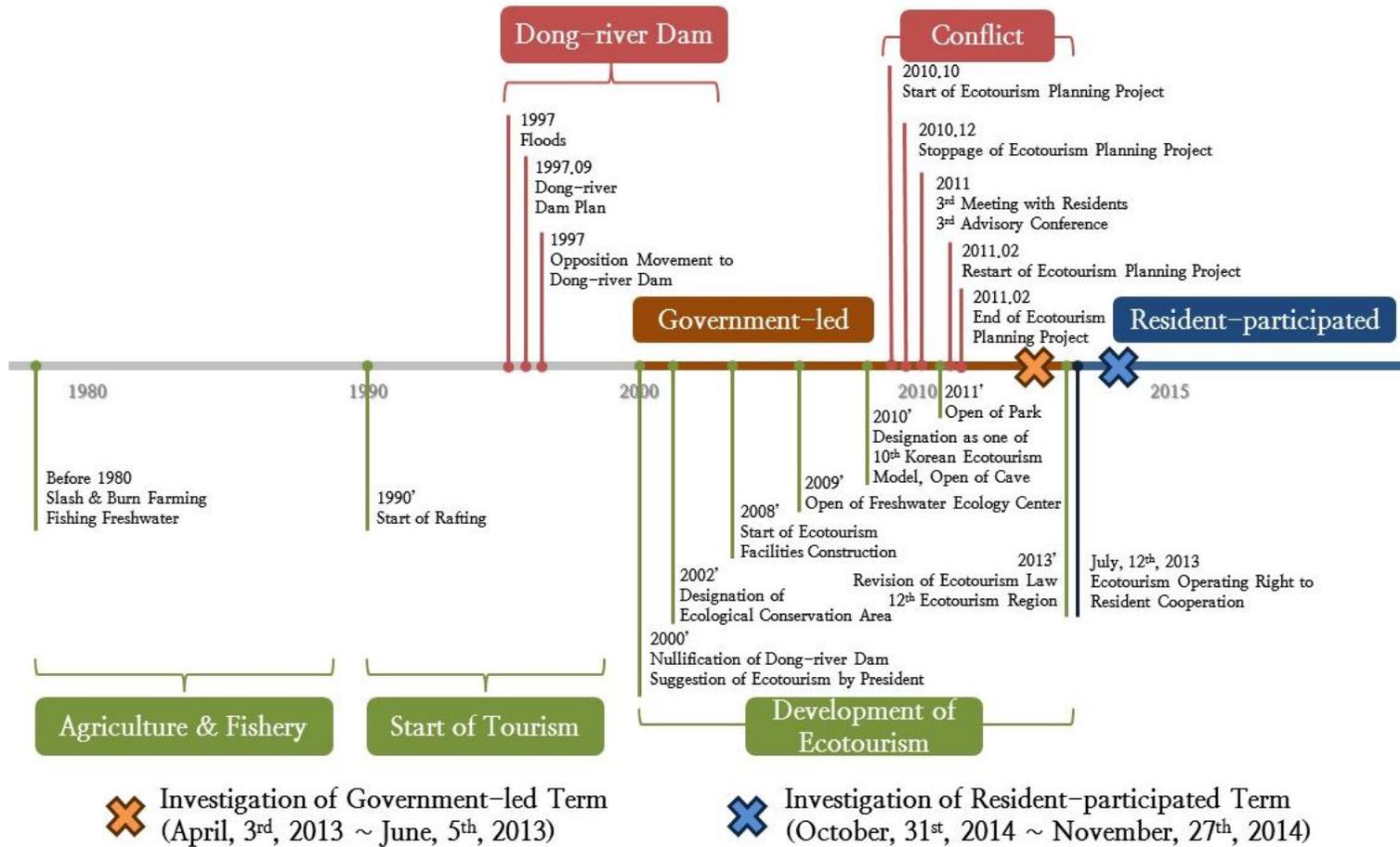


Figure2 Conflict & Investigation Period

### 3. Research Process

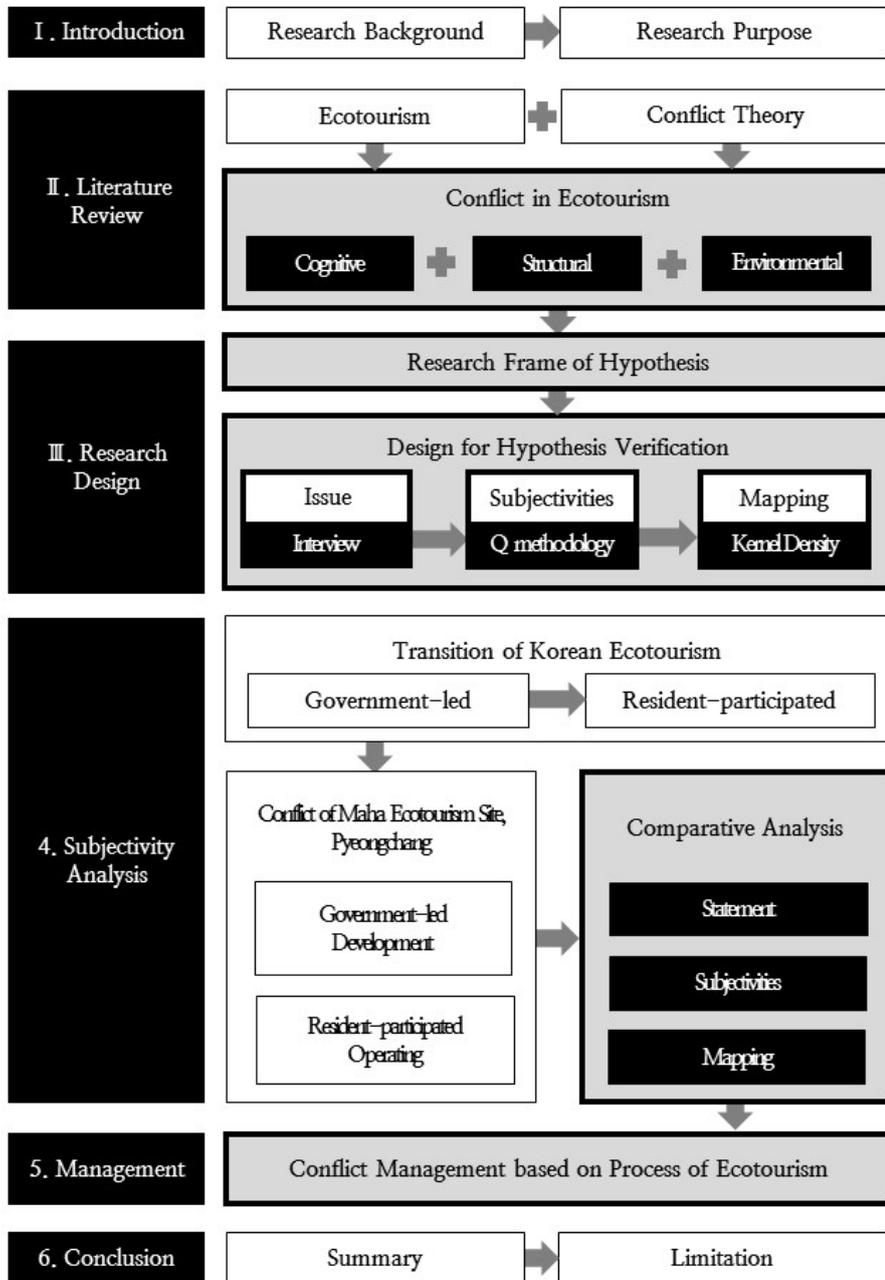


Figure3 Research Process

The present research is largely consisted of six chapters. The flow of the research is shown in Figure 3. Chapter 1 presents the goal of the present research, which is to analyze the pattern and structure of the conflicts displayed at ecotourism sites. Chapter 2 derives factors for ecotourism site conflicts based on previous studies on ecotourism and conflict theory. Chapter 3 establishes the research analysis framework and hypotheses based on the ecotourism site conflict factors, and explains Q methodology and mapping as methods for verification.

Chapter 4 compares the conflicts that occurred at two different times at the Pyeongchang Maha ecotourism site. To be specific, the chapter discusses the ecotourism policy change in Korea, which is represented by the government-led development term and resident-led operation term, and examines the conflicts at the Pyeongchang Maha ecotourism site. Then, the chapter compares and analyzes the conflicts displayed at the Pyeongchang Maha ecotourism site during the government-led development term and resident-led operation term based on the research analysis framework and hypotheses. Chapter 5 discusses the conflict management plan based on re-formulated hypotheses derived from the comparative analysis of conflicts.

Finally, Chapter 6 summarizes the research results and discusses the political implications and limitations.

## **II. Literature Review**

The present chapter is going to discuss the need to examine the conflict structure for microscopic management at ecotourism sites. In addition, based on the conflict theory, this chapter is going to examine the factors for ecotourism site conflicts.

### **1. Ecotourism<sup>5)</sup>**

#### **1-1. Trend of Ecotourism**

Although research on ecotourism has intensified, initial studies were more focused on the concept itself and the development methods (Scheyvens, R., 1999; Al-Sayed, M., & Al-langawi, A., 2003). As time passed, studies on the operation and management of ecotourism areas also emerged (Weaver, D. B., & Lawton, L. J., 2007). Indicator research for effective operation and management has been conducted but it has been from the perspective of sustainability (Tsaur, S.-H., Lin, Y.-C., & Lin, J.-H., 2006; Wight, P., 2007). However, this indexed study made many local residents (who were actual operators) feel disengaged, because it offered standard high vision and assessment factors without considering the local context in which they lived (Coria, J., & Calfucura, E., 2012). In addition, the effectiveness of the assessment was brought into question because the ecotourism sites involved lacked sufficient objective data to carry out an assessment

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5) Reconstitution of Literature Review in 'Lee, J. H., & Son, Y. H. (2015a). Stakeholder Subjectives Toward Ecotourism Development using Q methodology: The Case of Maha Ecotourism Site in Pyeongchang, Korea. *Asia Pacific Journal of Tourism Research*, 2-5.'

(Hunt, C. A., 2009). Given the limitations of assessment studies, those that focused on the participation of local residents and persons of interest have emerged as an alternative approach to improving operations and management (Gurung, D. B., & Scholz, R. W., 2008). In the case of ecotourism sites created and managed by the government, the regions involved were less likely to have profited from the sites financially; in addition, residents were forced by nature conservation regulations (Poudel, S., Nyaupane, G. P., & Budruk, M., 2014) to move to other regions, thereby contradicting the stated purpose of ecotourism, which is revitalize the regions (MacKay, F., & Caruso, E., 2004). On the contrary, ecotourism projects led by local residents and persons of interest not only created financial benefits for the local residents but also enhanced their self-respect and pride, while encouraging young people to become more involved in regional revitalization (Stronza, A., & Gordillo, J., 2008). Local expertise on ecological ways of living greatly enhanced ecological preservation and the development of ecotour programs (Ariffin, A. R. M., Ali, Z. M., Zainol, R., Rahman, S., Ang, K. H., & Sabran, N., 2014). The above results confirm the need for a study that takes into consideration the circumstances of particular regions, promotes maximum participation from residents, and suggests measures for building and sustaining local collaboration (Holden, A., 2003).

## **1-2. Conflict Management of Ecotourism Site**

Despite the importance of local participation, it is hard to find a study that actually examines residential participation methods in an

ecotourism site; because it is difficult to propose a correct solution; ecotourism sites actually face numerous problems as a result of participation by the local residents and persons of interest because everyone has different opinions and concerns over the development and preservation of ecological resources (Arnegger, J., Woltering, M., & Job, H., 2010). Ecotourism involves a complex set of circumstances over which residents would have differences in perception depending on their regional location (Hellal, M., & Jarraya, M., 2012), generational circumstances (Ramos, A. M., & Prideaux, B., 2014), and whether the project is led by the government or a local governing body (Moswete, N. N., Thapa, B., & Child, B., 2012). Conflicts arising in an ecotourism context are often a function of different factors, such as environment, economy, and society (Jamal, T., & Stronza, A., 2009). There is therefore a need for a practical study to resolve issues with persons of interest on various levels (Okazaki, E., 2008). In particular, there is a need for some form of conflict management that facilitates the monitoring of the environment and the circumstances of the residents of each region (Su, M. M., Wall, G., & Ma, Z., 2014), thus leading to better solutions (McGowan, C. P., Lyons, J. E., & Smith, D. R., 2014).

Therefore, there have been a number of studies to monitor problems and conflicts in ecotourism sites in order to find appropriate solutions. Early studies on ecotourism conflicts focused on the imbalanced distribution of the benefits from ecotourism (Hunt, C. A., 2009) and the circumstances and perspectives of persons of interest (Jamal, T., and Stronza, A., 2009), proposed resident-oriented ecotourism as a solution

(Stronza, A., and Gordillo, J., 2008), and suggested ways to structure and systematize such collaborations (Graci, S., 2012). In carrying out these regional studies, researchers have analyzed the existing literature and used on-site interviews and behavioral observations. This method was preferred because of the limited quantity of data for a quantitative analysis to understand the microscopic aspects of a small village. While this approach has some advantages, particularly when it comes to identifying regional problems and explaining local views, it has also generated controversy because the findings of qualitative studies, which were subjectively influenced by the researchers, have been difficult to verify.

To solve this problem, researchers began to conduct quantitative studies with the aim of exploring local problems in a more objective way by comparing and analyzing the contrasting perceptions of different persons of interest or by confirming preferential differences on a development draft (Gurung, D. B., & Scholz, R. W., 2008). However, these studies merely confirmed that persons of interest held different views (within the analytical framework of designated by the researchers), rather than addressing the actual regional problems that the qualitative studies had tried to evaluate and solve (Archabald, K., & Naughton-Treves, L., 2001; Gubbi, S., Linkie, M., & Leader-Williams, N., 2008). Quantitative studies limited themselves to verifying substantial differences of recognition held by different designated groups, confirming the researchers' hypotheses, diagnosing deep-rooted problems in the regions, and suggesting development drafts. Therefore, in this study, we will use Q methodology to provide quantitative verification, while

maintaining a qualitative, “microscopic” viewpoint.

Q methodology is one that provides both quantity and quality because it retains the framework of a qualitative study while incorporating the process of quantitative objectification (Watts, S., & Stenner, P., 2005). Accordingly, Q methodology has been defined as a bridge that links quality and quantity. Q methodology can qualitatively assess the problems and issues of a site, turn them into Q statements, and confirm the perceptual differences of persons of interest (Brown, S. R., 1996). Q methodology is derived from R factor analysis. Where the R factor analysis extracts the main issues through dispersion, Q methodology identifies key groups of people through dispersion and presents their opinions (Watts, S., & Stenner, P., 2005).

Given these advantages, Q methodology makes it possible to carry out an issue-based study of a region, enabling a better understanding of local problems and suggesting alternatives and solutions. For this reason, researchers in the field of environmental conflict use Q methodology to organize the complex interest of various persons. Q methodology has been used to develop environmental policies in the U.S. (Ann Hooker Clarke, 2002) and Galapagos (Cairns, R., Sallu, S. M., & Goodman, S., 2014), climate change policies in northern Iceland (Curry, R., Barry, J., & McClenaghan, A., 2013), agricultural change (Davies, B. B., & Hodge, I. D., 2012) and wind power (Ellis, G., Barry, J., & Robinson, C., 2007) in the U.K., biomass use policies in the Netherlands (Cuppen, E., Breukers, S., Hisschemöller, M., & Bergsma, E., 2010), and many other initiatives to organize the complex opinions of persons of interest and propose solutions.

The advantages of Q methodology also make it suitable for conflict management in the related fields of forestry and sustainable tourism. In the forestry field, Q methodology has been used to analyze various levels of interest in forest management policies, ranging from national-level forest management policies (Steelman, T. A., & Maguire, L. A., 1999; Cheng, A. S., & Mattor, K. M., 2006) to small-scale community forest management (Rodríguez-Piñeros, S., Focht, W., Lewis, D. K., & Montgomery, D., 2012). In the sustainable tourism field, studies have analyzed local interests brought about by the development of tourism (Hunter, W. C., 2013; Rodríguez-Piñeros, S., & Mayett-Moreno, Y., 2014); one study even tried to establish the concept of ecotourism using Q methodology (Navrátil, J., Pícha, K., Knotek, J., Kučera, T., Navrátilová, J., & Rajchard, J., 2013). As Q methodology is considered a highly promising future approach (Stergiou, D., & Airey, D., 2011), this study has chosen to use it to analyze complicated interests in an ecologically sensitive ecotourism site.

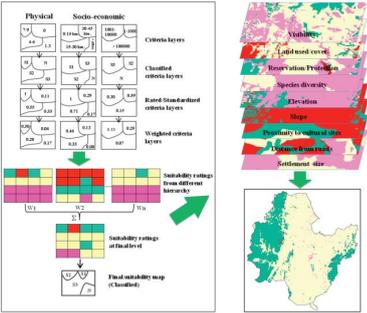
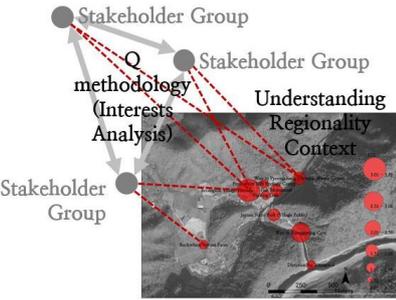
As Q methodology can be used to evaluate very small groups (even a single person), it is the ideal methodology for exploring a small ecotourism site that provides a limited amount of objective data (Brown, S. R., 1996). However, such an advantage can also limit its usefulness when dealing with a large volume of data (Watts, S., & Stenner, P., 2012). This study has therefore used Q methodology to explore the actual problems and conflicts of an ecotourism site, conducting a case study, rather than a generalized study. This methodology has also been used to confirm differences in opinions of local residents (Hunter, W. C., 2011; Hunter, W. C., 2013).

### 1-3. Conflict towards Space in Ecotourism Site

Unlike other researches on tourism sites, ecotourism site research should be based on the regionality. This is because the type, form, and size of ecological resources in the region differ and the strategies to maintain and utilize them are also different (Gertsakis, J., 1995; Nahuelhual, L., Carmona, A., Lozada, P., Jaramillo, A., & Aguayo, M., 2013). In addition, a spatial approach is necessary in that ecotourism sites can conserve ecological resources, sustain the life of local residents, and provide environmental education and convenient facility to tourists. Therefore, it is crucial to examine the spatial forms of ecotourism sites (Bunruamkaew, K., & Murayam, Y., 2011). To this end, many researches have been performed in an attempt to analyze the resources at ecotourism sites and life patterns of the residents, and to present the most effective space plan by utilizing the multi-criteria evaluation technique (Bunruamkaew, K., & Murayam, Y., 2011; Jurado, E. N., Tejada, M. T., García, F. A., González, J. C., Macías, R. C., Peña, J. D., ... & Becerra, F. S., 2012; Pourebrahim, S., Hadipour, M., & Mokhtar, M. B., 2011). Bunruamkaew, K., & Murayam, Y.(2011) attempted to establish ecotourism plans based on various physical data. Jurado, E. N. et al.(2012) mapped the capacity of the southern coasts of Spain from natural resources to fundamental infrastructure. Pourebrahim, S., Hadipour, M., & Mokhtar, M. B.(2011) designed the Site Suitability based on the data of environment, society, and economy in the Malaysian coastal area Selanger. However, due to the limitation of the macroscopic nature of the physical data, microscopic damages to the resources at the ecotourism sites or regulations that are too harsh

for the residents were not revealed. With regard to the result of preference relationship, it has been limited to the boundary of the areas of development and conservation that the researchers selected. As an alternative to this limitation, a few researches attempted to discuss the conservation of microscopic ecological resources and installation of facilities at the policy level without mapping (Hunter, W. C., 2014); however, the policy is limited in that it only covers the fragmentary and binary discussion on whether to build or remove certain structures. Therefore, the present research attempted Q methodology mapping in order to analyze the stakeholders' opinions on microscopic space at ecotourism sites. Among Q methodology findings, the present research intended to map the preference of controversial spaces and identify the

Table2 Difference with Advanced Researches

| Sort              | Existing Studies   | This Study  |
|-------------------|--|---|
| Method            | <ul style="list-style-type: none"> <li>Overlapping of Macro Map Data(Ecology &amp; Infrastructure)</li> </ul>                                      | <ul style="list-style-type: none"> <li>Mapping from Field Work &amp; Opinion of Resident</li> </ul>   |
| Diagram of Method |  <p>Source : Bunruamkaew, K. &amp; Murayama, Y.(2011) P.276</p> |  <p>Mapping of This Study (Maha Ecotourism Site)</p>                |
| Difference        | <ul style="list-style-type: none"> <li>Preference Mapping only from Possible Macro Data</li> <li>Focusing Boundary Set</li> </ul>                  | <ul style="list-style-type: none"> <li>Preference Mapping with Micro interests from Q methodology</li> <li>Understanding Regionality Context</li> </ul> |

spatial stakes that cannot be identified by macroscopic data (See Table2).

## **2. Conflict Theory**

### **2-1. Concept of Conflict**

The early concepts of conflict can be summarized as pressure between two groups, disagreements of opinions, and controversy. Coser, L. A. (1967, 8) defined conflict as "a struggle over values and claims to scarce status, power, and resources, in which the aims of the opponents are to neutralize, injure, or eliminate the rivals.", Deutsch, M. (1973, 156) presented "A conflict occurs whenever incompatible activities occur, an action which prevents, obstructs, interferes with, injures, or in some way makes it less likely or less effective."

In modern society, the period of the Cold War is over and the aspect of mutual relationship is magnified. Donohue, W. A., & Kolt, R. (1992, 3) defined conflict as "a situation in which interdependent people express (manifest or latent) differences in satisfying their individual needs and interests, and they experience interference from each other in accomplishing these goals." Jordan, J. V. (1990, 4) explained "conflict arises when a difference between two (or more) people necessitates change in at least one person in order for their engagement to continue and develop. The differences cannot coexist without some adjustment." Choi, B. D. (1996, 25) stated, "Development or change in one (region) society occurs through dynamic relationships among contradicting structures, and such structural contradictions that have been formed and

intensified in the process always have the potential to create conflicts. These potential conflicts come to surface from various entities with differing stakes and the multilateral conflict fronts.” Therefore, even if there is no hostility or friction, people use the word “conflict” when there is a member who feels dissatisfied or asks for change.

To sum up these meanings, conflict can be understood as all social phenomena that occur based on the differences in the perception, opinion, and attitude of the entities. Accordingly, if a society exists, conflicts will exist; through conflict resolution, the society will advance to a higher level. From this aspect, conflicts can be seen as a window that reflects the current problems and limitations, and understood as problems that cause great troubles and social costs unless they are successfully resolved (Yoon, Y. T., 2015).

## **2-2. Cause of Conflict**

Various elements serve as the causes of conflict. However, the causes can be largely classified into three categories: structural cause, perceptual cause, and environmental cause (Standardization Research Society of Administration Terms, 2010; Miles, R. H., 1980).

To be more specific, conflicts based on structural causes occur due to the problems of work operating structure; these conflicts can occur in relationships among officials, residents, environmental organizations, and cooperations. conflicts based on cognitive causes occur because people have different views due to contrasting personal values. Because of this, there is a gap in the cognition of goals and current situations. In the meantime, it is possible to manifest a phenomenon of being

Table3 Classification of Conflict Cause(Reconstruction of ‘Standardization Research Society of Administration Terms, 2010; Miles, R. H., 1980’)

| Cause         | Explanation  |
|---------------|--|
| Structural    | Conflicts can occur when wrong information is provided due to poor communication, or due to an unclear understanding of job responsibilities and roles.  |
| Cognitive     | Conflicts can occur because people’s understanding and alternatives of the current situation differ due to contrasting perceptions on goals and subject matters, or due to a special attachment to their own groups. |
| Environmental | Due to the scarcity of resources, demands cannot always be met. Competitions and conflicts are bound to occur over limited resources.  |

obsessed with their group’s own interest. Conflicts based on environmental causes arise over issues on how to utilize the ecological resources and other environmental elements in the community (See Table3).

### 2-3. Conflict Management

The need to manage many conflicts occurring in modern society surfaced, and conflict management research was developed. Accordingly, a considerable number of conflict management researches attempted to present the types of conflict management and subsequent management plans. However, they were limited in that conflict types were inconsistent and the environmental contexts were different (Blake, R. R., & Mouton, J. S., 1964). Therefore, the present paper aimed to generalize conflicts through case studies and to derive typical patterns. Despite the effort to be distinguished from other researches, this

research shares the commonality with previous researches in that humans are considered to be the minimal unit of conflict, and the research attempts to cover the internal and fundamental problems rather than external behaviors.

With regard to one of the most well-known conflict management types, there is the TKI conflict types(Thomas-Kilmann Conflict Mode Instrument) (See Figure4). Based on the level of interest in others and self, this paper presents five conflict management plans: avoiding, compromising, collaborating, accommodating, and competing. Among these plans, the most ineffective conflict management type is avoidance, while the most effective conflict management type is collaboration (Brown, J. G., 2012).

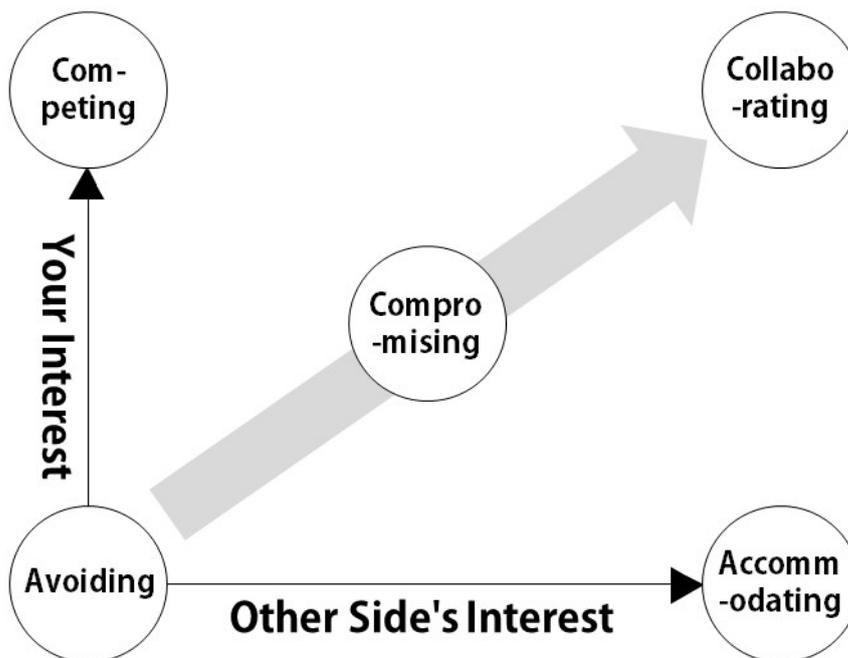


Figure4 Thomas-Kilmann Conflict Mode Instrument Conflict Style Map  
(Reconstitution of 'Brown, J. G., 2012, P.83')

### 3. Conflict in Ecotourism<sup>6)</sup>

Ever since ecotourism was introduced to Korea in the early 1990s, many researches have been conducted on various conflicts that residents and main stakeholders encounter at ecotourism sites(Kim, J. I., 1998; Lee, K. H., 1999). Based on the classification frame of conflict causes, the present section outlined the ecotourism conflict factors, and established the framework of research analysis as well as the hypotheses.

#### 3-1. Structural Cause

In the meantime, various conflicts can surface from governance structure. The success or failure of ecotourism is not only determined by discussing the development and preservation of ecotourism resources, it also depends on collaboration and understanding among various stakeholders (Choi, J. S., 2003). The influence of ecotourism is manifested among local stakeholders either positively or negatively; in order to reduce these conflicts, management plans are required (Lee, J. H., 2010). In doing so, local residents and various stakeholders should collaborate and develop ecotourism internally. However, the conflict between the government and local residents in recent government-led ecotourism is becoming a problem. Even among resident-led cases, it is challenging to reach a consensus from such diverse opinions.

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6) Reconstitution of Literature Review in 'Lee, J. H. & Son, Y. H. (2015b), Analysis of Resident-oriented Management Process & It's Participants Subjectivities in Maha Ecotourism, Pyeongchang-gun, Journal of Korean Society of Rural Planning 21(1), 63-75'

The conflicts between the government and local residents occur due to one of two reasons: either due to the officials who fail to reflect the opinions of community members in the process of promoting ecotourism projects, or due to community leaders who try to disrupt the project out of regional self-centeredness or NIMBYism (“Not in My Back Yard”). In these situations, officials either ignore community members based on the belief that they lack capacity, while local residents tend to criticize officials for abusing their authority. In order to resolve such conflicts, officials need to create a channel of communication to reflect local residents’ opinions (Kim, D. H., 2006). In the meantime, local residents need to develop their skills to ensure mature communication.

The conflicts among local residents can occur at a number of different times: when the residents do not share the same vision or direction for ecotourism projects, for example, or when there is a lack of clarity in distributing profits or allocating responsibilities. In these situations, misunderstanding and disharmony can grow among the local residents. In order to resolve such conflicts, it is necessary to instill a shared vision among local residents, and to establish an operating system that can clarify profit division and job assignment (Cho, J. H., 2006). Aside from these, various forms of conflicts can be manifested based on the situation of ecotourism sites with the participation of environmental organizations, outsourced companies, and mediating support organizations. It is necessary to minimize conflicts through meetings between main organizations of ecotourism, cooperative projects, and mediation for profit distribution.

### 3-2. Cognitive Cause

Conflicts can occur due to the differences in the cognition on resident education. To the local residents, ecotourism communicates the significance and method of preserving ecological resources, as well as the principle of tourism operation. (Lee, J. H., 2010). However, when such an resident education is not satisfactory from the perspectives of learners, it can leave room for dissatisfaction and distrust (Lee, J. H. et al., 2014).

Dissatisfaction on the creation and distribution of profits is another conflict factor. Ecotourism has a positive role of vitalizing the economy for local residents (Kang, M. H., 2007). However, operations may encounter challenges due to unprofitable ecotourism (Lee, J. H., 2010). Even if there is profit, local residents may not receive any of this profit. Outsourced businesses may take the profit from the ecotourism, leaving too little for the local members (Kim, J. I., 1998). Over such a profit issue, competition arises among many stakeholders and leads to damage.

Differences in viewpoint on cultural heritage can be a conflict factor. Ecotourism is a field that appreciates the ecological life of the region (Kang, M. H., 1999; Lee, J. H. & Lee, H. Y., 2012). The reason that ecological areas could be preserved well is that local residents had the tradition of preserving ecological resources and adjusted their lives around them. Local residents should introduce this tradition to tourists so that they can learn from this. For local residents, ecotourism can boost their pride; for tourists, it can allow them to experience ecological resources and realize the value of protecting the environment. However, if it fails, ecotourism can bring much damage to local

residents' lives and create many conflicts.

### **3-3. Environmental Cause**

Ecological damage is the main issue of conflict in ecotourism. Ecotourism is a field that allows tourists to appreciate and learn about extraordinary ecological resources (Kang, M. H., 1999). It is based on the principle of preserving ecological resources. However, ecotourism is the result of a merging between environmental preservation and development; thus, there is a high potential to bring damage to ecotourism sites in the process of actual development (Kim, J. I., 1998). As a matter of fact, at Chulwon and Chunsoo Bay, which are well-known ecotourism sites that are habitats for many migratory birds, the noises from tourists reportedly have deterred a number of migratory birds. Furthermore, due to ecotourism construction, the number of rare wild flowers drastically decreased (Lee, J. H., 2010).

Even if there is no ecological damage, the overall placement of an ecotourism facility can be a main factor of conflict. Ecotourism construction requires the establishment of a relevant facility. The placement of a facility has many effects on an ecotourism site; therefore, it is important to appropriately determine the location, size, and character of the facility (Yoo, K. J. et al., 1998). These facilities should be placed in a way that they take into account the region and surrounding environment by thoroughly reflecting the concept of ecotourism so that they may not hinder the life of residents. Moreover, it is desirable to build facilities that have user-friendly spaces for tourists to learn and convene. When the facility is not placed properly,

it can damage the environment and bring havoc to the life of local residents, and may eventually be disregarded by tourists (Kim, J. M. et al., 2002). In addition, the location of the facility has a huge impact on the residents at ecotourism sites and can become a factor of conflict (Lee, J. H., 2010).

Such conflict factors of ecotourism are summarized in Table 4 below. (See Table4). Unfortunately, these conflict factors appear all at the same time and change over time. Thus, at actual fields of ecotourism sites, it seems more complicated and challenging to find solutions to these conflicts.

Table4 Conflict Causes in Ecotourism

| Cause       | Sub-Cause          | Explanation  | Source  |
|-------------|--------------------|--|---|
| Structural  | Governance         | Conflicts due to ecotourism operating structure                        | Kim, D. H., 2006; Cho, J. H., 2006; Lee, J. H., 2010; Choi, J. S., 2003 |
| Cognitive   | Resident Education | Conflicts due to dissatisfaction with resident education               | Lee, J. H., 2010; Lee, J. H. et al, 2014                                |
|             | Economy            | Conflicts due to unfair distribution of profits                        | Kang, M. H., 2007; Kim, J. I, 1998; Lee, J. H, 2010                     |
|             | Local Culture      | Conflicts due to differing viewpoints on cultural heritage restoration | Kang, M. H., 1999; Lee, J. H & Lee, H. Y., 2012                         |
| Environment | Ecology            | Conflicts due to ecological damage                                     | Buckley, R., 2009; Kang, M. H., 1999; Kim, J. I, 1998; Lee, J. H., 2010 |
|             | Construction       | Conflicts due to the placement and size of ecotourism facility         | Kim. J. M., 2002; Yoo, K. J. et al., 1998; Lee, J. H., 2010             |

### **III. Research Design for Conflict Analysis of Ecotourism Site**

In order to analyze the conflict structure of ecotourism sites, the present chapter established the analysis framework and hypotheses with ecotourism conflict factors that had been derived from previous researches. As a research method to verify the data, Q methodology and the mapping process were outlined.

#### **1. Research Frame & Hypotheses**

Ecotourism site conflict management can be understood as a process of bringing out the cooperation through managing various conflicts among stakeholders over ecological preservation and tourism development. Recently, there were many reported cases of operational challenges due to the conflicts at ecotourism sites. Therefore, in order to promote collaboration between stakeholders through conflict management, the present research aims to establish six hypotheses based on ecotourism site conflict factors and apply them to the actual field.

First, as structural causes, the researcher established a hypothesis on the aspects of governance and economy. In the aspect of governance, the following hypothesis was established in order to check whether the change to resident-led ecotourism helps reduce the government-residents conflicts and promote the voluntary cooperation of the local residents: *“Hypothesis: To reduce conflict, local residents should lead in building*

*a foundation for ecotourism, with the support of the local government.”*

Second, with regard to cognitive causes, a hypothesis on the aspects of resident education and cultural heritage was established. In the aspect of resident education, the researcher established the following hypothesis in order to identify the differences in viewpoint on the resident education methods by experts in the government-led construction stage: *“Hypothesis: Providing standardized resident education is the alternative that can reduce dissatisfaction and conflicts.”* In the aspect of economy, this chapter established the following hypothesis in order to confirm whether it is right to obtain profits as the outcome of the labor for ecotourism: *“Hypothesis: Ecotourism should create profits, and conflicts can decline when the profits are fairly distributed based on the amount of effort put in the work.”* In addition, in the aspect of cultural heritage, the researcher established the following hypothesis in order to check the differing opinions on preservation of valuable cultural heritage during ecotourism construction: *“Hypothesis: Preserving the value of cultural heritage at ecotourism sites as opposed to introducing new ecotour programs is a way of reducing conflicts.”*

Finally, with regard to environmental cause, the researcher established a hypothesis on ecology and construction method. In the aspect of ecology, the following hypothesis was established in order to check whether examining the patterns of conflicts regarding environmental damage at ecotourism sites functions as ecological monitoring: *“Hypothesis: Environmental damage during ecotourism construction can be identified through the monitoring of conflict issues.”* In the aspect of facility placement, most facilities are placed where there is the least

environmental damage; thus, the facilities tend to be concentrated in one area. In order to identify the conflict factor, the following hypothesis was established: “*Hypothesis: Conflicts decline when ecotourism facilities are built in one concentrated area.*” (See Table5)

Table5 Research Frame & Hypothesis of Ecotourism Conflict

| Cause       | Sub-Cause          | Hypothesis   |
|-------------|--------------------|--|
| Cognitive   | Resident Education | Providing standardized resident education is the alternative that can reduce dissatisfaction and conflicts.  |
|             | Economy            | Ecotourism should create profits, and conflicts can decline when the profits are fairly distributed based on the amount of effort put in the work. |
|             | Local Culture      | Preserving the value of cultural heritage at ecotourism sites as opposed to introducing new ecotour programs is a way of reducing conflicts.       |
| Structural  | Governance         | To reduce conflict, local residents should lead in building a foundation for ecotourism, with the support of the local government.                 |
| Environment | Ecology            | Environmental damage during ecotourism construction can be identified through the monitoring of conflict issues.                                   |
|             | Construction       | Conflicts decline when ecotourism facilities are built in one concentrated area.   |

## **2. Design for Hypotheses Verification**

This section outlines the methods that test the hypotheses to verify the aforementioned ecotourism site conflict structure. Regarding the method of testing the hypotheses, Q methodology, which is a method of monitoring conflicts, was used. Further, via mapping, the distribution of controversial space at ecotourism sites was identified.

### **2-1. Q methodology**

Generally, through Q methodology, one can identify the content of regional conflicts and the stakeholders' perceptions on them. Overall Q methodology is performed in seven steps. On the other hand, sequential Q methodology can check how the perception of conflict changes (Davies, B. B., & Hodge, I. D., 2012). As such, sequential Q methodology is performed in seven steps as follows, according to the sequence of time including the conditions before and after an event (See Figure5).

First, a population is established. In this step, many issues including the conflict in the region are confirmed. In other words, researchers confirm the content of various problems and conflicts in the target area through document reviews and in-depth interviews. Second, a Q sample is established. In this step, researchers organize the population and derive the pertaining items such as main causes and phenomena of significant conflicts. Overlapping and similar items are eliminated, and items with significance are combined to create meaningful statements.

Since these statements are used as Q survey items, it is desirable to create clear and positive statements (rather than negative statements) since they are appropriate for expressing preferences.

Third, a P population is established. In this step, researchers confirm the stakeholders in the target area through literature reviews and in-depth interviews. Researchers confirm and make a list of personnel related to conflicts. Fourth, a P sample is established. From the P population, researchers select significant personnel who either caused the conflict in the region or make decisions (leaders of related organizations). They are the respondents who take part in the survey.

Fifth, a Q survey is conducted. In this step, researchers collect opinions of the P sample about the Q sample. Then, individual items that are derived from the Q sample are written on a card, and a Q sheet with a shape of a pyramid (normal distribution) is created. After that, researchers ask the P sample to rearrange the cards on the Q sheet according to their preference. At this time, a preference statement is placed on the far right, and a non-preference statement is placed on the far left side, forcefully creating the shape of normal distribution.

Sixth, based on the surveyed score, Q factor analysis is performed. In this step, researchers can use the QUANL or PQ methods, which are programs exclusively utilized for Q analysis; however, analysis can also be done through a regular statistics program.

Seventh, the analysis result is interpreted. Researchers can identify the concentration and characteristics of perceptions, and confirm the standpoints of main stakeholders. Based on this, researchers can find clues as to the conflicts in the target region.

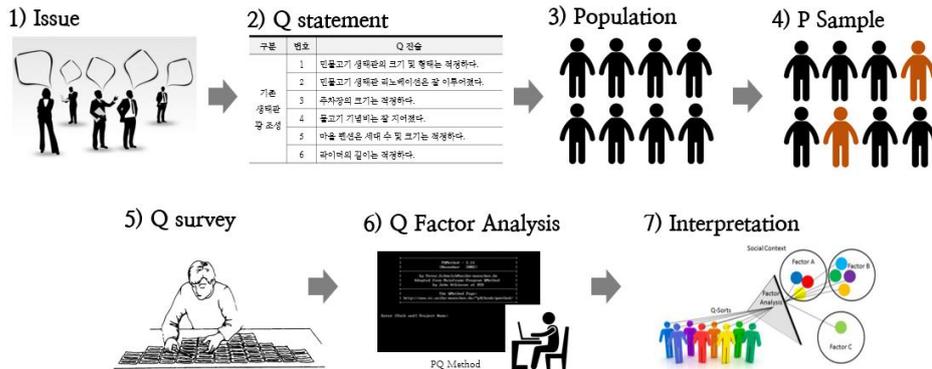


Figure5 Subjectivity Analysis Process by Q methodology  
(Reconstruction of O'Leary, K. et al., 2013)

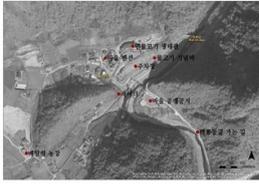
## 2-2. Mapping based on Q methodology

The content of conflict that is manifested during development is related to space; there are many items that can be resolved through space planning. Therefore, mapping is required to check how the controversial spaces are distributed. The present research performed the Q analysis-based perception mapping in three steps as follows (See Figure6).

First, among the Q statements, items related to space are selected and marked on the map. In this process, selecting the exact location is crucial, and for mapping, geography-related information programs such as ArcGIS are used.

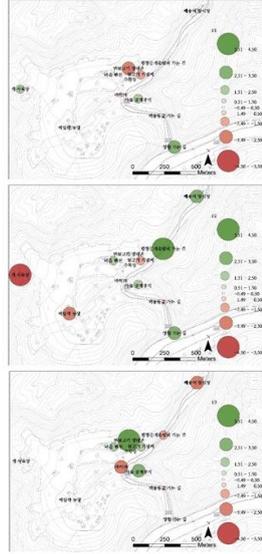
Second, on the marked map space, the researcher enters factor values that correspond to the Q statement by perception cluster before mapping. The created map displays the preference and non-preference of each perception group for controversial spaces. For this reason, the present research labeled this process “preference/non-preference

### 1. Spatialization of Q statement



| 순번 | 공간       | 요인1 | 요인2 | 요인3 |
|----|----------|-----|-----|-----|
| 1  | 만물고기 생태관 | -2  | 1   | 4   |
| 3  | 주차장      | 1   | 0   | 0   |
| 4  | 물고기 기념비  | -1  | -2  | 2   |
| 5  | 마을 펜션    | 0   | 2   | 2   |
| 6  | 라이더      | -1  | 0   | -2  |
| 8  | 문희마을     | 3   | 1   | -2  |
| 9  | 마을 공개공지  | 1   | 2   | 3   |
| 10 | 영월가는 길   | 2   | 4   | 0   |
| 12 | 백룡동굴가는 길 | 1   | -1  | -1  |
| 13 | 폐송어양식장   | 1   | 3   | -3  |
| 17 | 배밭막 농장   | -1  | -3  | 0   |
| 19 | 개 사육장    | 2   | -4  | 0   |
| 20 | 송어 양식장   | -2  | -1  | 1   |

### 2. Preference Mapping from Factors



### 3. Conflict Mapping for Critical Area

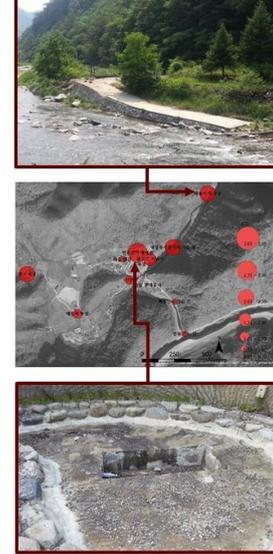


Figure6 Mapping based on Value of Q Statement

mapping.” The mapping in this research indicated non-preference with -4 (red) and preference with +4 (green); the higher the absolute value, the higher the wavelength increases up, while the lower the absolute value, the lower the wavelength decreases down.

Third, the difference between preference and non-preference is mapped by standard deviation of each factor. Based on this, the researcher can confirm the space where differing opinions coexist. Through this mapping, the present research could confirm the space where preference is distinguished by perception group; thus, the mapping is labeled as “conflict mapping.” In the present research, the space with a greater gap in preference is indicated with higher value (red), and the space with no gap in preference is indicated with 0 (white) (See Table6).

Table6 Explanation of Mapping

| No.     | Mapping                             | Explanation  |   |   |
|---------|-------------------------------------|--------------|---|---|
| 1       | Preference & Non-preference Mapping | Character    | Check preference and non-preference of construction space for each Q factor |   |
|         |                                     | Presentation | Color   | Start marking from non-preference space (-4/red) to preference space (4/green)  |
|         |                                     |              | Size  | Mark the space with higher absolute value of preference and non-preference within the radius as bigger  |
| Example |                                     |              |   |   |
| 2       | Conflict Mapping                    | Character    | Confirm the gap in preference and non-preference mapping                    |   |
|         |                                     | Presentation | Color   | Mark the space with the biggest gap in preference (+high value/red) first, and then mark the space with no gap in preference (0 value/white)        |
|         |                                     |              | Size  | Mark the space with greater gap in preference as bigger (mark the biggest wavelength in preference and non-preference mapping used in gap analysis) |
| Example |                                     |              |   |   |

## **2-3. Interpretation**

Ecotourism sites should be operated in a balanced manner between the preservation of ecological resources and the construction of facility for tourists. In the process, various preferences can be manifested among stakeholders, and this Q methodology-based perception mapping can confirm such space. This type of perception mapping allows us to identify what space is preferred based on the characteristic of perception factor and highly controversial space with a huge gap in perception. The mapping of these controversial spaces is significant in that they are valuable spaces in stakeholders' eyes unlike other ecological spaces with physical data (ecology nature map, altitude map).

With regard to the distribution of controversial spaces with a huge gap in perceptions, thorough interpretation is required. This is because it is necessary to minimize conflicts through space planning by identifying the causes of conflicts at each phase of construction and reconstruction. Such space planning will have significance in that it is not a unilateral space plan of an expert but a plan based on the spatial perceptions of local stakeholders. In addition, it provides an opportunity to understand the meaning of the space that the stakeholders value. Furthermore, it gives us a clue as to the principle of how to construct the facility beyond simple building structures.

## **IV. Subjectivity Analysis of Conflict in Maha Ecotourism Site, Pyeongchang**

The present chapter discusses the history of ecotourism in Korea and summarizes the typical conflicts at ecotourism sites: conflicts between the government-led development term and the resident-led operation term. In addition, this chapter presents a comparative analysis of conflict structure at the Pyeongchang Maha ecotourism site, which had undergone both the government-led development term (2013) and the resident-led operation term (2014), through Q methodology and mapping. By doing so, this study was intended to present a strategy to manage the types of conflicts that may emerge during these two processes.

### **1. Change of Conflict Structure in Maha Ecotourism Site based on Transition of Korean Ecotourism**

#### **1-1. Transition of Korean Ecotourism**

The concept of ecotourism developed overseas and was introduced to Korea in the 1990s (Kim, S. Y., 1992). Early researchers introduced ecotourism by striving to identify in what context ecotourism is used on a continuum of sustainability, and to distinguish it from other related terms. As such, in the early stage of ecotourism research, conceptual and theoretical studies were conducted in academia (Kim, S. Y., 1992; Ya, E. S., 2010; Choi, H. K., 1998).

In this context, the Korean government perceived the benefit of ecotourism and established relevant laws in 2002, the year of world ecotourism (See Appendix-Table1). After that, ecotourism was separately promoted by several departments of the government. In 2010, the Ministry of Environment and the Ministry of Culture, Sports, and Tourism selected the top 10 ecotourism model sites – Taean sand dune named ‘shin-du’, Seosan habitat for migratory named ‘Cheonsu bay’, Suncheon wetland named ‘Suncheon bay’, Changnyeong wetland named ‘Upo’, Pyeongchang Baekryong caves and Dong-river, Yeongju ‘Jarak’ path in ‘Soback mountain(source of ‘Nackdong’ river)’, Jinan ‘Mashil’ path(source of ‘Seomijin’ river), Paju ‘Chopyung island’, Hwacheon, Jeju parasitic volcano and ‘seogwi’ dock biosphere reserves – to develop intensively, and invested about one trillion KRW (Korea Tourism Organization, 2010). Later, the Ministry of Environment revised the “Natural Environment Conservation Act” in March, 2013 and enacted the sponsorship of the ecotourism sites (Lee, J. H. & Lee, H. Y., 2012) (See Appendix-Table2). Based on this law, the top 12 ecotourism sites – Cheonsuman Bay in Seosan, Demilitarized Zone in Yanggu, The high moor Yongneup in Inje, Estuary of the Geumgang River and Yubudo Island, Seocheon, Baekryung Cave in Pyeongchang, Wangpicheon Vallery in Uljin, Suncheon Bay in Suncheon, Upo Wetland in Changnyeong, The Taehwa River in Ulsan, Camellia Hill Wetland in Jeju, Anggang Bay in Namhae, Estuary of the NakDong-river in Busan – were selected in March, 2013, and three years of sponsorship were promised. As such, the ecotourism in Korea was supported and developed by the government (Ministry of Environment, 2014).

However, the government-led ecotourism sites had one precondition that they must produce an outcome within four years (Appendix-Table3). For this reason, facility construction has been the focus of ecotourism operation in order to show visible achievement during the accelerated process. In the meantime, places that appear to be ecotourism sites without meeting all the criteria started to emerge (Choi, H. S. et al., 2012). In Pyeongchang, the ecotourism construction decreased the number of rare wild flower species; in Suncheon Bay, the local residents complained about the damage to the fishery industry due to frequent and speedy boat traffic from ecotourism; the Hacheon Paroho Lake ecotourism site was criticized during the Pyonghwa Specialized District Public Hearing for not returning the investment margin to the residents (Lee, J. H., 2010). As such, various microscopic problems (environmental damage, financial deficit due to unmatched size of the facility, constraint on residents' lives due to strict regulations, etc.) are surfacing and leading to conflicts in the region (Cho, J. H. & Kim, Y. G., 2014).

In order to resolve these problems and conflicts, government research organizations recently tried to monitor whether the ecotourism sites are planned and operated well (Bae, M. K. & Park, C. S., 2009; Choi, H. S. & Kim, H. A., 2012a; Choi, H. S. & Kim, H. A., 2012b; Korea Tourism Organization, 2010). This attempt is a strategy regarding the certification system that examines the evaluation criteria on whether the target site is equipped with the conditions required for ecotourism sites. However, the attempt has limitations in identifying various problems due to a lack of objective data on ecotourism sites. As an alternative,

an evaluation was performed via professional surveys; however, the survey was carried out only for a few days, and it failed to investigate all aspects of the target site (Cho, J. H. & Kim, Y. G., 2014).

For this reason, it became necessary to gather the opinions from those stakeholders and local residents who are most familiar with the problems and issues at ecotourism sites. While the previous government-led ecotourism was uniformed and outcome-oriented, resident-led ecotourism can establish a strategy to preserve ecotourism resources based on local residents' ecological knowledge and can be effective in developing the region's ecological culture (Yang, S. P., 2012). In addition, another benefit is that the local residents can receive the profit that previously went to officials and outsourced the workforce (Lee, J. H., 2010). The Ministry of Environment also re-established the top 12 ecotourism sites in 2013 and began to sponsor the village co-op groups in addition to the facility. Residents at ecotourism sites are now taking over the operating right of main ecotourism facilities that previously were managed by administrative organizations. Residents are holding discussions on the effect and detailed plans, hosting seminars and forums on "how to vitalize resident-led ecotourism" by the National Assembly and research institute. However, the goals of each ecotourism site are not clear, and residents lack ecotourism-related knowledge and capabilities. For this reason, there are not many ecotourism cases that can be seen as successful. Nonetheless, it is feasible to have resident-led ecotourism operations if the local residents are educated to have a higher capability and are assisted to build goals specific to their region (See Figure9).



Figure7 Transition of Korean Ecotourism & Maha Ecotourism Site, Pyeongchang

## **1-2. Change of Conflict Structure in Maha Ecotourism Site, Pyeongchang<sup>7)</sup>**

Until the 1980s, local residents lived on slash-and-burn farming and fishery in Maha village, but in the 1990s, people began rafting in Dong-river, which brought tourism-related income, and many local residents began lodging businesses in their farmhouses. Meanwhile, there was a major flood in this area due to heavy downpours in this region, and in September 1997, the Ministry of Construction suggested a plan to construct a dam in Maha village. In response to this plan, environmental organizations and local residents held large demonstrations for their ecological concerns and their rights.

In 2000, President Dae-Jung Kim cancelled the plan for Dam, and an ecotourism alternative around the site was suggested. The area was then designated an ecological preservation area, and it became an ecotourism site. The national and local governments have actively supported this ecotourism as an engine of growth for the region. First, local government began to financially support the construction of ecotourism facilities through 'New Village Development' in 2008. In 2010, for the '10 Ecotourism Models Project', an ecotourism expert was dispatched to evaluate the situation and develop future business plans. In 2011, the Ministry for Food, Agriculture, Forestry and Fisheries designated Maha village a 'Green Rural Tourism Village', with the motto 'Enjoy and Learn Nature', and provided PR and financial aid to

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7) Reconstitution of Conflicts in 'Lee, J. H., & Son, Y. H. (2015a). Stakeholder Subjectives Toward Ecotourism Development using Q methodology: The Case of Maha Ecotourism Site in Pyeongchang, Korea. *Asia Pacific Journal of Tourism Research*, 1-21'.

provide a better ecological and rural experience(See Appendix–Table4).

Backed by government support, an ecotourism belt project was begun around this area, starting with the Pyeongchang Freshwater fish ecology Museum and expanding to other Maha ecotourism sites. This project included many subsidiary facilities for ecotourism, including viaducts and eco–ponds in Maha ecotourism sites. In 2010, the Cave Ecological Experience site in Pyeongchang was opened to the public as the first ecological experience educational site run by local residents, and an ecology trail was constructed near the cave. In 2011, a village shelter was developed, and a number of relevant features such as guide maps, signposts, safety facilities, and benches were added.

The ecotourism development project initiated by the government was suspended in 2010 because of opposition from the village residents. The government had planned to develop the ecotourism area through an outsourcing company, but various problems arose during the construction. The conflict in relationships can be described as follows: the main policy and economic support from the Ministry of Environment, Ministry for Food, Agriculture, Forestry and Fisheries, and the local government mostly came from three public officials who lived in the region. These public officials oversaw the leisure tourism company and manager, facility manager, and tour guides; implemented the policy; and distributed the support funds. The leisure tourism company and manager, facility manager, and tour guides were local residents and directly dealt with the tourists and gained profit. Opinions between the three public officials, who represent the government, and the representatives of the local residents, who perform the tasks in the

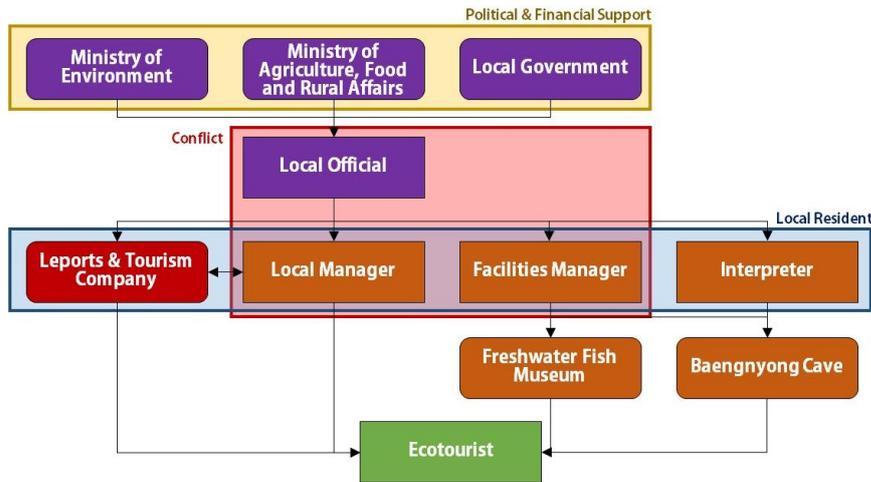


Figure8 Conflict on Maha Ecotourism, Pyeongchang

(Source: Reconstruction of Lee, J. H., & Son, Y. H., 2015b, P.8)

ecotourism area, had a wide gap(See Figure 8).

Representatives of the local residents argued that the facilities in the ecotourism areas were so large-scale that not only will losses continue but will also interfere with people's lives. They wanted to have ecotourism areas that provided alternatives to these issues. Thus, the government had to suspend the outsourcing company and conduct an advisory conference for Local Development Coporation and Korean Research Center for Caves, as well as two local residents' meetings(See Appendix-Table5).

According to the interviews, the village leaders stated that the current regulations were too harsh, and that the construction process did not take the residents into consideration. Opinions varied regarding the freshwater fish ecology center or parking lot, fish monument costs, and village construction. Moreover, opinions related to the Pyeongchang

Olympic Winter Games differed as well. There were strong misgivings about the Ministry of Environment's purchase of the entire Dong-river area and reopening of Dam. The locals requested that after purchasing the area, the government should rent the unused land and continue to provide various support. Meanwhile, related public officials representing the government stated that regulations are necessary to maintain the ecological balance of the ecotourism area and that renting the purchased land is impossible according to the Ministry of Environment policy. Public officials also stated that the local residents were already receiving a great amount of support (See Appendix-Table10, Appendix x-Figure3, Appendix-Figure4).

Among these, the event that caused the conflict between officials and residents to reach a climactic point peak was the Eorumchi (cyprinid fish) Monument, which was built in 2013. The official who was in charge, based on the sponsored amount from the government, constructed the monument through consultation with an expert. However, the residents strongly complained that the official spent 30 million KRW for a monument that does not match the village image while their monthly salary from the Fresh Water Ecology Center is less than a million KRW. As such, over various problems related to construction, the disharmony and conflict between the official and residents continued.

The main factor of conflict between officials and residents comes down to the collision between the investment of the officials who want short-term achievement in preparation for the government evaluation, and the residents who want to create actual income. When officials

receive the government sponsorship, they tend to hire professional consulting companies because they lack information and experience on how to invest in ecotourism. Officials tend to prefer investing into facilities, which shows achievement clearly, and consulting companies provide all ecotourism sites with the facilities with a same design for efficiency. With regard to such a role of officials, residents are pessimistic about the investment in the facility that does not bring any profits, and they have a deep-seated distrust of professionals in consulting companies, thinking that these professionals take away their funds. In such a context, officials think that the local residents are always unhappy even when the officials are doing their best. On the other hand, local residents criticize officials and want to operate the ecotourism site on their own. In the meantime, residents also feel limited due to their lack of knowledge and capabilities (See Table7).

Table7 Conflict Cause in Government-led Development Term

| Sort                      | Local Residents  | Officials   |
|---------------------------|--|---|
| Preferred outcome         | <ul style="list-style-type: none"> <li>• Increasing income</li> <li>• Creating jobs</li> </ul>                   | <ul style="list-style-type: none"> <li>• Producing visible outcomes within a short period of time in preparation for government evaluation</li> </ul> |
| Method of processing work | <ul style="list-style-type: none"> <li>• Voluntarily researching of successful cases in other regions</li> </ul> | <ul style="list-style-type: none"> <li>• Hiring consulting companies</li> </ul>   |
| Limitation                | <ul style="list-style-type: none"> <li>• Lacking capabilities</li> </ul>   | <ul style="list-style-type: none"> <li>• Heavily investing in facilities for short-term achievement</li> </ul>  |
| Opinions of each other    | <ul style="list-style-type: none"> <li>• Taking the funds to outsourced businesses</li> </ul>                    | <ul style="list-style-type: none"> <li>• Feeling dissatisfied all the time no matter how hard they try</li> </ul>                                     |

In order to resolve these conflicts, Pyeongchang-gun changed the operating structure at the Maha ecotourism site. The city government entrusts the M residents' cooperation with the Fresh Water Ecology Center (the Maha ecotourism site's most well-known facility) and the right of guided tours at Baengnyong Cave.

The M residents' cooperation is a social cooperation that was established in 2012 by Mitan-myeon residents (members of the Mitan-myeon Co-op that Maha-ri residents belong to) for the village's revenue increase and welfare improvement. The M residents' cooperation is led by the former mayor of Maha-ri, and many resident leaders at the Maha ecotourism site such as a Maha-ri youth leader and a women's leader are involved. They have brought various problems to the attention of the Pyeongchang county office during the Maha ecotourism site construction, volunteering to operate the site themselves. Their request was granted and on July 12th, 2013, the M residents' cooperation obtained the operating right of the Fresh Water Ecology Center and Baengnyong Cave on October 21st, 2013. Subsequently, the three officials who used to operate the Fresh Water Ecology Center were transferred to a different place. The residents who passively participated in operating the Fresh Water Ecology Center as temporary workers were given the full right to operate the Fresh Water Ecology Center as employees of the M residents' cooperation (See Figure9).

This is how the operating structure changed and the pay that was previously given to the officials began to go to the residents. Through this, one extra local resident leader joined the operation of the Fresh

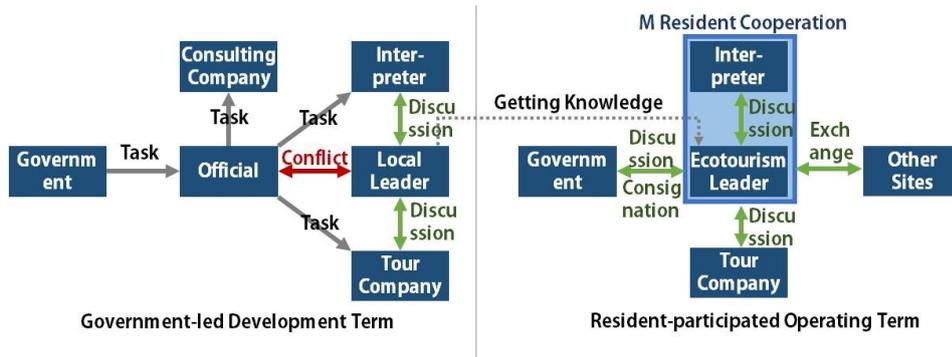


Figure9 Diagram about Change of Main Operators

Table8 Change of Main Operators

| Sort                            | Previous operation   | After the change of operating structure                                |
|---------------------------------|--|--|
| Operator                        | 3 officials<br>3 residents with temporary positions                                      | M residents' cooperation<br>(4 village employees + 1 volunteer worker) |
| System                          | Direct management of operation   | Commissioned operation   |
| Cost                            | 23 million KRW (excluding salary)  | 18 million KRW (excluding salary)                                      |
| Type of employment of residents | Temporary position (daily hire)  | Contracted position for 2 years  |
| Wage                            | About 0.8 million KRW (depending on hours) without including 4 major insurance coverages | About 1 million KRW including 4 major insurance coverages              |

Water Ecology Center. In addition, the salary of the residents who were participating in the previous operation increased to a small degree; the form of employment changed from temporary employment to more stable employment with commissioned operation for two years, with the guaranteed coverage of four major insurance companies (See Table8).

The first year that the M residents' cooperation operated, they saved a considerable amount of management fees and returned the remaining funds to the county office. Furthermore, the M residents' cooperation hosted various meetings for village development and signed a research agreement with Kangwon National University. In addition, they are planning and promoting field trips to advanced ecotourism sites for resident education; based on this, they are trying to create a new ecotour program with environmental education. Aside from these, they are also contributing to the village vitalization by looking for other profitable projects such as environmental waste management (See Appendix-Table6).

Even after the M residents' cooperation became actively involved in the Maha ecotourism site operation, ecotourism's main issues were still manifested in governance, education, ecology, economy, and cultural heritage, not to mention the fields related to construction. While previous officials invested greatly in facility construction for visible achievement, the village residents were more interested in reorganizing the operation management to create profits and becoming trained in the related fields. Thus, instead of inviting experts such as professors in relevant fields, they planned field trips to advanced ecotourism sites such as Jeju Camellia Hill for direct training that can help them increase the village revenue. They also hosted various meetings including the Mitan Development Forum, speeding up the ecological monitoring research through collaboration with Kangwon National University. According to the interview with the Maha-ri women's leader, who is a member of the M residents' cooperation and in charge of ecology

pension operation, the M residents' cooperation, a main agent of the Pyeongchang Maha ecotourism site, is hoping to gain more operating rights including ecology pension reservation rights, which are currently managed by the Pyeongchang-gun government. Aside from these, there were other issues related to ecology, economy, and cultural heritage, all of which had manifested during the facility construction. The details are as follows.

In the aspect of governance, younger human resources are needed, but there was also hostility towards the workers from different regions. There were opinions in favor of hosting meetings between local residents and officials, while others thought that the meetings are a waste of time. With regard to the effectiveness of regular village cleaning activities and the possible involvement of environmental organization, there were differing opinions and attitudes. There was also an opinion that the ecotourism system, which is being transferred to the current residents, needs to be revised. There were some residents who claimed that young people should be given the priority for education and various sponsorships.

In the aspect of resident education, there were split opinions over whether or not inviting special guest speakers is helpful. In addition, a question was raised on whether domestic and overseas field trips to ecotourism sites were effective because only a few people could participate. Usually, such an opportunity of learning is given to village leaders including the current mayor, but there was the concern that young people who are in charge of actual administration should have more opportunities for this.

In the aspect of preserving ecology, there were different opinions on whether the ecology management, which was launched to minimize damage from tourists, is well-managed. With regard to the number of people who can enter Baengnyong Cave, some people complained that the number is too small; handling the houses where people are residing also became an issue. In addition, since the area's geographic feature contains many cliffs, some people raised the necessity of afforestation while others argued that it could damage the magnificent view of the cliff. Moreover, there was a controversy over the greenbelt area designated by the Ministry of Environment.

In the aspect of vitalizing economy, some residents complained that the salary of their young director is too small. With regard to the ever-increasing land value, there were split views (positive and negative). Much doubt was raised with regard to the financial revenue from ecotourism and the effectiveness of large-scale investment. There were some opinions that small-scale and high-yielding tourism should be prioritized, and there was a question as to whether consulting companies are reliable.

In the aspect of local culture, some people voiced their opinions that the Pyeongchang Maha ecotourism site's cultural heritage (the Dong-river, Gulpi Forest, Geumsanbulmok, Jungsun Ariang, etc.) should be restored, while others argued that such cultural heritage should be celebrated through a festival. On the other hand, there were opinions that revenue should be created via leisure sports development rather than through restoring traditional culture. Some people proposed from the mediating perspective that it is necessary to establish a strategy to

connect leisure sports to cultural heritage. In addition, some people voiced their wish to be educated on cultural heritage restoration cases at overseas ecotourism sites.

In the aspect of construction, the size and shape of the Fresh Water Ecology Center were controversial. Compared to the size of the Fresh Water Ecology Center, the number of tourists was so small that the facility continuously suffered from operation deficit. Moreover, with regard to the size of the parking lot, people had differing opinions. There were many people who did not like the fish monument, and a considerable number of people were in favor of utilizing Jintan Park. With regard to connecting with the Yeongwol-gun area, there were split opinions. The opinions over connecting with the Yeongwol-gun area were split due to various reasons including the possibility of losing customers at local accommodations and the possibility of gaining tourists from the Yeongwol-gun area. With regard to the route from the Fresh Water Ecology Center to Baengnyong Cave, there were differing opinions. Some people thought that the lane should be expanded in order to vitalize the tourism and the lives of local residents, while others argued that they should maintain the current lane and utilize tracking routes. With regard to the ecology pension, people had differing opinions on whether the residents should have the operating right. According to them, once residents operate, the residents who actually operate will have difficulty managing. Regarding the buckwheat sprout farm, some people wanted to connect the farm to ecotourism while others had negative perceptions because private farming businesses will be involved in public ecotourism. With regard to

the Pyeongchang Winter Olympic Games, some people voiced the opinion that it will be beneficial, while others said the opposite due to the distant location and short period of the event.

As such, various issues surfaced in relation to the transferred operating right. On these issues, there were various preferences and differing opinions, creating distrust and confusion. In order to overcome such a situation, the village cooperation was conducting an in-depth survey on successful cases in other areas (See Table9).

Under such change, the Pyeongchang Maha ecotourism site construction project ended in 2014. To summarize the project by year, during the government-led development term (2010–2012), construction and promotion were the main focus. On the other hand, during the resident-led operation term (2013–2014), an resident education was reinforced (See Appendix–Table7, Appendix–Table8, Appendix–Table9).

Table9 Conflict Factor in Resident-participated Operating Term

| Sorting  | Local Residents  |
|--|--|
| Preferred outcome                              | <ul style="list-style-type: none"> <li>• Increasing revenue (creating jobs, bringing in tourists)</li> </ul>                               |
| Method of processing work                      | <ul style="list-style-type: none"> <li>• Launching a village cooperation</li> <li>• Researching successful cases in other areas</li> </ul> |
| Limitation                                     | <ul style="list-style-type: none"> <li>• Lacking directionality due to many different opinions</li> </ul>                                  |
| Opinions about the people with different views | <ul style="list-style-type: none"> <li>• They may look nice, but cannot be trusted.</li> </ul>   |

## **2. Comparative Analysis of Conflict Structure Between Government-led Term & Resident-participated Operating Term**

The present section is a comparative analysis of conflict structures that manifested during the government-led development term and the resident-led operation term (an alternative to the government-led development). Through this analysis, this paper aims to derive implications for reducing conflicts at ecotourism sites in the process of conflict changes at ecotourism sites.

### **2-1. Conflict Structure of Government-led Development Term<sup>8)</sup>**

#### **1) Q Analysis**

A total of 37 issues in the Pyeongchang Maha Ecotourism Area were selected, and through interviews, 25 Q statements were extracted. Q statements in this study involve the location and size of constructed and planned facilities, connection with other sites and relationship with other industries. In addition, the statements of resident education, economy, local culture, governance, ecology were included (See Table10).

Based on the Q statements, the P sample was given the survey from April 3rd, 2013 to June 5th, 2013. The conflicts during the

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8) Reconstitution of Findings in 'Lee, J. H., & Son, Y. H. (2015a). Stakeholder Subjectives Toward Ecotourism Development using Q methodology: The Case of Maha Ecotourism Site in Pyeongchang, Korea. *Asia Pacific Journal of Tourism Research*, 1-21'.

Table10 Q Statement of Government-led Development Term

| Division           |                                    | Q Statement  |
|--------------------|------------------------------------|--|
| Resident Education |                                    | Satisfaction about Ecotourism Education  |
| Economy            |                                    | Increase of Income   |
| Local Culture      |                                    | Restoration of Traditional Culture   |
| Governance         |                                    | Degree of Resident Participation   |
| Ecology            |                                    | Degree of Environmental Damage   |
| Constructi<br>on   | Constructed Ecotourism Facilities  | Size & Shape of the Freshwater Fish Ecology Museum, Size of Parking Lot, Location & Size of Fishing Monument, No. & Size of Village Pension, Length of Dong-river Rider                                  |
|                    | Development Plan of Ecotourism     | Renovation of Freshwater Fish Ecology Museum, Camping Location, Open Public Space of Village, Roads to the Other Cities, Dam, Road to Cave, Fly Fishing Facilities by Renovation of Abandoned Trout Farm |
|                    | Connection with Other Sites        | Pyeongchang Olympic Winter Games, Pyeongchang Campus of Seoul National University  |
|                    | Relationship with Other Industries | Buck Wheat Sprout Farm, Dog Farm, Trout Farm   |

Table11 P Sample of Government-led Development Term

| No. | Division       | Stakeholder   | No. of People  |
|-----|----------------|---|--|
| 1   | Officials      | Public Official(Male), Public Official(Female)  | 2  |
| 2   | Village Leader | Youth Leader(Male), Village Manager(Male), Resident(Male), Resident(Female)   | 4  |
| 3   | Resident       | Boss of Dong-river Leisure Company(Male), Employees of Dong-river Leisure Company(Male) 2 People, Taxi Driver(Male) | 4  |
| 4   |                | Tour Guides   | Tour Guides(Male) 4 People, Tour Guides(Female) 3 People |

government-led development term can be understood as the conflicts between the government and residents. Therefore, the survey was performed on personnel who closely participated in the Maha ecotourism site construction projects: government officials, resident leaders, tourism project personnel, and interpreters (See Table11).

The values of the P samples regarding the Q statements were analyzed using the Q factor analysis with an eigenvalue of 2 or higher. Three factors on the conflict that arose during the development of the Maha Ecotourism were calculated. The three factors mean three groups identified through the Q methodology; each factor analysis value shows the information of the survey participants by each factor is as follows. Factor 1 has a total of seven people including the village leader, young local official, tour industry professionals, and interpreters. Factor 2 has a total of five people including the village leader and interpreters. Factor 3 has the official and interpreters. This indicates that the perception of ecotourism construction is not clearly divided between officials and village leaders (See Table12).

The Z values for the Q statements in the Q factor analysis were calculated as shown below. These values explain which statement each group positively or negatively responded to. In this study, we analyzed the characteristics of each factor using +4~+3 and -4~-3 as the extreme values(See Figure10).

Table12 Q Analysis of Government-led Development Term

| No.         | Identify                 | Sex    | Age | Factor1        | Factor2        | Factor3        |
|-------------|--------------------------|--------|-----|----------------|----------------|----------------|
| 1           | Leader                   | Male   | 40s | <b>0.8534X</b> | -0.1270        | -0.2111        |
| 2           | Official                 | Male   | 30s | <b>0.8270X</b> | 0.1377         | 0.2668         |
| 3           | Boss of Tour Company     | Male   | 50s | <b>0.7296X</b> | 0.1443         | -0.3359        |
| 4           | Tour Guide               | Female | 40s | <b>0.6569X</b> | -0.1083        | 0.0439         |
| 5           | Employee of Tour Company | Male   | 20s | <b>0.6250X</b> | 0.0135         | -0.3425        |
| 6           | Village Manager          | Male   | 30s | <b>0.6221X</b> | 0.4267         | 0.2227         |
| 7           | Tour Guide               | Female | 40s | <b>0.5347X</b> | 0.3943         | -0.3373        |
| 8           | Youth Leader             | Male   | 50s | 0.1384         | <b>0.7098X</b> | -0.2597        |
| 9           | Tour Guide               | Male   | 50s | 0.3200         | <b>0.6806X</b> | 0.0922         |
| 10          | Taxi Driver              | Male   | 50s | -0.1724        | <b>0.6412X</b> | 0.0659         |
| 11          | Tour Guide               | Male   | 50s | 0.3791         | <b>0.6255X</b> | -0.3116        |
| 12          | Tour Guide               | Male   | 50s | 0.1517         | <b>0.5703X</b> | -0.5564        |
| 13          | Official                 | Female | 50s | 0.1011         | -0.0879        | <b>0.8800X</b> |
| 14          | Tour Guide               | 남      | 50s | 0.1128         | 0.5357         | <b>0.5745X</b> |
| 15          | Tour Guide               | 남      | 50s | 0.2854         | 0.2475         | -0.0259        |
| 16          | Employee of Tour Company | 남      | 20s | 0.3188         | -0.5803        | 0.0579         |
| 17          | Leader                   | 여      | 60s | -0.2056        | -0.0677        | 0.4219         |
| Eigen Value |                          |        |     | 4.8912         | 2.8565         | 2.0701         |
| % Var.      |                          |        |     | 28.7720        | 14.8617        | 12.1772        |

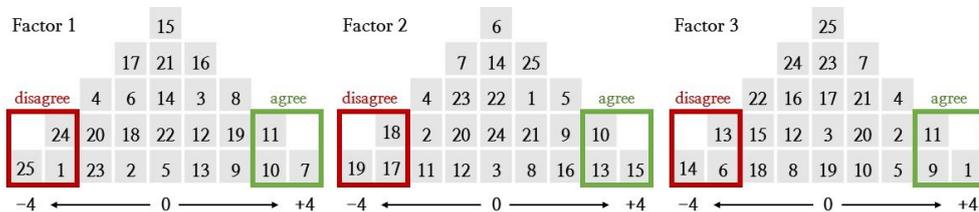


Figure10 Factor Value of Q Statement in Government-led Development Term

\* The Factor No. of this figures are a transformed results of Q factor analysis value to Q survey matrix. In general studies of Q methodology, use this Q survey matrix to explain each factors. -4 is represented by 'strong disagree', 0 is represented by 'neutrality', and +4 is represented by 'strong agree'. (Hunter, W. C., 2013; Hunter, W. C., 2014/ Reconstitution of 'Lee, J. H., & Son, Y. H., 2015b, P.14')

## 2) Interpretation of Q Factor

First, Factor 1, named “critics” is critical of the existing ecotourism facilities and plans initiated by the government and propose more development and resident education. Factor 1 included a public official (Male), local resident (Male), boss (Male), and employee (Male) of Dong-river Leisure, as well as a tour guide (Female) and village manager (Male) in their 30s and 50s, all of whom were of a relatively younger age group.(See Table13).

The respondents were critical of the existing government-led ecotourism facilities and plans and suggested a better plan. They either strongly agreed to “Number 12: The freshwater fish ecology center must be redesigned.”, disagree to “Number 6: The size and structure of the freshwater fish ecology center is suitable.”, agreed to “Number 15: Dam construction must be opposed.”, expressing a desire to reorganize the existing facilities and opposing the existing plans. In addition, they agreed to “Number 19: Roads must connect to developed area(Yeongwol).”, asking to acquire mobility by construction of road.

Meanwhile, they did not react sensitively toward the environmental damage and loss of traditional culture. They disagreed to “Number 1: The environment has deteriorated because of ecotourism.” and strongly disagreed to “Number 5: I hope there will be forest lodging and restoration of the road.”. These results may show that their eco-environment was unharmed and the restoration of the traditional culture passage insignificant. However, the other group also disagreed, as revealed through a comparison between the two groups. Factor 1 clearly wanted the additional development, and was indifferent to the

Table13 Q Statement of ‘Criticism’ Group

| No. | Q Statement   | Factor Value        |
|-----|---|---------------------|
| 12  | The freshwater fish ecology center must be redesigned.                    | 4(Strong Agree)     |
| 15  | Dam construction must be opposed.   | 3(Agree)            |
| 19  | Roads must connect to developed area(Yeongwol).                           | 3(Agree)            |
| 6   | The size and structure of the freshwater fish ecology center is suitable. | -3(Disagree)        |
| 1   | The environment has deteriorated because of ecotourism.                   | -3(Disagree)        |
| 5   | I hope there will be forest lodging and restoration of the road.          | -4(Strong Disagree) |

local area.

Factor 1 criticized the existing government-led ecotourism plan and wanted continuing development with improvements and support. They were not sensitive toward issues related to the environment or traditional culture, but this finding can be a result of them belonging to a younger age group. One of the individuals in Factor 1, a department head at Dong-river Leisure stated the following: “Lodging in the forest and restoring the roads are good, but I hope this village becomes a community that enjoys leisure and fly fishing. I hear that Seoul University will build its campus here, and I hope that leisure sports will be operated targeting university students.”

Factor 2, named “Development” wanted link with the other developed areas and Pyeonchang Olympic Winter Games areas. Factor 2 included a youth leader (M), tour guide (Male), taxi driver (Male), and tour guide (Female). The people in Factor 2 were all in their fifties: middle aged, and sandwiched between the other groups. They wanted

to revitalize ecotourism by collaborating with another region (See Table14).

They strongly agreed to “Number 20: Linked tourism development with the Pyeongchang Olympic Winter Games area needs to occur.” indicating how they wanted to tourism activation. And, they agreed to “Number 19: Roads must connect to developed area (Yeongwol).”, which is the proposal to improve the transportation infrastructure of the Yeongwol region. In addition, they insist that existing facilities be modified and used with agreeing to “Number 17: The closed trout farm must be used as a fly fishing area.”

At the same time, they were negative about other local industries (except for ecotourism) because those industries sometimes increased their profits by releasing environmental pollutants; they were not on good terms with local residents. Factor 2 responded negatively to all statements about dog and buckwheat farms, disagreeing to “Number 23: The buckwheat farm must grow.”, “Number 22: The buckwheat farm must actively be linked with ecotourism.”, and strongly disagreeing to “Number 24: The dog farm must be maintained in the village.”

Factor 2 wanted to increase the number of eco-tourists by collaborating with another region; it reacted negatively to other industries. We interpret this result as demonstrating that Factor 2 wanted ecotourism to be the main industry of the region and disliked the environmental damage and profiteering of other industries. A village tour guide who is a part of Factor 2 stated the following in the interview: “I think it will be better if the roads are connected with developed areas. I think more people will come visit as they pass.”

Table14 Q Statement of ‘Development’ Group

| No. | Q Statement   | Factor Value        |
|-----|---|---------------------|
| 20  | Linked tourism development with the Pyeongchang Olympic Winter Games area needs to occur. | 4(Strong Agree)     |
| 19  | Roads must connect to developed area (Yeongwol).  | 3(Agree)            |
| 17  | The closed trout farm must be used as a fly fishing area.                                 | 3(Agree)            |
| 23  | The buckwheat farm must grow.   | -3(Disagree)        |
| 22  | The buckwheat farm must actively be linked with ecotourism.                               | -3(Disagree)        |
| 24  | The dog farm must be maintained in the village.   | -4(Strong Disagree) |

Factor 3, named “Conservation” wanted to maintain the status quo rather than change it and pursued convenience with a settlement space. Factor 3 included a public official (Female), tour guide (Male), and local resident (Female). These individuals were relatively older and had engaged in ecotourism for a long time (See Table 15).

They were satisfied with their current situation and did not welcome new facilities or change. They expressed very positively their satisfaction with the current facilities with agreeing to “Number 6: The size and structure of the freshwater fish ecology center is suitable.” In response to statements about a new facility, they agreed to “Number 15: The construction of Dong-river Dam must be opposed.”, strongly disagreed to “Number 18: A fishing area should be built in the village.”, and disagreed to “Number 17: The closed trout farm should be used as a fly fishing area.”; this represented a negative response to environmental change. In addition to that, Factor 3 responded negatively to the suggestion that “Number 11: Length of Dong-river Rider is suitable for safe.” This shows that they worried about safety of leisure facilities,

Table15 Q Statement of ‘Conservation’ Group

| No. | Q Statement  | Factor Value        |
|-----|--|---------------------|
| 6   | The size and structure of the freshwater fish ecology center is suitable | 4(Strong Agree)     |
| 15  | The construction of Dong-river Dam must be opposed.                      | 3(Agree)            |
| 14  | The village public announcement must be used.                            | 3(Agree)            |
| 17  | The closed trout farm should be used as a fly fishing area.              | -3(Disagree)        |
| 11  | Length of Dong-river Rider is suitable for safe.                         | -3(Disagree)        |
| 18  | A fishing area should be built in the village.                           | -4(Strong Disagree) |

installed recently. However, people in Factor 3 did want access to a reservation not open to the public with agree to “Number 14: The village public announcement must be used.”, which they felt should be used for conservation purposes. In other words, they hoped to change regulations that were making their own lives more difficult. One person from this group, an official of Maha Ecotourism stated the following: “This area has been maintained owing to regulations. Further, things are confusing now with so many plans. I expected ideas from outsourced parties and specialists, but I do not see that much difference.”

Three groups were identified: the first showed active commitment toward development; the second favored ecotourism development through links with other areas, and the third agreed with the government and sought security. This also shows the fact that two extreme values between development (I criticism, II development) and conservation (III conservation) are colliding (See Table16).

On the other hand, the item that everyone desired was regarding management rather than facility construction. People shared the same

opinions regarding the alternatives to strict space regulations, the outsourced companies, securing the safety of leisure facilities, and the need for resident education. However, with regard to the item related to facility construction, only village pension was mentioned. This finding shows that conflicts can be minimized when the construction project at the Pyeongchang Maha ecotourism site stops at the level of village pension and a general management takes place (See Appendix3).

Table16 Group Comparison of Government-led Development Term

| Division       | Group        | Characteristics  |
|----------------|--------------|--|
| Distinguishing | Criticism    | <ul style="list-style-type: none"> <li>• Critical toward the existing ecotourism facilities and plans initiated by the government</li> <li>• Wanted development and support</li> <li>• Not sensitive toward issues related to the environment or traditional culture</li> </ul>  |
|                | Development  | <ul style="list-style-type: none"> <li>• Wanted link with the other developed areas and Pyeongchang Olympic Winter Games areas</li> <li>• Desire to remodel the existing facilities</li> <li>• Critical toward local industries</li> </ul>   |
|                | Conservation | <ul style="list-style-type: none"> <li>• Satisfied with the situation and did not want change</li> <li>• Wish to use the space to be tied as a preservation area and have restrictions lifted</li> <li>• Desire for deeper involvement in ecotourism as elder</li> </ul>   |
| Consensus      |              | <ul style="list-style-type: none"> <li>• Alternatives to strict regulations on space</li> <li>• Management by outsourced companies</li> <li>• Testing the safety of the leisure facility</li> <li>• Establishing a facility similar to village pensions</li> <li>• Dissatisfaction with current resident ecotourism education</li> </ul> |

Table17 Whole Q Statements

| No | Q Statement   | Criticism | Development | Conservation |
|----|---|-----------|-------------|--------------|
| 1  | The environment has deteriorated because of ecotourism.                                       | -3        | 0           | -1           |
| 2  | The level of resident education for ecotourism is suitable.                                   | -2        | -1          | 0            |
| 3  | Financially, the revenue increased.   | 0         | 1           | 1            |
| 4  | Citizens are well involved in the development of ecotourism.                                  | 0         | 0           | -2           |
| 5  | Traditional forest lodging and restoration of the road are needed.                            | -4        | 1           | 0            |
| 6  | The size and structure of the freshwater fish ecology center is suitable                      | -3        | 1           | 4            |
| 7  | The renovation of the freshwater fish ecology center was well conducted.                      | -1        | -2          | 2            |
| 8  | The size of the parking lot built by the government is appropriate.                           | 1         | 0           | 0            |
| 9  | The fish monument was well-built.   | -2        | -2          | 2            |
| 10 | The number and size of the village pension is appropriate.                                    | 0         | 2           | 2            |
| 11 | Length of Dong-river Rider is suitable for safe.  | -1        | 0           | -3           |
| 12 | The freshwater fish ecology center must be redesigned.  | 4         | -1          | 1            |
| 13 | The village camping ground must be constructed.   | 2         | 1           | -1           |
| 14 | The village public announcement must be used.   | 2         | 2           | 3            |
| 15 | The construction of Dong-river Dam must be opposed.   | 3         | -2          | 3            |
| 16 | The road from the fresh water ecology center to Baengnyong cave should be improved.           | 1         | -1          | -1           |
| 17 | The closed trout farm should be used as a fly fishing area.                                   | 1         | 3           | -3           |
| 18 | A fishing area should be built in the village.  | 0         | 0           | -4           |
| 19 | Roads must connect to developed area (Yeongwol).  | 3         | 3           | 1            |
| 20 | Linked tourism development with the Pyeongchang Olympic Winter Games area needs to occur.     | 0         | 4           | -2           |
| 21 | The village development should be connected to Pyeongchang Campus of Seoul Nation University. | 1         | 2           | -1           |
| 22 | The buckwheat farm must actively be linked with ecotourism.                                   | -1        | -3          | 0            |
| 23 | The buckwheat farm must grow.   | -1        | -3          | -2           |
| 24 | The dog farm must be maintained in the village.   | 2         | -4          | 0            |
| 25 | Trout farm should be eliminated.  | -2        | -1          | 1            |

## 2-2. Conflict Structure of Resident-participated Operating Term<sup>9)</sup>

### 1) Q Analysis

After changing the operating structure, the Pyeongchang Maha ecotourism site had fewer construction issues; in the meantime, there were still other inherent issues such as resident education, economy vitalization, local culture, governance, and ecology conservation. These ecotourism issues were reorganized in groups of 10 statements by subject, and a total of 34 statements were extracted after interviewing experts and residents (See Table18).

By using these 34 statements, a survey was conducted on the P sample. Unlike the 2013 analysis, the residents had become the main workforce of operation and there were differing opinions among the residents. Therefore, the P sample was composed of the local residents who are deeply involved in ecotourism operation and have different viewpoints. To be specific, the survey participants were a total of 19 people: 6 ecotourism leaders, 7 tour industry professionals, and 6 interpreters (See Table19).<sup>10)</sup>

The ecotourism leaders (6 people) have been actively participating in the process of transferring the operating right of the ecotourism facility and are currently operating the Fresh Water Ecology Center. Tour

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9) Reconstitution of 'Lee, J. H. & Son, Y. H. (2015b), Analysis of Resident-oriented Management Process & It's Participants Subjectivities in Maha Ecotourism, Pyeongchang-gun, Journal of Korean Society of Rural Planning 21(1), 63-75'

10) Without a doubt, pure residents such as children and the elderly exist. However, they cannot be seen as key stakeholders of ecotourism operation. So they are excluded in this study. Therefore, the present research categorized the participants into three groups.

Table 18 Q Statement of Resident-participated Operating Term

| Division           | Q Statement  |
|--------------------|--|
| Resident Education | Inviting experts as guest speakers, domestic or overseas field trips to ecotourism sites, giving the young generation priority for education   |
| Economy            | Salary of the director, land price, income, government investment, small-scale tourism, consulting companies   |
| Local Culture      | Cultural heritage, festival, leisure sports, domestic and overseas cases of restoring cultural heritage  |
| Governance         | Outsourcing workforce, meeting with officials, regular village cleaning activities, environmental organization, residents' participation, supporting the young workforce   |
| Ecology            | Environmental damage by tourists, limited number of visitors at Baengnyong Cave, returning the uninhabited buildings to grasslands, afforestation of cliffs for rockslide prevention, greenbelt area   |
| Construction       | Fresh Water Ecology Center, parking lot, fish monument, Jintan Naru Park, connecting with the Youngwol area, the road to Baengnyong Cave and the Fresh Water Ecology Center, ecology pension, buckwheat sprout farm, the road to the Pyeongchang Winter Olympic Games site |

industry professionals are associated with ecotourism site leisure sports, accommodations, and foods; they participated in the process of operating rights transfer and witnessed the change of the organizations that manage them. Interpreters are professionals who received trainings in the field of ecotourism and provide tours of the Maha ecotourism site on behalf of the village. They voiced a considerable number of opinions in the process of transferring facility operating rights. They also experienced the change in organizations that supervise them. As such, the selected participants (P sample) were asked to rearrange the Q statement cards in the order of priority in the form of equilateral triangles. The result was analyzed through Q factor analysis.

Table 19 P Sample of Resident-participated Operating Term

| No. | Division | Stakeholder   | No. of People |
|-----|----------|---|---------------|
| 1   | Resident | Ecotourism Leader<br>Head of Freshwater Ecology Center(Male), Village Manager(Male), Village Deputy-Manager(Male), Related Organization(Female), Village Foreman(Male)<br>Employee of Freshwater Ecology Center(Female) | 6             |
| 2   |          | Tour Company<br>Employee of Dong-river Leisure Company(Male), Taxi Driver(Male) 2 People, Restaurant Owner, Private Pension Owner(Male) 2 People, Public Pension Owner(Female)  | 7             |
| 3   |          | Tour Guides<br>Tour Guides(Male) 3 People, Tour Guides(Female) 3 People   | 6             |

\* While the 2013 P sample had a separate group that consisted of the residents, the 2014 P sample does not have a separate group of residents because all participants are residents

The present research extracted four main factors of conflicts that were manifested during the Maha ecotourism development term (see Table 20 and Figure 11). The results are as follows. As the above Table shows, factor 1 consists of five people: four interpreters and one ecotourism leader. Factor 2 consists of three ecotourism leaders and two tour industry professionals. Factor 3 consists of two ecotourism leaders and two tour industry professionals. Factor 4 consists of one tour industry professional and two interpreters. There were also two participants who did not belong to any factor groups.

Table20 Q Analysis of Resident-participated Operating Term

| No.         | Identify     | Age | Sex    | Factor1        | Factor2        | Factor3        | Factor4        |
|-------------|--------------|-----|--------|----------------|----------------|----------------|----------------|
| 1           | Tour Guide   | 40s | Female | <b>0.7046X</b> | -0.0323        | -0.0375        | -0.1750        |
| 2           | Tour Guide   | 60s | Male   | <b>0.6593X</b> | -0.1807        | 0.4107         | -0.1539        |
| 3           | Tour Guide   | 50s | Female | <b>0.6535X</b> | 0.1402         | -0.2575        | 0.1466         |
| 4           | Tour Guide   | 50s | Male   | <b>0.6208X</b> | 0.2010         | -0.0572        | 0.0647         |
| 5           | Leader       | 50s | Male   | <b>0.5968X</b> | 0.1740         | 0.2089         | 0.1847         |
| 6           | Tour Company | 40s | Male   | 0.0128         | <b>0.7599X</b> | -0.2745        | -0.2052        |
| 7           | Leader       | 40s | Female | 0.0533         | <b>0.7128X</b> | -0.0891        | 0.1723         |
| 8           | Leader       | 50s | Male   | 0.4290         | <b>0.6190X</b> | 0.0961         | 0.0224         |
| 9           | Leader       | 30s | Male   | 0.1400         | <b>0.5975X</b> | 0.1650         | 0.1765         |
| 10          | Tour Company | 40s | Male   | 0.0042         | <b>0.5072X</b> | 0.5051         | -0.3654        |
| 11          | Leader       | 50s | Female | -0.1944        | 0.2358         | <b>0.7213X</b> | 0.1005         |
| 12          | Leader       | 30s | Male   | 0.0911         | 0.1763         | <b>0.6716X</b> | 0.3018         |
| 13          | Tour Company | 60s | Male   | 0.0789         | -0.3151        | <b>0.6700X</b> | -0.1124        |
| 14          | Tour Company | 60s | Male   | 0.0425         | -0.1903        | <b>0.4925X</b> | 0.1869         |
| 15          | Tour Company | 50s | Female | -0.1436        | 0.3282         | 0.0346         | <b>0.7290X</b> |
| 16          | Tour Guide   | 50s | Female | 0.2081         | -0.0849        | 0.0929         | <b>0.7237X</b> |
| 17          | Tour Guide   | 30s | Male   | -0.2368        | 0.1920         | 0.0656         | <b>0.5486X</b> |
| 18          | Tour Company | 60s | Male   | 0.1720         | -0.2188        | 0.0888         | 0.4057         |
| 19          | Tour Company | 60s | Male   | 0.3794         | 0.0365         | 0.3482         | 0.3889         |
| Eigen Value |              |     |        | 3.3625         | 2.5189         | 2.2438         | 1.7950         |
| % Var.      |              |     |        | 17.6971        | 13.2573        | 11.8094        | 9.4474         |

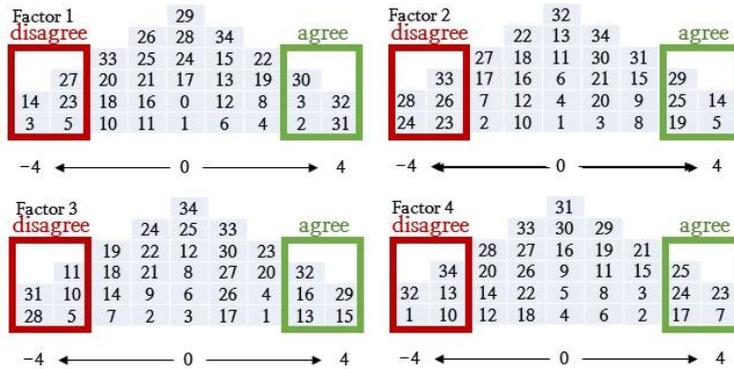


Figure11 Factor value of Q statement in Resident-participated Operating Term

\* The factor No. of this figure is a transformed result of Q factor analysis value to Q survey matrix. In general studies of Q methodology, use this Q survey matrix to explain each factors. -4 is represented by 'strong disagree', 0 is represented by 'neutrality', and +4 is represented by 'strong agree'. (Hunter, W. C., 2013; Hunter, W. C., 2014). Reconstitution of "Lee, J. H. & Son, Y. H. (2015a) P. 69"

## 2) Interpretation of Q Factor

Factor 1 is a group that believes the residents should operate the ecotourism on their own. This group is negative towards the way the government operates, and believes that they must receive the operating rights and ownership; thus, this group was labeled as the “residents’ participation” group (See Table21).

They think that the ecotourism operating rights currently held by the government should be given to the residents. Although the government had given the residents the operating rights of some ecotourism facilities, they rated “Number 32: The operating rights to ecology pension should be given to the village.” with +4. In addition, with regard to “Number 3: Uninhabited buildings should be restored as hills and grasslands,” residents rated it -4, expressing a negative view toward the current ecotourism, which they regard as violating the ownership of residents. In other words, the style of ecotourism they want is resident-initiated ecotourism.

In addition, this group was hoping to have their roads (which are fundamental to their living) improved. They rated “Number 31: The road from the Fresh Water Ecology Center to Baengnyong Cave should be improved” with +4, and “Number 30: The road should be connected to the Youngwol” with +3. In other words, they were hoping to connect with other regions by improving the transportation infrastructure. On the other hand, they rated “Number 14: Consulting companies take the entire government fund” with -4, which indicates their acceptance toward consulting companies. This shows that they believe that the ideas of consulting companies were helpful in forming

the various contents.

This group appears to properly perceive the overall principle of ecotourism. With regard to the statement related to ecology preservation “Number 2: It is necessary to limit the number of people who enter Baengnyong Cave in order to protect the ecological resources”, they rated it +3. They rated “Number 5: There are too many development restriction areas, mandated by the government policy” with -3, indicating the attitude to preserve the ecological system. In the aspect of resident education, “Number 7: Domestic and overseas field trips to ecotourism sites are quite helpful for learning about ecotourism” was rated +3, which confirms the conviction to develop ecotourism through resident education. In addition, the “Number 23: Revenue should be created via leisure sports development rather than through restoring traditional culture” was rated -3, indicating the belief that the traditional ecology culture should be restored. The survey participants disagreed with “Number 27: The size of the parking lot built by the government is appropriate,” which indicates the perception in favor of the facilities with appropriate size instead of a large size. Based on this, it can be said that the participants prefer a facility placement that is appropriate to their situation instead of indiscriminately investing a great amount of money into development.

In short, the residents were hoping to operate the ecotourism site as main agents. It appears that this group can lead residents and stakeholders since they have a positive attitude about road improvement, collaboration with consulting companies, and a proper perception about ecotourism. During the interview, one resident leader in this group

Table21 Q Statement of ‘Resident Participation’ Group

| No. | Q Statement  | Factor Value        |
|-----|--|---------------------|
| 32  | The operating rights to ecology pension should be given to the village   | 4(Strong Agree)     |
| 31  | The road from the Fresh Water Ecology Center to Baengnyong Cave should be improved                                   | 4(Strong Agree)     |
| 2   | It is necessary to limit the number of people who enter Baengnyong Cave in order to protect the ecological resources | 3(Agree)            |
| 7   | Domestic and overseas field trips to ecotourism sites are quite helpful for learning about ecotourism                | 3(Agree)            |
| 30  | The road should be connected to the Youngwol region  | 3(Agree)            |
| 5   | There are too many development restriction areas, mandated by the government policy                                  | -3(Disagree)        |
| 23  | Revenue should be created via leisure sports development rather than through restoring traditional culture           | -3(Disagree)        |
| 27  | The size of the parking lot built by the government is appropriate   | -3(Disagree)        |
| 14  | Consulting companies take the entire government fund   | -4(Strong Disagree) |
| 3   | Uninhabited buildings should be restored as hills and grasslands   | -4(Strong Disagree) |

answered as follows: “The officials from Pyeongchang-gun office don’t do anything. They don’t know anything and say that everything is not possible. How can anything be done? They do erratic things. Now that residents took over their jobs, the operation fund is spent wisely and the remaining fund was returned to the Pyeongchang-gun office. This is how the work should be done.”

The factor 2 had a very negative perception of previous ecotourism policies. They expressed negativity towards the government policy, consulting companies, and affiliation with other industries; they also

showed a lack of motivation. Thus, this group was labeled as the “negligence” group (See Table22).

“Number 5: There are too many development restriction areas, mandated by the government policy” was rated +4; “Number 29: Jintan Naru Park, which is a part of the development restriction area, and has been remaining as an empty lot, should be utilized” was rated +3. This indicates hostility towards development restriction areas. “Number 28: The fish monument was well-built” was rated -4, and “Number 26: The size and shape of the Fresh Water Ecology Center is appropriate” was rated -3, expressing dissatisfaction with the facilities built by the government. With regard to consulting companies, “Number 14: Consulting companies take the entire government fund” was rated +4, indicating a negative perception. “Number 33: The local industry, buckwheat sprout farm, should be actively linked to the ecotourism” was rated -3. The group was negative toward government policies, the consulting company, linking to local industry, and a number of ecotourism policies.

“Number 24: It is necessary to establish a strategy to connect leisure sports to cultural heritage” was rated -4, and “Number 23: Revenue should be created via leisure sports development rather than through restoring traditional culture” was rated -3, which shows a critical attitude towards all the ideas except for cultural heritage. Along with this, “Number 19: Systematic resident-led operation is needed” was rated +3, which confirms that the group perceives that the current resident-led approach has much room for improvement.

The characteristics of this group can be summarized as follows: they

Table22 Q Statement of ‘Bystander’ Group

| No. | Q Statement   | Factor Value        |
|-----|---|---------------------|
| 5   | There are too many development restriction areas, mandated by the government policy   | 4(Strong Agree)     |
| 14  | Consulting companies take the entire government fund  | 4(Strong Agree)     |
| 19  | Systematic resident-led operation is needed   | 3(Agree)            |
| 25  | More foreign ecotourism cases should be explored.   | 3(Agree)            |
| 29  | Jintan Naru Park, which is a part of the development restriction area, and has been remaining as an empty lot, should be utilized | 3(Agree)            |
| 23  | Revenue should be created via leisure sports development rather than through restoring traditional culture                        | -3(Disagree)        |
| 26  | The size and shape of the Fresh Water Ecology Center is appropriate   | -3(Disagree)        |
| 33  | The local industry, buckwheat sprout farm, should be actively linked to the ecotourism  | -3(Disagree)        |
| 24  | It is necessary to establish a strategy to connect leisure sports to cultural heritage  | -4(Strong Disagree) |
| 28  | The fish monument was well-built  | -4(Strong Disagree) |

were negative toward all previous ecotourism policies, and they were also pessimistic about connecting cultural heritage to ecotourism. The fact that many participants belong to this “negligence” group shows that previous ecotourism did not earn their trust. During the interview, a tour industry professional in this group responded as follows: “We have worked hard. I wish it will work out, but I am not sure what changes it will bring to us.”

Factor 3 was labeled the “talented workforce” group since they expressed a strong interest in bringing in a young talented workforce from other areas (See Table23).

In this group, “Number 15: A young workforce should be brought

to the area even if they are not from the region” was rated +4, which shows their perception of a need for young human resources. Aside from this, “Number 29: Jintan Naru Park, which is a part of the development restriction area, and has been remaining as an empty lot, should be utilized” was rated +4. “Number 31: The road from the Fresh Water Ecology Center to Baengnyong Cave should be improved” was rated -4, which indicates their desire to preserve the current ecology and utilize it for ecotourism without expanding the road. During the interview, a village resident expressed the desire to maintain the current condition, saying that “The road to Baengnyong Cave should be kept as it is instead of expanding it by utilizing it for biking and tracking. That is the way we can preserve the scenery of the Dong-river and continue to attract tourists.” In addition, “Number 13: Small-scale and high-yielding tourism should be prioritized” was rated +3, which indicates their desire to launch a new ecotourism policy that supports high-priced tourism by family unit rather than large units of visitors such as high schoolers. “Number 16: Regarding various agendas, it would be great to host more conferences between local residents and officials” was rated +3. In other words, this can be interpreted as the desire to vitalize ecotourism by improving the workforce, utilizing facilities, and promoting operation meetings.

Along with this, the group voiced criticism about the previous government-led facility plans and operation policy. “Number 28: The fish monument was well-built” was rated -4, and “Number 11: Financially, the revenue increased” was rated -3. “Number 10: It is good that land price continues to go up” was rated -3, and “Number

5: There are too many development restriction areas, mandated by the government policy” was rated -3, which displays a critical view of previous facility and operation policies as well as the desire for a new change.

The respondents in this group valued a talented workforce for ecotourism development, and with regard to the effectiveness of previous government-led facility and operation policies, they gave a negative evaluation. At the same time, they were hoping for the change and expansion of various infrastructures. A resident leader in this village stated the following during the interview: “It would be great to bring in young people. We need workers desperately. I wish we could bring in people even from other regions.”

Table23 Q Statement of ‘Manpower’ Group

| No. | Q Statement   | Factor Value        |
|-----|---|---------------------|
| 15  | A young workforce should be brought to the area even if they are not from the region  | 4(Strong Agree)     |
| 29  | Jintan Naru Park, which is a part of the development restriction area, and has been remaining as an empty lot, should be utilized | 4(Strong Agree)     |
| 13  | Small-scale and high-yielding tourism should be prioritized   | 3(Agree)            |
| 16  | Regarding various agendas, it would be great to host more conferences between local residents and officials                       | 3(Agree)            |
| 32  | The operating rights to ecology pension should be given to the village  | 3(Agree)            |
| 5   | There are too many development restriction areas, mandated by the government policy   | -3(Disagree)        |
| 10  | It is good that land price continues to go up   | -3(Disagree)        |
| 11  | Financially, the revenue increased  | -3(Disagree)        |
| 28  | The fish monument was well-built  | -4(Strong Disagree) |
| 31  | The road from the Fresh Water Ecology Center to Baengnyong Cave should be improved  | -4(Strong Disagree) |

Factor 4 is a group who perceives that ecotourism should be vitalized by improving the program contents such as resident education and cultural heritage as opposed to establishing facilities. This group was labeled as the “program” group because they were in favor of conducting case studies of domestic and overseas ecotourism sites, leisure sports development, village cleaning meetings, and connecting to cultural heritage (See Table24).

They were very positive about various programs. In this group, “Number 7: Domestic and overseas field trips to ecotourism sites are quite helpful for learning about ecotourism” was rated +4, and “Number 23: Revenue should be created via leisure sports development rather than through restoring traditional culture” was rated +4. “Number 17: Regular village cleaning activities vitalize the ecotourism village” was rated +3, and “Number 24: It is necessary to establish a strategy to connect leisure sports to cultural heritage” was rated +3. “Number 25: More foreign ecotourism cases should be explored” was rated +3, which indicates a strong interest in overseas cases and strategies to connect leisure sports and cultural heritage. On the other hand, “Number 13: Small-scale, high-yielding tourism should be prioritized” was rated -3, which indicates the belief that content development should be done to benefit different visitors, not just to create high-yielding tourism.

In the meantime, this group showed little interest in facility placement. “Number 32: The operating rights to ecology pension should be given to the village” was rated -4, and “Number 34: The site should be developed in conjunction with the Pyeongchang Winter

Table24 Q Statement of 'Program' Group

| No. | Q Statement  | Factor Value        |
|-----|--|---------------------|
| 7   | Domestic and overseas field trips to ecotourism sites are quite helpful for learning about ecotourism      | 4(Strong Agree)     |
| 23  | Revenue should be created via leisure sports development rather than through restoring traditional culture | 4(Strong Agree)     |
| 17  | Regular village cleaning activities vitalize the ecotourism village  | 3(Agree)            |
| 24  | It is necessary to establish a strategy to connect leisure sports to cultural heritage                     | 3(Agree)            |
| 25  | More foreign ecotourism cases should be explored.  | 3(Agree)            |
| 10  | It is good that land price continues to go up  | -3(Disagree)        |
| 13  | Small-scale, high-yielding tourism should be prioritized   | -3(Disagree)        |
| 34  | The site should be developed in conjunction with the Pyeongchang Winter Olympic Games                      | -3(Disagree)        |
| 1   | Despite many tourists, due to good ecology management, there has not been much environmental damage        | -4(Strong Disagree) |
| 32  | The operating rights to ecology pension should be given to the village                                     | -4(Strong Disagree) |

Olympic Games” was rated -3, which shows a lack of desire to make changes in relation to physical operation and connection. With regard to ecology preservation and economy vitalization, their evaluation was also negative. “Number 1: Despite many tourists, due to good ecology management, there has not been much environmental damage” was rated -4, and “Number 10: It is good that land price continues to go up” was rated -3.

This group displayed a strong interest in various ecotourism contents but held negative views on facility placement or previous achievement. This shows that they do not think that the outcome from facility

Table 25 Group Comparison of Resident-participated Operating Term

| Division       | Group        | Characteristics   |
|----------------|--------------|---|
| Distinguishing | Resident-led | <ul style="list-style-type: none"> <li>Residents expressing the desire to operate ecotourism on their own</li> <li>Need for improving the roads as a foundation of living</li> <li>Clear understanding of ecotourism principles</li> <li>Strong motivation to learn, favorable view of consulting companies</li> </ul>                            |
|                | Bystander    | <ul style="list-style-type: none"> <li>Negative view on previous ecotourism policies</li> <li>Negative view on other contents except for cultural heritage</li> </ul>   |
|                | Manpower     | <ul style="list-style-type: none"> <li>Prefers ecotourism vitalization through a new workforce and contents</li> <li>Perceives the government's previous ecotourism policies as ineffective</li> </ul>  |
|                | Program      | <ul style="list-style-type: none"> <li>Positive view on various contents such as leisure sports and cultural heritage</li> <li>Strong desire to learn about overseas cases</li> <li>No desire to change the facility placement</li> </ul>   |
| Consensus      |              | <ul style="list-style-type: none"> <li>Excluding the interference of environmental organizations</li> <li>Desire to secure and educate a young workforce</li> <li>Improvement of accident-prone spaces, roads, and restricted areas</li> <li>Request for managing the land value</li> <li>Negative view on government-built facilities</li> </ul> |

placement was that effective; instead, they believe that ecotourism should be constructed centering on contents. During the interview, a tour industry professional in this group responded as follows: "I would like to learn more about successful cases. As a matter of fact, I was thinking about visiting Japan to learn more about ecotourism. Please share any cases you know of, sir."

To sum up, group 1 and group 2 were both critical about the current government-led ecotourism. However, group 1 tried to look for

independent solutions while group 2 lacked the desire to change. Accordingly, the view of group 1 can be seen as more essential to the ecotourism of this region. On the other hand, group 3 and group 4 were searching for strategies to vitalize the village through new growth industry. Between these two groups, group 3 displayed a stronger interest in investing a talented workforce, while group 4 was more interested in programs(See Table25).

In the meantime, the items that all groups preferred were identified to be similar to the preferences manifested during the government-led development term, in relation to opposition to external intervention, workforce, stability, and land value management. However, there was one difference from the government-led development term: the statements regarding participating agencies (excluding environmental organizations, securing a young workforce) were emphasized, and negative views on government-built facilities were manifested. This indicates that conflicts can be minimized when ecotourism site construction excludes facility construction and establishes management plans centering on participating agencies and workforce structure (See Appendix4).

Table26 Whole Q Statements

| No. | Q Statement   | Resident Participation | Bystander | Manpower | Program |
|-----|---|------------------------|-----------|----------|---------|
| 1   | Despite many tourists, due to good ecology management, there has not been much environmental damage.                  | 0                      | 0         | 2        | -4      |
| 2   | It is necessary to limit the number of people who enter Baengnyong Cave in order to protect the ecological resources. | 3                      | -2        | -1       | 2       |
| 3   | Uninhabited buildings should be restored as hills and grasslands.   | -4                     | 1         | 0        | 2       |
| 4   | Alternatives to preventing falling stones is needed in road, such as green wall.                                      | 2                      | 0         | 2        | 0       |
| 5   | There are too many development restriction areas, mandated by the government policy.                                  | -3                     | 4         | -3       | 0       |
| 6   | Special lectures by invited professionals are very helpful in explaining ecotourism.                                  | 1                      | 0         | 0        | 1       |
| 7   | Domestic and overseas field trips to ecotourism sites are quite helpful for learning about ecotourism.                | 3                      | -2        | -2       | 4       |
| 8   | Opportunities of resident education should be offered to young people.  | 2                      | 2         | 0        | 1       |
| 9   | The salary of the purser should be increased because he is needed for ecotourism development.                         | 0                      | 2         | -1       | 0       |
| 10  | It is good that land price continues to go up.  | -2                     | -1        | -3       | -3      |
| 11  | Financially, the revenue increased.   | -1                     | 0         | -3       | 1       |
| 12  | Massive investment from government should be continued.   | 1                      | -1        | 0        | -2      |
| 13  | Small-scale and high-yielding tourism should be prioritized.  | 1                      | 0         | 3        | -3      |
| 14  | Consulting companies take the entire government fund.   | -4                     | 4         | -2       | -2      |
| 15  | A young workforce should be brought to the area even if they are not from the region.                                 | 1                      | 2         | 4        | 2       |
| 16  | Regarding various agendas, it would be great to host more conferences between local residents and officials.          | -1                     | -1        | 3        | 0       |

| No. | Q Statement  | Resident Participation | Bystander | Manager | Program |
|-----|--|------------------------|-----------|---------|---------|
| 17  | Regular village cleaning activities vitalize the ecotourism village.   | 0                      | -2        | 1       | 3       |
| 18  | Environmental NGOs should have more interest in this area.   | -2                     | -1        | -2      | -1      |
| 19  | Systematic resident-led operation is needed.   | 2                      | 3         | -2      | 1       |
| 20  | More resident educational support should be given to young people.   | -2                     | 1         | 2       | -2      |
| 21  | Traditional cultures such as rafting in the Dong-river, woodland, logging; Jeongseon Arirang should be restored.                   | -1                     | 1         | -1      | 2       |
| 22  | Traditional cultures should be connected to the festival.  | 2                      | -1        | -1      | -1      |
| 23  | Revenue should be created via leisure sports development rather than through restoring traditional culture.                        | -3                     | -3        | 2       | 4       |
| 24  | It is necessary to establish a strategy to connect leisure sports to cultural heritage.  | 0                      | -4        | -1      | 3       |
| 25  | More foreign ecotourism cases should be explored.  | -1                     | 3         | 0       | 3       |
| 26  | The size and shape of the Fresh Water Ecology Center is appropriate.   | -1                     | -3        | 1       | -1      |
| 27  | The size of the parking lot built by the government is appropriate.  | -3                     | -2        | 1       | -1      |
| 28  | The fish monument was well-built.  | 0                      | -4        | -4      | -2      |
| 29  | Jintan Naru Park, which is a part of the development restriction area, and has been remaining as an empty lot, should be utilized. | 0                      | 3         | 4       | 1       |
| 30  | The road should be connected to the Youngwol region.   | 3                      | 1         | 1       | 0       |
| 31  | The road from the Fresh Water Ecology Center to Baengnyong Cave should be improved.  | 4                      | 2         | -4      | 0       |
| 32  | The operating rights to ecology pension should be given to the village.  | 4                      | 0         | 3       | -4      |
| 33  | The local industry, buckwheat sprout farm, should be actively linked to the ecotourism.  | -2                     | -3        | 1       | -1      |
| 34  | The site should be developed in conjunction with the Pyeongchang Winter Olympic Games.   | 1                      | 1         | 0       | -3      |

### 2-3. Comparative Analysis between Two Terms

Based on the statements, the main issues of the government-led development term at the Pyeongchang Maha ecotourism site were identified to be different problems related to construction. After the operating rights were transferred to the residents to settle the conflict, the aspect of facility placement gradually decreased while other aspects such as resident education, economy, local culture, governance and ecology were magnified. Among them, the main issue during the development term was large-scale facilities built by the government. The fact that the issue continues during the resident-participated operating term shows that large-scale facilities can be a main cause of conflicts at ecotourism sites. This implies that large-scale facilities such as ecotourism theme parks can be detrimental to collaboration with the area (See Appendix-Table21).

In addition, the statements that show a robust difference in perceptions were examined.<sup>11)</sup> The 2013 government-led development term included a discussion on previous facilities and future development facilities. The agenda for the 2014 facility development was limited to road improvement (the road to Baengnyong Cave), and issues of operating structure (ecology pension operating rights, involvement of

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11) The greater the standard deviation of factor value is, the greater the perception difference. In the present research, the highest values of standard deviation were 0.58-3.59. Consequently, using standard deviation 2.00 as a basis for the sake of convenience, the statements with a robust difference and those with similarities were marked separately. Undoubtedly, the classification of in-between values is unclear and is not marked in many researches. However, the present research marked all items by using the standard deviation 2.00 as a basis in order to identify the perception difference in all statements. However, interpretation was conducted centering around the statements with extreme values, avoiding excessive analysis.

consulting companies) and development strategy (leisure sports development, high-priced tourism) came to the surface. This indicates that the placement of large-scale facilities during the development term should be avoided, and further that the failure to establish firm operating structures and strategies for development during operation can lead to rampant turbulence (See Appendix-Table22).

In addition, the items that elicited common opinions during both terms are as follows: management of regulations and land prices (regulated space, area), ensuring safety (leisure facility, dangerous roads), industry structure (negative view on the management by other industries, securing a workforce, and the mediation of the government and environmental organizations), and resident education (dissatisfaction with previous resident education, relying on educating a young workforce). All of the opinions were a request to establish a fundamental environment for ecotourism. However, they were not about building new physical facilities; they are items concerning regulations, economy, structure, and safety. This shows that creating such a fundamental environment is a task that should take place prior to ecotourism site construction (See Appendix-Table23, Appendix-Table 24).

The result of comparing the cognitive types of conflicts during each term is as follows. During the 2013 government-led development term, there was a robust difference in perceptions between development and preservation, which created conflicts with regard to suburban area development (2013- I. criticism), development collaboration with other regions (2013- II. development), and preservation currently

satisfied(2013-Ⅲ. Conservation). These conflicts ran in parallel, indicating the unlikelihood to coincide (See Table27). However, during the 2014 resident-led operation term, other groups - (2014-Ⅰ. the residents' participation), (2014-Ⅱ. Bystander), (2014-Ⅲ. Manpower), and (2014-Ⅳ. Program) arose, and there was a phenomenon of separation between a proactive group that supports various strategies for ecotourism operation (2014-Ⅰ, Ⅲ, Ⅳ) and a passive group(2014-Ⅱ) (See Table28). However, the negligence group also had a strong interest in overseas ecotourism cases, which shows the possibility that the group can be motivated through resident education. Accordingly, it can be said that supporting ecotourism in the areas of resident education, governance, and operation management rather than in construction is a way to minimize conflicts (See Table29).

Table27 Subjectivities Difference of Government-led Development Term

| Sort           | Government-led Development Term<br>(Investigation: April, 3rd, 2013 ~June, 5th, 2013) |  |  |   |
|----------------|---|--|--|---|
|                | Group   | Criticism  | Development  | Conservation  |
| Distinguishing | Constructed Facilities  | Critical   | Partially Satisfactory   | Satisfactory  |
|                | Ask   | Development  | Development  | Conservation  |
|                | Detail Contents   | (Environment)No destruction<br>(Local culture)Refusal to restore<br>(Construction)Critical of ecotourism facilities and plan<br>(Construction)Request for additional development and support | (Construction)Preference for a link with the Pyeongchang Olympic Winter Games<br>(Construction)Improvement of neighbouring communities and roads<br>(Construction)Preference for using existing facilities<br>(Construction)Denial of a link to local industries | (Construction)Satisfied with the current ecotourism facilities<br>(Construction)Refusal to build additional facilities<br>(Construction)Requests for removal of the village's inconvenient features |

Table 28 Subjectivities Difference of Resident-participated Operating Term

| Sort        | Resident-participated Operating Term<br>(Investigation: October, 31st, 2014 ~ November, 27th, 2014) |   |  |  |   |
|-------------|---|---|--|--|---|
|             | Group   | Resident Participation  | Manpower   | Program  | Bystander   |
| Distincting | Improvement Will  | Strong  | Medium   | Medium   | Weak  |
|             | Ask   | Facility operating rights   | Young workers  | Profit   | Case outside of Korea   |
|             | Detail Contents   | <p><b>(Resident Education)</b> Strong willingness to learn</p> <p><b>(Economy)</b> Friendly attitude toward consulting businesses</p> <p><b>(Governance)</b> Residents' expression of their intention to operate ecotourism on their own</p> <p><b>(Governance)</b> Correct perception of the ecotourism principles</p> <p><b>(Construction)</b> Need to improve the roads fundamental to making a living</p> | <p><b>(Governance)</b> Preference for new workers</p> <p><b>(Local culture)</b> Preference for activating ecotourism through cultural content</p> <p><b>(Construction)</b> Perception that the existing ecotourism policy of the government has not been effective</p> | <p><b>(Resident Education)</b> Great willingness to learn about cases outside Korea</p> <p><b>(Local culture)</b> Positive attitude toward various items, including reports, traditional culture, etc.</p> <p><b>(Construction)</b> No intention to make a large change in the arrangement of the facilities</p> | <p><b>(Traditional culture)</b> Negative attitude toward items outside the traditional culture</p> <p><b>(Construction)</b> Negative attitude toward the existing ecotourism policy</p> |

Table29 Consensus Subjectivities between Two Terms

| Sorting | Government-led Development Term<br>(Investigation: April, 3rd, 2013 ~June, 5th, 2013)   | Resident-participated Operating Term<br>(Investigation: October, 31st, 2014 ~ November, 27th, 2014)   |
|---------|---|---|
| Courses | <p><b>(Resident Education)</b>Dissatisfaction with the current ecotourism resident education</p> <p><b>(Regulation)</b>Alternatives for regulation space</p> <p><b>(Management)</b>Management of other industries</p> <p><b>(Safety)</b>Safety test for leisure facilities</p> <p><b>(Construction)</b>The location of a facility for village guest housing but nothing beyond that</p> | <p><b>(Resident Education)</b>Great willingness to learn</p> <p><b>(Economy)</b>Request for land price management</p> <p><b>(Governance)</b>Rejection of interference from environmental organisations and the like</p> <p><b>(Governance)</b>Making efforts to secure young workers</p> <p><b>(Safety)</b>Improvement of dangerous spaces, roads, and local regulations</p> <p><b>(Construction)</b>Negative attitude toward the government facilities</p> |

Through space mapping after conflict structure analysis, this paper also examined how ecotourism site spaces should be planned and managed. Ecotourism requires protecting the susceptible ecological resources and considering the lifestyle of local residents. Therefore, it is very crucial to present a plan that can preserve, utilize, and manage the resources. Thus, through mapping, the present research examined the changes in conflicts at the ecotourism site from the government-led development term to the resident-led operation term.

First of all, prior to the mapping, the list of controversial spaces were outlined (See Appendix-Table25). As a result, all the controversial spaces during the government-led development term were identified to be previous facility construction areas and future construction sites. This can be interpreted as a manifestation of difference in opinions between

a group who criticizes the government-built facilities and tries to recommend a new area for construction, and a group who feels satisfied with the current situation and does not want further changes. In addition, there was a conflict over spaces that can be polluted by other industries. When other industries do not match the ecotourism site, space management is required. Furthermore, there was a request for alternatives to utilize restricted areas.

Examining the controversial spaces during the resident-led operation term shows that there is an ongoing conflict over the facilities previously built by the government. In the meantime, there was no longer a discussion on future construction sites. This indicates the need for building absolutely essential facilities since facility construction at ecotourism sites can cause conflicts. Additionally, a dog farm, which was irrelevant to ecotourism, was reported to have moved to a different area in 2014 due to the complaints by residents. This shows that management over other industries is being carried out at the ecotourism site. In addition, the discussion and request to improve the roads to the Pyeongchang Winter Olympic Games site, Youngwol, and Baengnyong Cave were more strongly expressed. This result shows the finding that there are more requests for transportation routes during ecotourism operation. There was also a discussion on the ecological aspect, and an opposition arose with regard to limiting the number of visitors entering Baengnyong Cave. Currently, the number of tourists who can enter Baengnyong Cave is limited to 20 people per tour; however, some people argue that the number should be cut back due to the potential damage. On the other hand, there was an opinion that the group of

tourists should be divided into two teams and guided separately in order to maintain the revenue.

Such changes can be clearly identified through conflict mapping (See Mapping from Q Statement in Appendix3 and Appendix4). The conflict mapping in Figures 12 and 13 marks a greater difference in perception with a bigger and darker shade of red.<sup>12)</sup> One can see that the conflict discussion over suburban development areas, which existed during the government-led development term, no longer exists during the resident-led operation term. It also shows that the controversy over pollutants from other industries declined and the controversy over large-scale ecotourism facility construction became minimalized.

On the other hand, the Mapping of Preference & Non-preference shows the pattern of preference change. Figures 14 and 15, Mapping of Preference & Non-preference, show the result of marking greater preferences with a bigger and darker shade of green and lesser preference with a bigger and darker shade of red (See Appendix3 Mapping from Q Statements, Appendix4 Mapping from Q Statements ).<sup>13)</sup>

The map shows the preference of large-scale facilities during the government-led development term, but this green circle changes to a red circle during the resident-led operation term. This indicates the perception change as people who were initially happy with large-scale facilities built by the government begin to perceive them negatively. This

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12) The perception difference value is the standard deviation of factor value derived from Q methodology. Based on this, the darkness and size of the mapping are determined.

13) The preference and non-preference value is a factor value obtained from Q methodology. Therefore, the highest absolute values of preference and non-preference are  $\pm 4$ ; these values determine the darkness and size of the mapping.

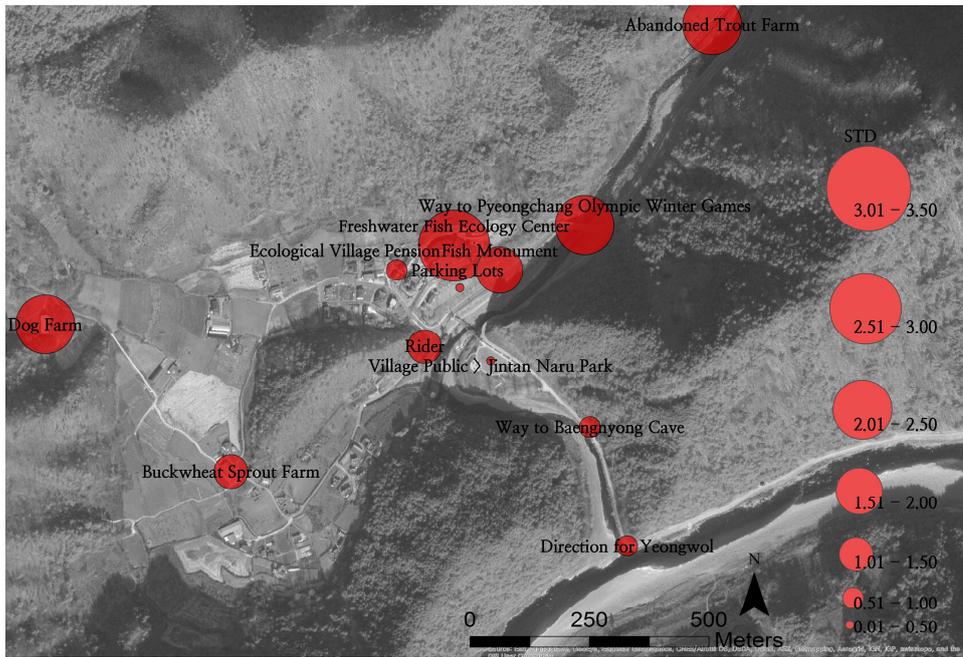


Figure12 Conflict Mapping of Government-led Development Term  
 (The bigger circle is, the stronger difference of perception is)

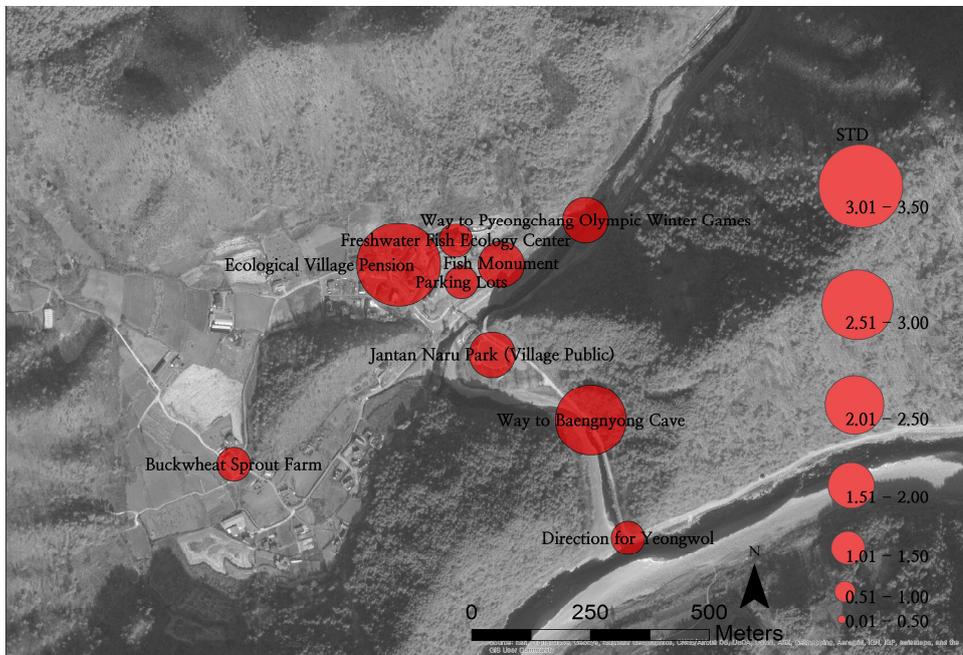


Figure13 Conflict Mapping of Resident-participated Operating Term  
 (The bigger circle is, the stronger difference of perception is)

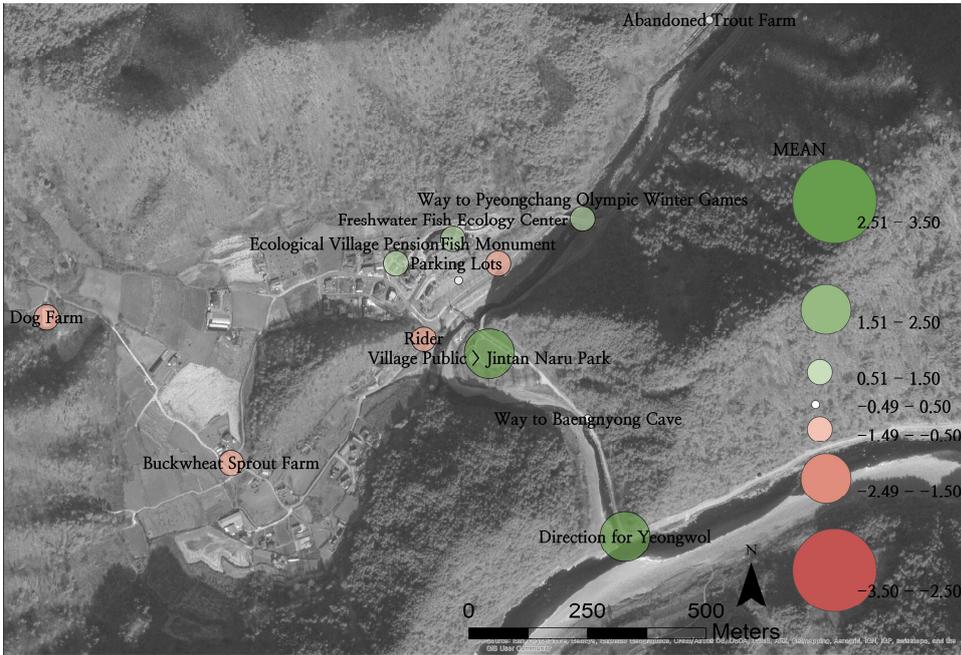


Figure14 Preference & Non-preference Mapping of Government-led Development Term (Green is positive & Red is negative)

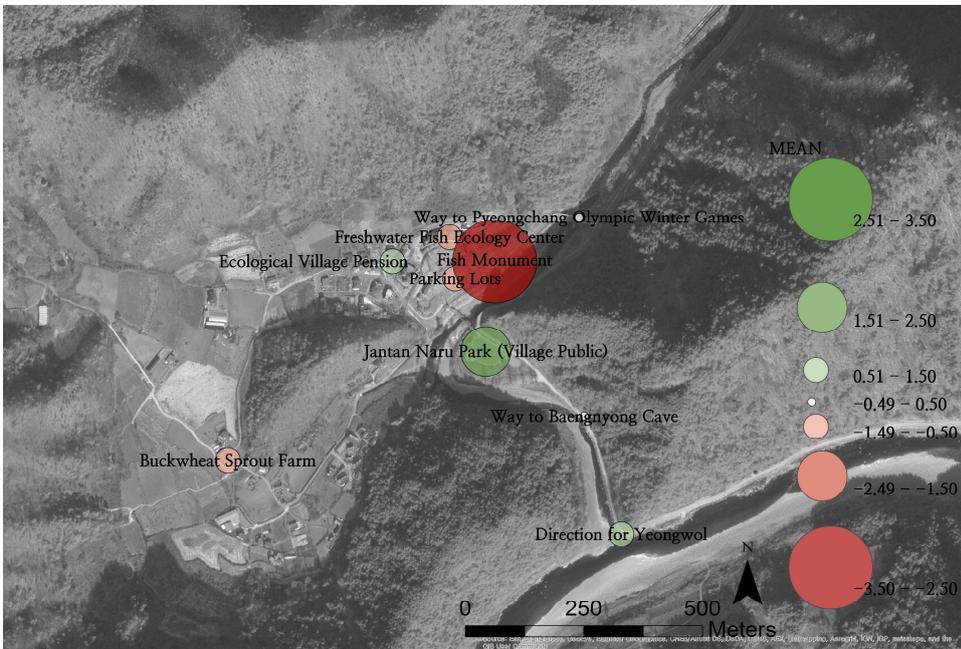


Figure15 Preference & Non-preference Mapping of Resident-participated Operating Term (Green is positive & Red is negative)

implies that large-scale ecotourism facilities are challenging to operate and manage. In the meantime, preference of road improvement was also clearly indicated.

As such, conflict mapping allows us to identify the spaces that were difficult to check through physical data, such as spaces that underwent drastic changes due to the construction of facilities, the spaces that can be polluted by other industries, controversial spaces, highly regulated spaces, and so forth. In particular, the mapping also allowed us to verify that these spaces are located along the river at the Pyeongchang Maha ecotourism site. Such conflict mapping has significance in that it shows the social and cultural values beyond simply marking the points of conflict through preference and conflict over spaces (see Figure 16).

This has the potential to make up for the limitation of physical space analysis. The present research may have a limitation in the number of spaces and shapes by applying the conflicts that were manifested only during the development term at the Pyeongchang Maha ecotourism site; however, this research can be applied to different areas including other ecotourism sites.



Figure16 Comparison of Conflict Space(Left) & Mapping(Right)

## V. Conflict Management based on Process of Ecotourism Site

This study aims to comparatively analyse the conflict that occurred over two time periods at the Pyeongchang Maha ecotourism site, and to propose conflict management plans for ecotourism sites on the basis of this analysis. To ensure that they can be readily implemented at any ecotourism site, the following conflict management plans are specifically related to ecotourism processes.

### 1. Stage of Ecotourism Development

In Drake, S. P. (1991), ecotourism operating terms were suggested over nine processes; in Garrod, B. et al (2001), they were modified and

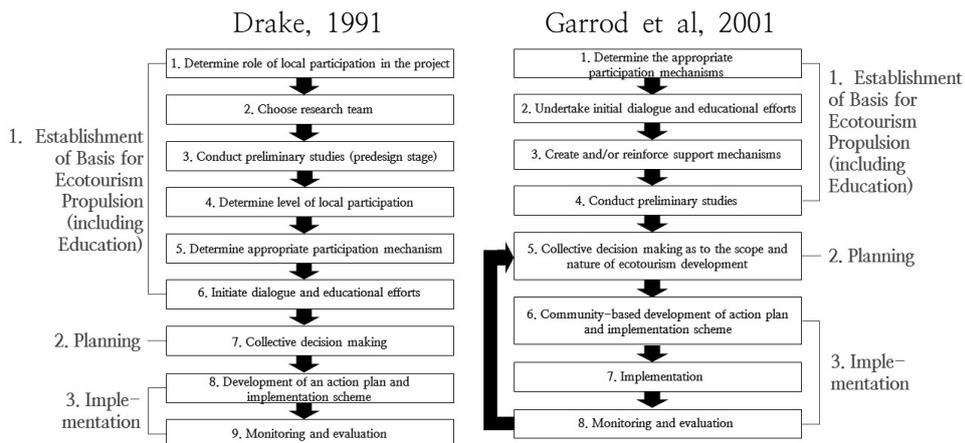


Figure17 Stage of Ecotourism Development  
(Reconstitution of 'Garrod, B, 2003, 46-47')

Table30 Main Conflicts in Stage of Ecotourism

| Stage   | Hypothesis |                    | Conflict            |
|---|------------|--------------------|---------------------|
| Basis for Ecotourism Propulsion<br>(including Resident Education) | I          | Governance         | Structural Cause    |
|   | II         | Resident Education |                     |
| Planning  | III        | Economy            | Cognitive Cause     |
|   | IV         | Local Culture      |                     |
| Implementation  | V          | Construction       | Environmental Cause |
|   | VI         | Ecology            |                     |

the terms of eight processes suggested. Both studies make the following suggestions in common: first, i) create a foundation (with responsibilities that include resident education) to drive ecotourism, ii) establish a plan, and iii) undertake the process of implementation and monitoring (See Figure17). This study checked how six hypotheses from literature review can be affiliated to the three processes. From this, i) governance and resident education belong to creation of a foundation (with responsibilities that include resident education), ii) economy and local culture belong to planning, iii) construction and ecology belong to implementation. This study discusses how six hypotheses from literature review can be verified and applied during the three processes. This chapter discussed how hypotheses can be verified and applied in the three process (See Table30).

## 2. Conflict Management based on Stage

### 2-1. Establishment Stage of Basis for Ecotourism Propulsion (including Resident Education): Structural and Cognitive Conflict Management

First, in the establishment stage to construct a foundation for ecotourism, the structural system is desirable for the local residents to take the lead, with government support. According to our analysis of the Pyeongchang Maha ecotourism site, the teams responsible for development and conservation had different perceptions and found it difficult to compromise during the developmental term when the project was government-led. By contrast, when participating residents were leading the operating term, these differences in perception decreased remarkably, although there was still a slight disagreement about the

Table31 Comparison of Groups between Two Term

| Government-led Development Term<br>(Investigation: April, 3rd, 2013 ~June, 5th, 2013)               |                             |                          |                |                         |
|---|-----------------------------|--------------------------|----------------|-------------------------|
| Group   | Criticism                   | Development              | Conservation   |                         |
| Constructed Facilities  | • Critical                  | • Partially Satisfactory | • Satisfactory |                         |
| Ask   | • Development               | • Development            | • Conservation |                         |
| Resident-participated Operating Term<br>(Investigation: October, 31st, 2014 ~ November, 27th, 2014) |                             |                          |                |                         |
| Group   | Resident Participation      | Manpower                 | Program        | Bystander               |
| Improvement Will  | • Strong                    | • Medium                 | • Medium       | • Weak                  |
| Ask   | • Facility operating rights | • Young workers          | • Profit       | • Case outside of Korea |

direction of growth and level of participation. In addition, the ‘residents’ empowerment, resident education, and discussion process’ was very effective. This study has observed that resident education could reduce differences of opinion in a relatively passive group of people (See Table31). According to a news report, the M resident cooperation fully participated in the operation, undertaking activities such as seminars and training in order to strengthen their ideas (See Appendix–Table26).

Also, in the establishment stage to construct a foundation for ecotourism, resident education is needed to reduce the gap of cognition beforehand. Moreover, it seemed best to implement site-specific resident education. The results of this study show that participants were less than fully satisfied with the training offered by professionals invited by the government. By contrast, when participating residents were running operations, field education was found to be very helpful in generating profits for the residents. Field trips to an established ecotourism site were also evaluated as highly effective. The M resident cooperation made field trips to established ecotourism sites such as Dongbaek Hill in Jeju, and members received personal training from activists in how to increase the profit for residents (Appendix–Table27). Although there were differences of opinion on the question of whether to spend a lot of money on field trips during the residents’ term of operations, the common opinion was that young workers should receive educational opportunities first (See Table32). This demonstrates that activists who had previously experienced difficulties in managing a now successful ecotourism site were able to provide much more practical help; their

Table32 Subjectivities Change of Resident Education

|  |                     |  |                    |                     |                |             |             |
|--|---------------------|--|--------------------|---------------------|----------------|-------------|-------------|
| <b>Government-led Development</b>      | <b>Statement</b>    | <b>The level of resident education for ecotourism is suitable</b>  |                    |                     |                |             |             |
|  | <b>Group</b>        | <b>Criticism</b>   | <b>Development</b> | <b>Conservation</b> | <b>Mean</b>    | <b>S.D.</b> |             |
|  | <b>Factor Value</b> | -2(Disagree)   | -1(Disagree)       | 0(Neutral)          | -1             | 1           |             |
| <b>Resident-participated Operating</b> | <b>Statement</b>    | <b>Domestic and overseas field trips to ecotourism sites are quite helpful for learning about ecotourism</b> |                    |                     |                |             |             |
|  | <b>Group</b>        | <b>Resident Participation</b>  | <b>Bystander</b>   | <b>Manpower</b>     | <b>Program</b> | <b>Mean</b> | <b>S.D.</b> |
|  | <b>Factor Value</b> | 3(Agree)   | -2(Disagree)       | -2(Disagree)        | 4(Agree)       | 0.75        | 3.20        |
|  | <b>Statement</b>    | <b>Opportunities of resident education should be offered to young people</b>                                 |                    |                     |                |             |             |
|  | <b>Group</b>        | <b>Resident Participation</b>  | <b>Bystander</b>   | <b>Manpower</b>     | <b>Program</b> | <b>Mean</b> | <b>S.D.</b> |
|  | <b>Factor Value</b> | 2(Agree)   | 2(Agree)           | 0 (Neutral)         | 1(Agree)       | 1.25        | 0.96        |

advice was more useful than were standardized educational programs catering for professionals. We can therefore deduce that forming a network of successful local cases could have a significant educational impact.

One approach to reducing unnecessary conflict between the government and residents working to construct a foundation for ecotourism would therefore be to encourage the participation of residents and local stakeholders and to help them acquire practical management skills by forming a network of established local sites, with administrative support from the local government office. When local residents are supported to create their own future, conflict is minimized.

## 2-2. Planning Stage: Cognitive Conflict Management

In the stage to establish a plan, cognitive conflict management is significant. Although it is important to create profitable venues and attractions, it is more necessary to agree on the general goal of creating value for the local community. During this process, it is essential to discuss with local residents the best way to interpret not only the ecological resources, but also the traditional culture of the local community.

The results of the perception analysis of profit-related items at the Pyeongchang Maha ecotourism site showed that profit-related items were not considered important during either management term. In a study of profit-related statements, the scores for the statement, 'Financially, the revenue increased' ranged from 0-+1 in 2013, showing slightly positive values, to scores of -1, 0, -3, and 1 in 2014, all negative values except for the program factor (See Table33). The only goals set by the M residents' cooperation involved using profits to

Table33 Subjectivities Changes of Profit

|                                 |              |                                    |             |               |          |       |      |
|---------------------------------|--------------|------------------------------------|-------------|---------------|----------|-------|------|
| Government-led Development      | Statement    | Financially, the revenue increased |             |               |          |       |      |
|                                 | Group        | Criticism                          | Development | Conservation  | Mean     | S.D.  |      |
|                                 | Factor Value | 0(Neutral)                         | 1(Agree)    | 1(Agree)      | 0.66     | 0.58  |      |
| Resident-participated Operating | Statement    | Financially, the revenue increased |             |               |          |       |      |
|                                 | Group        | Resident Participation             | Bystander   | Manpower      | Program  | Mean  | S.D. |
|                                 | Factor Value | -1 (Disagree)                      | 0 (Neutral) | -3 (Disagree) | 1(Agree) | -0.75 | 1.71 |

create jobs for local residents, and sharing those profits among residents (See Appendix-Table28, Appendix-Table29). Given this, raising ecotourism profits cannot be the ultimate goal. If the objective is to identify the values of the local community, rather than seeking profit, residents will be willing to collaborate and contribute to managing any conflicts that arise due to profit-related issues.

Also, tries to re-interpret the traditional culture are needed to reduce the conflict of local culture restoration. During its 2013 development term, the government managers discussed only one issue related to local culture: 'The restoration of woodland, logging; Jeongseon Arirang is good for this village'. On the other hand, during the 2014 term, when residents were in charge of operations, the scope and depth of discussion expanded, focusing on all of the following issues: 'Traditional cultures such as rafting in the Dong-river, woodland, logging; Jeongseon Arirang should be restored', 'Traditional cultures should be connected to the festival', 'Leports' development will be more profitable than the development of traditional culture', 'Ways to connect leports to traditional cultures are needed', etc. As would be expected, there are differences of opinion, but when the residents were in charge, a process of seeking alternatives emerged, making it possible to achieve compromises between efforts to recover regionality through a review of local culture, and efforts to introduce leports for profit. This demonstrates that, at a typical ecotourism site, there will be arguments and differences of opinion between people whose main goal is to conserve the local traditional culture, and others who are more concerned with developing profitable businesses, such as leports.

Amongst all these, an effective way to reduce conflict is to interpret traditional culture in modern terms and find practical ways to apply it (See Appendix-Table21).

### **2-3. Implementation Stage: Environmental Conflict Management**

In the stage of implementation, environmental conflict management is vital. In this stage, great consideration and minimization of size should be given to the construction of a large-scale ecotourism facility. It will also be necessary to regularly monitor the ecological damage caused by facility construction and tourists.

During the developmental term of the Pyeongchang Maha ecotourism site, the construction of large-scale ecotourism facilities in a concentrated area appeared to be welcomed in the early phase, but became a major source of conflict as time went on. News reports also reveal that, although the debate over potential areas for development subsided during the residents' term of operations, objections to the large-scale ecotourism site did not dissipate (See Appendix-Table30). When the residents were in charge, the decision to choose a particular area (the Baengnyong Cave and Yeongwol Ways) emerged gradually, together with statements that showed a common understanding. It therefore seems essential to support the whole environment as an ecotourism site, rather than constructing a complex of facilities in a concentrated area. Common views that spanned both management terms involved alternative ways of using the tightly regulated space, and the need to bring in other industries, manage sources of pollution, and

ensure safety (by securing rides and preventing falling stones) (See Table34). As for the most popular facilities, only village guest housing was popular with local people during the government's term, and only the most heavily used streets were considered to have been improved during the residents' term. In addition, during the residents' term of operations, there was criticism of the fish monument, which was the main tourist attraction, as well as requests for land price management. This finding shows that everyone wants a management plan that will protect the natural ecology and use space effectively, rather than a simple complex of facilities. In other words, constructing a large-scale ecotourism site in a restricted space can cause serious conflict. We believe that such conflict is likely to decrease when the base environment is well managed—before any facilities are constructed.

When it came to ecology, the residents and stakeholders of the Pyeongchang Maha ecotourism site held some inaccurate views. The construction of several ecotourism facilities did cause some ecological damage during the government's term. Despite news reports on the issue, stakeholders refused to believe that, 'the environment is sometimes destroyed because of ecotourism', or to acknowledge that there could be a link between ecotourism and environmental destruction (See Table35, Appendix-Table31).

However, during the residents' term, a debate emerged in response to the statement, 'there was little environmental damage because of good ecological management, although many tourists visited the site'. This can be seen as an effort by local stakeholders to acknowledge that environmental damage can be caused by an increase in the number of

Table34 Consensus Subjectivities of Development (Value of S.D. is below 2)

|                                 |                                   |   |                     |              |              |       |      |
|---------------------------------|-----------------------------------|---|---------------------|--------------|--------------|-------|------|
| Government-led Development      | Statement                         | The village public announcement must be used.   |                     |              |              |       |      |
|                                 | Group                             | Criticism   | Development         | Conservation | Mean         | S.D.  |      |
|                                 | Factor Value                      | 2(Agree)  | 2(Agree)            | 3(Agree)     | 2.34         | 0.58  |      |
|                                 | Statement                         | The buckwheat farm must grow  |                     |              |              |       |      |
|                                 | Group                             | Criticism   | Development         | Conservation | Mean         | S.D.  |      |
|                                 | Factor Value                      | -1(Disagree)  | -3(Disagree)        | -2(Disagree) | -2.00        | 1.00  |      |
|                                 | Statement                         | The number and size of the village pension is appropriate.  |                     |              |              |       |      |
|                                 | Group                             | Criticism   | Development         | Conservation | Mean         | S.D.  |      |
|                                 | Factor Value                      | 0(Neutral)  | 2(Agree)            | 2(Agree)     | 1.33         | 1.15  |      |
|                                 | Statement                         | Length of Dong-river Rider is suitable for safe.  |                     |              |              |       |      |
|                                 | Group                             | Criticism   | Development         | Conservation | Mean         | S.D.  |      |
|                                 | Factor Value                      | -1(Disagree)  | 0(Neutral)          | -3(Disagree) | -1.33        | 1.53  |      |
|                                 | Statement                         | The buckwheat farm must actively be linked with ecotourism.   |                     |              |              |       |      |
|                                 | Group                             | Criticism   | Development         | Conservation | Mean         | S.D.  |      |
| Factor Value                    | -1(Disagree)                      | -3(Disagree)  | 0(Neutral)          | -1.33        | 1.53         |       |      |
| Resident-participated Operating | Statement                         | It is good that land price continues to go up   |                     |              |              |       |      |
|                                 | Group                             | Resident Participation  | Bystander           | Manpower     | Program      | Mean  | S.D. |
|                                 | Factor Value                      | -2(Disagree)  | -1(Disagree)        | -3(Disagree) | -3(Disagree) | -2.25 | 0.96 |
|                                 | Statement                         | Alternatives to preventing falling stones is needed in road, such as green wall   |                     |              |              |       |      |
|                                 | Group                             | Resident Participation  | Bystander           | Manpower     | Program      | Mean  | S.D. |
|                                 | Factor Value                      | 2(Agree)  | 0(Neutral)          | 2(Agree)     | 0(Neutral)   | 1.00  | 1.15 |
|                                 | Statement                         | The road should be connected to the Youngwol  |                     |              |              |       |      |
|                                 | Group                             | Resident Participation  | Bystander           | Manpower     | Program      | Mean  | S.D. |
|                                 | Factor Value                      | 3(Agree)  | 1(Agree)            | 1(Agree)     | 0(Neutral)   | 1.25  | 1.26 |
|                                 | Statement                         | Jintan Naru Park, which is a part of the development restriction area, and has been remaining as an empty lot, should be utilized |                     |              |              |       |      |
|                                 | Group                             | Resident Participation  | Bystander           | Manpower     | Program      | Mean  | S.D. |
| Factor Value                    | 0(Neutral)                        | 3(Agree)  | 4(Agree)            | 1(Agree)     | 2.00         | 1.83  |      |
| Statement                       | The fish monument was well built. |   |                     |              |              |       |      |
| Group                           | Resident Participation            | Bystander   | Manpower            | Program      | Mean         | S.D.  |      |
| Factor Value                    | 0(Neutral)                        | -4(Strong Disagree)   | -4(Strong Disagree) | -2(Disagree) | -2.50        | 1.92  |      |

Table35 Subjectivities Changes of Environmental Damage

|                                 |              |   |             |              |              |      |      |
|---------------------------------|--------------|---|-------------|--------------|--------------|------|------|
| Government-led Development      | State ment   | The environment has deteriorated because of ecotourism.   |             |              |              |      |      |
|                                 | Group        | Criticism   | Development | Conservation | Mean         | S.D. |      |
|                                 | Factor Value | -3(Disagree)  | 0(Neutral)  | -1(Disagree) | -1.33        | 1.53 |      |
| Resident-participated Operating | State ment   | Despite many tourists, due to good ecology management, there has not been much environmental damage |             |              |              |      |      |
|                                 | Group        | Resident Participation  | Bystander   | Manpower     | Program      | Mean | S.D. |
|                                 | Factor Value | 0 (Neutral)   | 0 (Neutral) | 2(Agree)     | -4(Disagree) | -0.5 | 2.52 |

Table36 Conflict Management Plan for Ecotourism Site

| No. | Conflict            | Stage  | Hypothesis                         | Management Plan  |
|-----|---------------------|--|------------------------------------|--|
| I   | Structural Cause    | Basis for Ecotourism Propulsion (including Resident Education) | Governance (Hypothesis Accepted)   | To reduce conflict, local residents should lead in building a foundation for ecotourism, with the support of the local government.   |
| II  |                     |  | Resident Education (Re-format ion) | To reduce conflict, site-specific resident education should be implemented.  |
| III | Cognitive Cause     | Planning   | Economy (Re-format ion)            | Creating venues for profit is important. However, before this is done, a general goal should be set that reflects the values of the local community, in order to reduce conflict.                  |
| IV  |                     |  | Local Culture (Re-format ion)      | To reduce conflict, the interpretation of the local traditional culture should be discussed with residents.  |
| V   | Environmental Cause | Implementation   | Construction (Re-format ion)       | The construction of a large-scale complex of ecotourism facilities should proceed with discretion. To reduce conflict, managing the base environment should precede the arrangement of facilities. |
| VI  |                     |  | Ecology (Re-format ion)            | To reduce conflict, any ecological damage caused by the construction of the facility or by tourists should be regularly monitored.   |

tourists. Because they were participating in the actual operations, they wanted to seek alternatives. This also demonstrates the need for ecotourism management based on accurate monitoring. Consequently, constructing a perception of ecotourism through regular monitoring of the relationship between ecology and tourists would be a way to reduce conflict. Furthermore, overall monitoring of promotional initiatives including advertising, and ecotour program development, would help manage different opinions on the direction of growth.

Management plans for the three processes are summarized in Table 36, together with the study hypotheses. In detail, structural & cognitive conflict management in 'Establishment Stage of Basis for Ecotourism Propulsion' stage, cognitive conflict management in 'Planning' stage, and environmental conflict management in 'Implementation' stage are needed. Of course, these could be changed, situationally. From comparison between hypotheses from previous studies and results of Q analysis, only one about governance, 'Resident-led ecotourism is more beneficial to conflict management than the government-led operation.' was accepted and the others were re-formulated. Our findings demonstrate that issues such as profit creation, physical-environmental database construction, and standardized evaluation and resident education generally induce conflict and should be improved.

### **3. Application of Conflict Management to Ecotourism Site**

This study investigated the possibility of discussing the results of the conflict analysis with the residents and stakeholders of the Pyeongchang Maha ecotourism site. When they were informed of our results, local stakeholders said that they realised that the problems that occurred during the government-led developmental term were not the result of conflicts between officials and residents. They discussed the finding that a clear developmental goal should be established through a process of field resident education, in order to organise the confusion that characterised the resident-led operating term. There was subsequently an agreement to favour policies that reduced conflict, while making an effort to establish agreed operating principles for the ecotourism site. These advances suggest that, earlier in the process, residents and stakeholders had not understood each other well enough, and had therefore reacted emotionally to each other's arguments, blocking rather than discussing, each other's proposals. They realised that, even in meetings, discussions were emotionally charged and tended to deepen the conflict. This realisation confirmed the importance of the conversational method. Our study findings suggest that conflict analysis can help stakeholders to gain an understanding of each other prior to a meeting, and to open a conversation that can eventually lead to collaboration, although it may not resolve all of the conflicts that arise in an ecotourism site.

## **VI. Conclusion**

### **1. Summary**

This study was conducted to analyse the conflict structure in ecotourism site, revealed by actual problems for appropriate management plans. Analysing problems in this way enables us to recommend practical solutions to many of the problems that arise in an ecotourism site. Accordingly, this study chose, as the primary subject of analysis, the main problems experienced at ecotourism sites in Korea; these were identified as the conflict between officials and residents when development is led by the government, and the complex pattern of conflict that results from the participation of many stakeholders when operations are led by residents. The Pyeongchang Maha ecotourism site was selected as a case study, because conflict between officials and residents had recently resulted in a transfer of operations control to the residents. Conflict analysis was performed using Q methodology and the conflict space was examined using a mapping method. The results were as follows:

First, the existing conflict between government and residents was reduced through the participation of residents in the ecotourism project. The comparison of factors between two term from Q analysis showed that whereas, during the government-led developmental term in 2013, there was a collision between officials and residents involving two incompatible values (development and conservation), during the resident-led operating term in 2014, there were open disagreements

about various operating values. In addition, in 2014, a group of people was identified were passively observing the situation; this led to an effort to make them more active through resident education. On the basis of these findings, it has been confirmed that the participation of residents can change the pattern of conflict and resident education can also reduce conflict. During this process, residents requested field education through case studies drawn from other local regions, and confirmed the benefits of developing networks to disseminate stories of successful cases.

Second, the construction of a large-scale facility was a cause of conflict. An examination of distinguishing statements revealed a large perceptual difference and fierce conflict in 2013 relating to the large-scale actual and planned facilities constructed by the government. In 2014, the debate over future facilities had been resolved, but there were still differences of opinion about the large-scale facilities already built by the government; these appear to have remained a major source of conflict. This observation suggests that the construction of large-scale facilities tends to cause conflict in ecotourism sites. Instead, focusing attention on the roads linking key sites was helpful in reducing conflict.

Third, prioritising the construction of the base environment (an aspect of the ecotourism site perceived as positive), was helpful in reducing conflict. The consensus statements made most frequently during both management terms included requests for regulation, managing land prices, ensuring safety, providing resident education, and establishing an industry structure. These can be interpreted as requests to discuss the conceptual aspects of the ecotourism site, and in particular, its context

and environment. Therefore, in creating an ecotourism site, carefully thinking about context and environment can do more to reduce conflict and encourage collaboration, than can be achieved merely through the construction of physical objects, such as facilities.

This study verified six hypotheses (I–VI) in three conflict cause of ecotourism, and suggests appropriate conflict management plans for the operational phases of an ecotourism site. First, when constructing a foundation for ecotourism, structural and cognitive managements are momentous. In structural aspect, (I) it is important to encourage the participation of residents and other local stakeholders by enabling them to acquire management skill, partly through a network of established ecotourism sites in other regions, and partly by means of the administrative support of government officials; this approach helps to reduce conflict. As a part of this approach, in cognitive aspect, (II) the ‘residents’ empowerment, education, and discussion process’ has proved to be highly effective. It was particularly useful to implement site-specific training for residents.

Second, cognitive conflict management is vital in planning. (III) Although profit-making venues are an important part of any plan, it is more necessary to set a general goal of creating value for the local community. Our analysis shows that making a profit from ecotourism cannot be the ultimate goal. When the objective is to reflect the values of the local community, it becomes easier to collaborate in the management of conflicts involving profit-related issues. This enables (IV) local residents to discuss how to interpret not only ecological resources but also the traditional culture of the local region, thus reducing

conflict.

Third, when it comes to implementation, (V) the construction of ecotourism facilities should be carried out cautiously and minimized, with regular monitoring of ecological damage caused by the construction of facilities and tourism. Catalysts for collaboration included managing the base environment (for example by expanding roads for easy transport rather than concentrating many facilities in a limited area), passively using highly regulated spaces, and engaging other industries to provide resources for pollution management, safety, and other requirements. In addition, perceptions differed when it came to the issue of ecological damage caused by construction and tourists. (VI) A precise monitoring of ecological change could be a useful alternative approach to reducing conflict.

The study results suggest that some of the existing principles underpinning the construction and operation of an ecotourism site, such as including profit making as a goal of ecotourism, drawing only on the guidelines or training offered by a few professionals, choosing an ecotourism site on the basis of physical–environmental data alone, may be risky strategies that can cause conflict on the ecotourism site. Therefore, when the government proposes a site for ecotourism, it should hold meetings with residents, reinforce human resources through continuous resident education at every stage of the developmental process, and work to reinforce the values of the local community, rather than simply constructing facilities.

For an ecotourism site to be a success, it should respond sensitively to the needs of its community as it grows; the site will not be finished

when the construction stops. Conflict in ecotourism sites will be reduced when (in parallel with ecological monitoring), the complex problem of tourism and its impact on public ecological resources, together with the interests of all involved parties, are regularly examined and managed using conflict analysis. Moreover, meetings to share and discuss the views of both sides are an effective way to encourage collaboration. By following these suggestions, it could be possible to create an ecotourism site that inspires, and is loved by, everyone.

## **2. Limitation**

This study has focused on conflict in order to examine the practical problems that ecotourism sites face, and to provide solutions. In particular, this study collected and analysed the differing opinions of stakeholders on conflicts at the Pyeongchang Maha ecotourism site, proposing management plans to resolve these differences of opinion.

As this study relied on Q methodology, it cannot avoid the limitations posed by this method. Q methodology is not designed to assess a large sample population. Instead, Q methodology, pre-determines stakeholders, and aims to reveal the current situation in detail, rather than representative characteristics. Although the case studied in this research is considered a representative case, it is still only one example; our results relate only to this case, and the interpretation of social and spatial conflict cannot be generalised. However, this study is significant because it offers a detailed assessment of the situation at one local site, exploring the process of seeking

alternatives, rather than addressing every type of conflict at ecotourism sites in Korea. The methodology and results of this study could be applied to conflict management of other ecotourism site, as meaningful example.

Another limitation of this research is that tourists were not addressed in a study of a tourism site. However, as tourists are rarely involved with the construction and operation of domestic ecotourism sites, they are not important stakeholders in local community conflicts; for this reason, tourists were not included in the study. In the future, as ecotourism sites develop and the many tourists who visit become stakeholders, research should include them when conducting conflict analysis.

Many ecotourism sites face problems that were not considered during construction or management. When this happens, it is essential to propose solutions that are specific to the local community. In seeking solutions specific to the local community, it may be necessary to study a similar case outside the community, or to arrange for an assessment by professionals. However, the issues and requests of local stakeholders should be collected and resolved first. Using conflict analysis and mapping, many ecotourism sites could draw up management plan to harmonize in future.

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- 강원도민일보(Kangwondomin-Ilbo). 2012.07.20일자 보도자료. 평창 M 주민주식회사 2차 주식공모 실시.

강원도민일보(Kangwondomin-Ilbo). 2013.01.09일자 보도자료. 마하생태관광지 운영 적자 투성이.

강원일보(Kangwon-Ilbo), 2010.12.07.일자 보도자료. [新 강원기행](91) 평창군 미탄면 마하리 '어름치마을' -그야말로 '생태자원의 보고'라네 -.

강원일보(Kangwon-Ilbo). 2014.12.15일자 보도자료. 평창군 중앙·도 단위 평가 16개 수상 '대박'.

뉴스시스(Newsis). 2013.02.16일자 보도자료, 마하리 어름치마을 국내 생태체험관광 선진지 견학.

연합뉴스(YTN). 2009.02.11일자 보도자료. 평창군 동강 생태관광 벨트 조성한다.

CNS 국회방송(CNS). 2012.12.26.일자 보도자료, 2018 평창동계올림픽 "미탄발전포럼 개최.

SBS. 2009.03.20일자 보도자료, 아름다운 동강 골짜기, 생태관광 공사에 '몸살'.

### 3. Web

ArcGIS Help: <http://resources.arcgis.com/en/help/>

Bing Map: <http://www.bing.com/maps>

California Department of Parks and Recreation:  
<http://www.parks.ca.gov/>

Daum Map: <http://map.daum.net>

Korea Ministry of Government Legislation: <http://www.law.go.kr/>

Maha Village: <http://www.mahari.kr>

#### 4. Inside Data from Government

Ecotourism Korea - Maha Ecotourism Model in Pyeongchang Development Project Propulsion Status, September, 25th, 2014 Presentation(평창군, 마하생태관광 모델 조성사업 추진현황, 2014.9.25. 발표)

Ministry of Environment - Ecotourism Policies in Korea - Pursuing nature conservation & Making Communities more vibrant, April, 18th, 2014 Presentation(환경부 2014.4.18. 발표)

#### 5. Map

Digital Map(National Geographic Information Institute, 2010): Table2, Figure6, Table6, Appendix-Figure5, Appendix-Figure6, Appendix-Figure7, Appendix-Figure8, Appendix-Figure9, Appendix-Figure10, Appendix-Figure11, Appendix-Figure12, Appendix-Figure13

Bing Map(<http://www.bing.com/maps>): Figure12, Figure13, Figure14, Figure15, Right of Figure16

Daum Map(<http://map.daum.net>): Left of Figure16, Appendix-Figure3

## Appendix 1. Ecotourism Policy

Appendix-Table1 Laws of Ecotourism

| 기관        | 관련법령   | 지원정책  |
|-----------|--|---|
| 환경부       | 자연환경보전법<br>제41조(생태관광의 육성)<br>자연환경보전법 시행령<br>제10조(생태경관보전지역관리기본<br>계획에 포함되어야 할 사항) | - 생태관광 육성을 위해<br>민간단체에 지원<br>- 관련 시설을 설치, 관리를 위한<br>계획 수립을 시행하거나<br>지방자치단체에 권고<br>- 생태관광의 촉진 등 주민의<br>소득증대 및 복지증진을 위한<br>지원방안 |
| 문화<br>관광부 | 관광진흥법<br>제46조(관광홍보 및 관광자원<br>개발)   | - 자연생태의 관광자원화사업<br>추진   |
| 농림<br>식품부 | 임업 및 산촌 진흥촉진에 관한<br>법률<br>제16조 4항(산촌진흥기본계획 등의<br>수립)                             | - 산촌의 녹색관광 및 생태관광<br>육성   |
| 해양<br>수산부 | 습지보전법 시행령<br>제8조(보전계획에 포함되어야 할<br>사항)<br>제19조2(명예습지생태안내인 위촉)<br>제48조(해양생태관광의 육성) | - 지역주민의 삶의 질 향상<br>- 생물다양성 유지<br>- 습지보호지역의 생태관광 안내<br>- 해양생태계의 보전 및 관리  |

(출처: 최영국·임상연, 2005, P. 17의 내용을 재정리)

Appendix-Table2 Nature-Environment Conservation Law

[시행 2015.6.4.] [법률 제12738호, 2014.6.3., 타법개정]

|   |
|---|
| <p>제41조(생태관광의 육성) ① 환경부장관은 생태관광을 육성하기 위하여 문화체육관광부장관과 협의하여 환경적으로 보전가치가 있고 생태계 보호의 중요성을 체험·교육할 수 있는 지역을 지정할 수 있다. &lt;개정 2013.3.22.&gt;</p> <p>② 환경부장관은 제1항에 따라 지정받은 지역(이하 "생태관광지역"이라 한다)을 관할하는 지방자치단체에 대하여 예산의 범위에서 생태관광지역의 관리·운영에 필요한 비용의 전부 또는 일부를 보조할 수 있다. &lt;신설 2013.3.22.&gt;</p> <p>③ 환경부장관은 문화체육관광부장관 및 지방자치단체의 장과 협조하여 생태관광에 필요한 교육, 생태관광자원의 조사·발굴 및 국민의 건전한 이용을 위한 시설의 설치·관리를 위한 계획을 수립·시행하거나 지방자치단체의 장에게 권고할 수 있다. &lt;개정 2008.2.29., 2013.3.22.&gt;</p> |
|---|

Appendix-Table3 Korean Ecotourism Model Project Propulsion Process

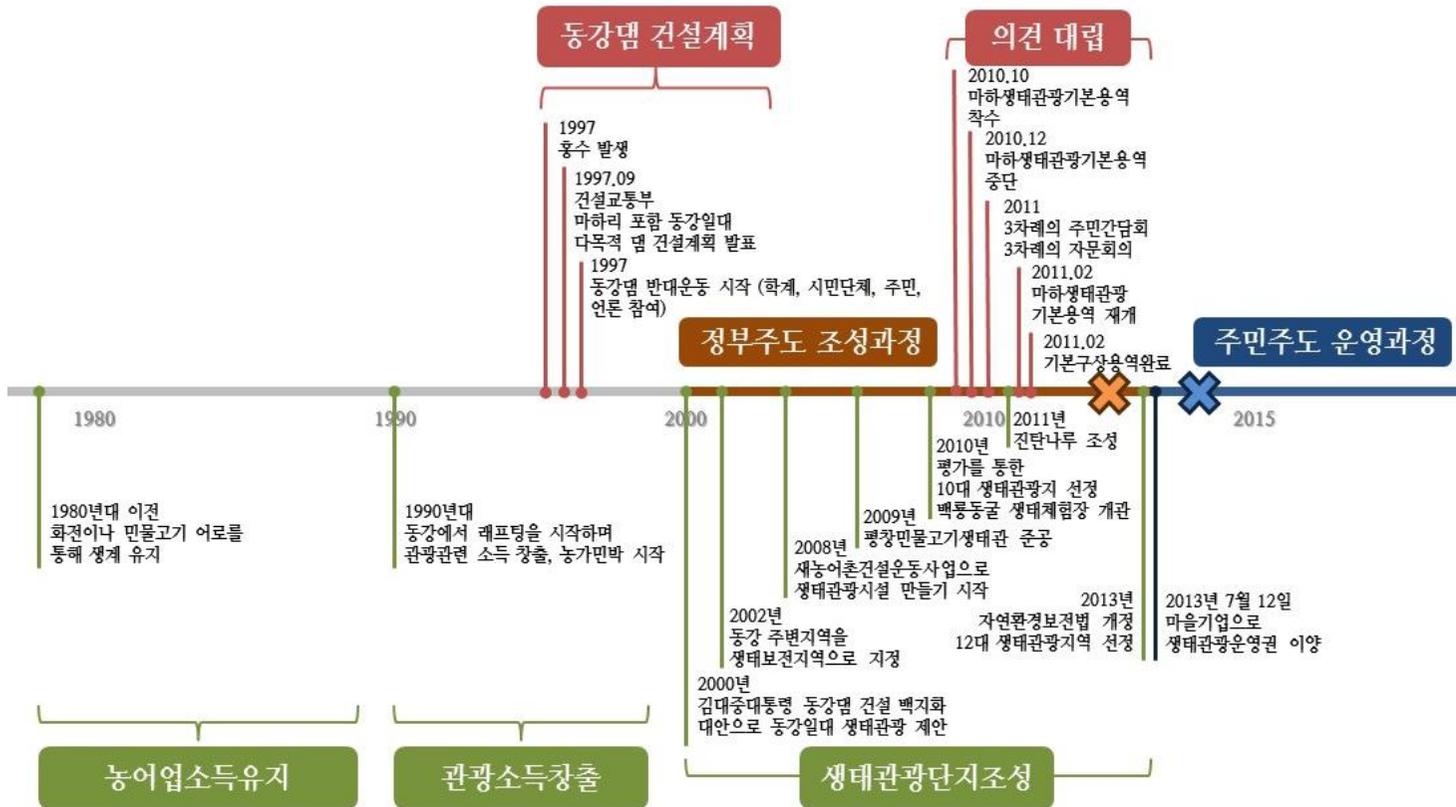
| 차수 | 년도    | 내용  |
|----|-------|---|
| 1차 | 2010년 | 사업추진체계 구축<br>주민역량강화<br>기본계획 및 실시설계 수립<br>계획안 검토 및 승인                |
| 2차 | 2011년 | 기본 및 실시 계획 시행<br>전문인력 양성<br>생태관광 프로그램 개발<br>기반 인프라 및 시설 조성          |
| 3차 | 2012년 | 기반 인프라 및 시설 완공<br>전문인력 활용<br>생태관광프로그램 시범운영<br>대외 홍보 및 마케팅           |
| 4차 | 2013년 | 주민고용창출<br>생태관광사업운영(숙식, 기념품, 가이드, 체험 등등)<br>생태관광인증제도 도입<br>대외 마케팅 강화 |

(문화체육관광부, 2010, P.13의 내용을 재구성)

## Appendix 2. Transition of Maha Ecotourism Site, Pyeongchang



Appendix-Figure1 Conflict & Investigation Period of Maha Ecotourism Site, Pyeongchang(Korean)



✕ 정부주도 조성과정 중 인식조사기(2013.4.3~6.5) ✕ 주민주도 운영과정 중 인식조사기(2014.10.31~11.27)

Appendix-Figure2 Transition of Korean Ecotourism & Maha Ecotourism Site, Pyeongchang(Korean)

Appendix-Table4 Government Support for Maha Ecotourism Site, Pyeongchang

| 년도   | 사업                                  | 주요 내용   |
|------|-------------------------------------|---|
| 2005 | 문화재청의 '평창 백룡동굴 생태체험학습장 조성'          | 총사업비 54억원(국비: 21억원, 도비: 7억2천만원, 군비: 26억원)을 투입하여 천연기념물 제260호인 백룡동굴을 선진국형 탐험형 체험동굴로 개발함. 수억 년 지하세계의 신비를 체험할 수 있는 관광명소 및 교육적 장소로 활용함<br>(출처 : 강원도민일보. 2010.07.13일자 보도자료. [기획취재] 평창 백룡동굴 생태체험학습장 조성 현황과 과제)   |
| 2008 | 환경부의 '동강유역 생태관광벨트 사업'               | 평창군, 정선군, 영월군의 동강 유역 자연휴식지 일원을 친환경적으로 개발하여 생태관광벨트로 연결함. 본 사업을 통해 어름치마을에는 2009년 민물고기 생태관 주차장 앞부터 진탄나루 쉽터까지 60m 구간을 연결하는 미탄면 창리천 구름다리가 조성되었으며, 2010년에는 생태연못이 조성(2개소, 550m <sup>2</sup> )됨<br>(출처 : 연합뉴스. 2009.02.11일자 보도자료. 평창군 동강 생태관광 벨트 조성한다)  |
| 2008 | 강원도의 '새농어촌건설운동'                     | 지역경제 활력 저하 등 지역의 문제를 해소하고자 강원도에서 추진 중인 '새농어촌건설운동'에 동참함. '선정된 우수마을에는 상사업비 6억원을 지원함<br>(출처 : 강원일보. 2014.12.15일자 보도자료. 평창군 중앙·도 단위 평가 16개 수상 `대박, 마하리 어름치 마을 홈페이지_ <a href="http://www.mahari.kr">http://www.mahari.kr</a> , 인터뷰자료)  |
| 2010 | 환경부의 '자연생태우수마을'                     | 2010년 지정 이후 2011년부터 2013년까지 자연생태우수마을로 재 지정됨.<br>(출처 : 마하리 어름치 마을 홈페이지_ <a href="http://www.mahari.kr">http://www.mahari.kr</a> )  |
| 2010 | 문화체육관광부와 환경부의 '한국형 10대 생태관광 모델 사업지' | 사업지의 행정 명칭은 '평창 마하 생태관광지'임. 동강 유역 천혜의 자연경관과 자연 그대로의 훼손되지 않은 동굴생성물 및 생물을 간직하고 있는 백룡동굴 등을 활용하여 차별화된 생태체험과 생태교육 장소로 조성하고자 사업지를 선정<br>(출처 : 마하리 어름치 마을 홈페이지_ <a href="http://www.mahari.kr">http://www.mahari.kr</a> )  |
| 2011 | 농림수산식품부의 '녹색농촌체험마을'                 | 2011년 선정되어 2억원의 사업비를 지원받아 마을축제 운영, 어름치 산란탐 체험, 트래킹코스 개발 등을 추진함. 도시민의 다양한 수요에 맞는 체험 및 휴양공간으로 마을을 조성하고자 등산로 안내도 및 이정표, 등산로 안전시설물(로프 등), 마두미길 등산로 정비, 마을쉽터 조성(벤치 설치) 등을 수행함. 이 밖에 마을 홍보 및 홈페이지 정비 등을 추진함<br>(출처 : 마하리 어름치 마을 홈페이지_ <a href="http://www.mahari.kr">http://www.mahari.kr</a> ) |

Appendix-Table5 Government-led Development Term

| 년도      | 주요 내용                      |
|---------|----------------------------|
| 2010.09 | 평창 민물고기 생태관 준공 및 개관        |
| 2010.02 | 10대 생태관광 모델사업지 지정          |
| 2010.07 | 백룡동굴 국내최초로 가이드체험동굴로 개장     |
| 2010.10 | 마하 생태관광 기본구상 용역 착수(평창군 발주) |
| 2010.12 | 마하 생태관광 기본구상 중단            |
| 2010.12 | 강원발전연구원 1차 자문회의            |
| 2011.01 | 한국동굴연구소 자문회의               |
| 2011.01 | 강원발전연구원 2차 자문회의            |
| 2011.01 | 1차 주민간담회                   |
| 2011.02 | 2차 주민간담회                   |
| 2011.02 | 마하 생태관광 기본구상 용역 재개         |
| 2011.02 | 3차 주민간담회                   |
| 2011.03 | 컨설팅단 사전 자문회의               |
| 2011.03 | 문화관광부 심의                   |
| 2011.05 | 마하 생태관광 기본구상 용역 완료         |

Appendix-Table6 Resident-participated Operating Term

| 년도      | 주요 내용                            |
|---------|----------------------------------|
| 2012.04 | M 주민주식회사 설립                      |
| 2012.07 | M 주민주식회사 증자                      |
| 2012.09 | M 주민주식회사 이사회의                    |
| 2012.12 | 미탄면과 M 주민주식회사 주최 평창미탄발전포럼 개최     |
| 2013.02 | M 주민주식회사 주관 제주 선홍마을 방문           |
| 2013.07 | M 주민주식회사 민물고기 생태관 운영권 획득         |
| 2013.10 | M 주민주식회사 백룡동굴 해설권 획득             |
| 2014.03 | M 주민주식회사 주주총회                    |
| 2014.04 | M 주민주식회사 이사회 개최                  |
| 2014.06 | M 주민주식회사 강원대 어류연구센터 협약           |
| 2014.06 | 미탄면과 M 주민주식회사 민물고기 생태관 활성화 협약식   |
| 2014.11 | M 주민주식회사 민물고기 생태관에서 과학생태 실험교실 운영 |

Appendix-Table7 Outline of Maha Ecotourism Model Project

기간 : 2010~2014년(5년간)  
 사업위치 : 평창군 미탄면 마하리 일원  
 총사업비 : 2,160백만원(국비 1,080백만원, 군비 1,080백만원)  
 사업목표 : 동강의 아름다운 경관과 생태자원, 백룡동굴, 어름치 마을을 어루으르는 생태체험·생태관광지를 조성하여 도시민의 휴양과 주민의 소득증대를 통해 지역활성화를 이루는 생태관광모델지역으로 자리매김

Appendix-Table8 Project Amount (Unit: One Million Won)

| 구분                 | 2010년 | 2011년 | 2012년 | 2013년 | 2014년 | 합계    |
|--------------------|-------|-------|-------|-------|-------|-------|
| 예산액(A)             | 440   | 400   | 400   | 400   | 520   | 2,160 |
| 집행액(B)             | 5     | 248   | 591   | 378   | 734   | 1,956 |
| 집행율<br>(C=B/A*100) | 90.6% | 0.2%  | 11.7% | 39.1% | 56.6% | 90.6% |

Appendix-Table9 Contents of Project by Year (Source: Inside Data of Ecotourism, Korea)

| 년도    | 평창 마하생태관광지 조성      |   |
|-------|--------------------|---|
| 2010년 | 홍보                 | 생태관광 10대 모델광고   |
|       | 공사                 | 관광안내판 및 화장실 구입 제작   |
| 2011년 | 홍보(주민<br>교육<br>포함) | 홍보마케팅(홍보물, 기념품, 리플렛), 주민교육, 팸 투어<br>행사, 생태관광 홍보전 운영<br>마하생태관광 캐릭터 개발  |
|       | 공사                 | 민물고기 생태관 전시장 보강<br>백룡동굴생태학습장 진입로 개설공사<br>마하생태관광지 상징조형물 및 조경공사<br>기화 터널 앞 정비공사(데크, 공원, 정자각, 조경수 식재)<br>집라인 회수라인 제작 및 탐방로 데크 공사 |
| 2012년 | 홍보                 | 홍보마케팅(홍보물, 기념품, 리플렛)<br>백룡동굴 홍보단 운영 및 여행업 관계자 팸 투어<br>한국 국제 관광전 부스 참가 및 용역<br>홍보지원사업 보조                                       |
|       | 공사                 | 전기자동차 구입<br>민물고기 생태관 정비 및 칠족령 트래킹 코스 정비<br>마하생태체험터널 조성사업 실시설계<br>동굴내부 자동측정기 및 안전용품  |
| 2013년 | 홍보                 | 마하생태관광지 홍보(지하철, 기념품, 리플렛)<br>한국 국제관광전 부스임차 및 참가<br>마하생태관광지 홍보지원사업 보조  |
|       | 주민교육               | 주민 심화교육 및 가이드 양성교육  |
|       | 공사                 | 전기자동차 거치소<br>생태터널 낚시터 차양설치<br>민물고기생태관 야외편의시설<br>땀뭍 체험장설치<br>마하생태체험터널 공사   |
| 2014년 | 홍보                 | 지하철 광고 및 홍보<br>국제관광 홍보전<br>마하생태 홍보물, 거리 홍보전<br>온라인 광고   |
|       | 주민교육               | 주민역량교육  |
|       | 프로그램               | 생태관광야간프로그램운영<br>에듀투어 및 팸투어<br>생태체험 축제지원   |

Appendix-Table10 Opinion Difference of Development Term

| 순번 | 위치                 | 마을 지도자  | 관계 공무원  |
|----|--------------------|---|---|
| 1  | 민물고기 생태관           | <ul style="list-style-type: none"> <li>크기가 너무 커서 운영비가 많이 나온다.</li> <li>국정원 건물과 같이 지어졌다.</li> <li>민물고기 생태관 뒤에 공원부지가 가려진다.</li> </ul> | <ul style="list-style-type: none"> <li>건물은 잘 지어졌으나, 운영비 보조 정책이 필요하다.</li> </ul> |
| 2  | 주차장                | <ul style="list-style-type: none"> <li>주차장의 크기가 너무 크다.</li> </ul>   | <ul style="list-style-type: none"> <li>주차장의 크기는 적당하다.</li> </ul>                |
| 3  | 물고기 기념비            | <ul style="list-style-type: none"> <li>물고기 기념비의 필요성을 못 느끼겠는데 3천만원이란 재정이 쓰인 것을 이해할 수 없다.</li> </ul>                                  | <ul style="list-style-type: none"> <li>다른 시도에서 다 하고 있는 사업이다.</li> </ul>         |
| 4  | 진탄나무쉼터             | <ul style="list-style-type: none"> <li>규제로 인해 아무용도로도 사용할 수 없다</li> </ul>  | <ul style="list-style-type: none"> <li>규제로 깨끗하게 관리되고 있다.</li> </ul>             |
| 5  | 영월지역과 연계           | <ul style="list-style-type: none"> <li>별다른 필요성을 못 느낀다.</li> </ul>   | <ul style="list-style-type: none"> <li>연계되면 관광이 활성화 될 것이다.</li> </ul>           |
| 6  | 동강 라이더             | <ul style="list-style-type: none"> <li>공무원의 안전장치 시설 미설치로 개장일이 늦어졌다</li> </ul>   | <ul style="list-style-type: none"> <li>안전성에 문제가 있다.</li> </ul>                  |
| 7  | 백룡동굴에서 민물고기생태관가는 길 | <ul style="list-style-type: none"> <li>도로 정비 및 포장을 해서 이동을 쉽게 해야 한다.</li> </ul>  | <ul style="list-style-type: none"> <li>생태계의 파괴를 막기 위해서는 현상 유지가 적합하다.</li> </ul> |
| 8  | 동강댐                | <ul style="list-style-type: none"> <li>생태계 보존과 마을 존속을 위해 막아야 한다.</li> </ul>   | <ul style="list-style-type: none"> <li>정부 정책이라면 따를 수밖에 없다.</li> </ul>           |
| 9  | 생태펜션               | <ul style="list-style-type: none"> <li>평창군에 운영권이 있어 활용이 어렵다.</li> </ul>   | <ul style="list-style-type: none"> <li>정부 정책이라면 따를 수밖에 없다.</li> </ul>           |
| 10 | 폐송어양식장             | <ul style="list-style-type: none"> <li>FLY 낚시터로 활용될 수 있는 유용한 시설이다.</li> </ul>   | <ul style="list-style-type: none"> <li>생태계 복원이 바람직하다.</li> </ul>                |
| 11 | 평창올림픽과 연계          | <ul style="list-style-type: none"> <li>별 실효성이 없을 것으로 보인다.</li> <li>몇 달을 위해 준비할 필요성을 느끼지 못한다.</li> </ul>                             | <ul style="list-style-type: none"> <li>가능하다면 바람직하다.</li> </ul>                  |



Appendix-Figure3 Location of Conflict Space



민물고기 생태관  
Freshwater Fish  
Ecology Museum  
(2013.03.16. 저자촬영)



주차장  
Parking Lot  
(2013.06.05. 저자촬영)



물고기 기념비  
Fish Monument  
(2013.06.05. 저자촬영)



진탄나루 공터  
Jintan Naru Park  
(Village Public)  
(2013.06.05. 저자촬영)



영월방면  
Direction to Yeongwol  
(2013.03.16. 저자촬영)



라이더  
Rider  
(2013.06.05. 저자촬영)



백룡동굴 가는 길  
Way to Baengnyong  
Cave  
(2013.06.05. 저자촬영)



동강댐  
Dong-river  
(2013.06.05. 저자촬영)



펜션  
Pension  
(2013.06.05. 저자촬영)



폐송어양식장  
Abandoned Trout Farm  
(2013.06.05. 저자촬영)



동계올림픽경기장가는 길  
Way to Pyeongchang  
Olympic Winter Games  
(2013.03.16. 저자촬영)

Appendix-Figure4 Image of Conflict Space

### Appendix 3. 1st Investigation Data (From April, 3th, 2013 to June, 5th, 2013)

Appendix-Table11 Distinguishing Q Statements

| 순번 | 진술문                            | 비판 | 개발 | 보전 | 표준 편차 |
|----|--------------------------------|----|----|----|-------|
| 6  | 민물고기 생태관의 크기 및 형태는 적정하다.       | -3 | 1  | 4  | 3.51  |
| 17 | 폐송어양식장은 플라이낚시터로 활용되어야 한다.      | 1  | 3  | -3 | 3.05  |
| 20 | 평창동계올림픽과 연계 생태관광 개발이 이루어져야 한다. | 0  | 4  | -2 | 3.05  |
| 24 | 개농장은 마을에 존치되어야 한다.             | 0  | -4 | 0  | 3.05  |
| 15 | 동강댐 건설은 반대되어야 한다.              | 3  | -2 | 3  | 2.89  |
| 5  | 금산 벌목 및 뗏길 복원 등이 이루어졌으면 좋겠다.   | -4 | 1  | 0  | 2.65  |
| 12 | 민물고기 생태관은 재정비되어야 한다.           | 4  | -1 | 1  | 2.52  |
| 18 | 마을에 낚시터가 조성되어야 한다.             | 0  | 0  | -4 | 2.31  |
| 9  | 물고기 기념비는 잘 지어졌다.               | -2 | -2 | 2  | 2.31  |
| 8  | 민물고기 생태관 리노베이션은 잘 이루어졌다.       | -1 | -2 | 2  | 2.08  |

Appendix-Table12 Consensus Q Statements

| 순번 | 진술문                       | 비판 | 개발 | 보전 | 표준 편차 |
|----|---------------------------|----|----|----|-------|
| 14 | 마을 공개공지는 활용되어야 한다.        | 2  | 2  | 3  | 0.58  |
| 23 | 메밀밭농장은 더욱 커져야 한다.         | -1 | -3 | -2 | 1.00  |
| 2  | 생태관광에 대한 주민교육 수준은 적당하다.   | -2 | -1 | 0  | 1.00  |
| 10 | 마을 펜션의 세대 수 및 크기는 적정하다.   | 0  | 2  | 2  | 1.15  |
| 11 | 라이더의 길이는 적정하다.            | -1 | 0  | -3 | 1.53  |
| 22 | 메밀밭농장은 생태관광과 적극 연계되어야 한다. | -1 | -3 | 0  | 1.53  |
| 1  | 생태관광으로 인해 환경이 악화되었다.      | -3 | 0  | -1 | 1.53  |

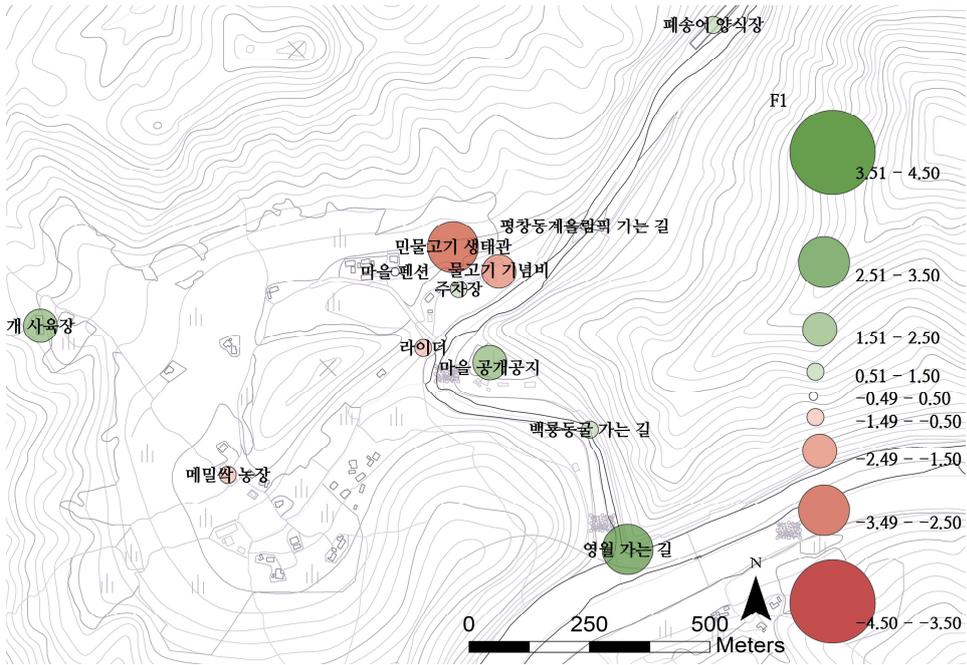
\* 세 그룹이 같은 방향성(절대값 2이상)이거나 두 그룹이 같은 방향성(절대값 2이상)이고 한 그룹이 중립(절대값 0)인 항목들을 추출하였다.

Appendix-Table13 Q Statements towards Space

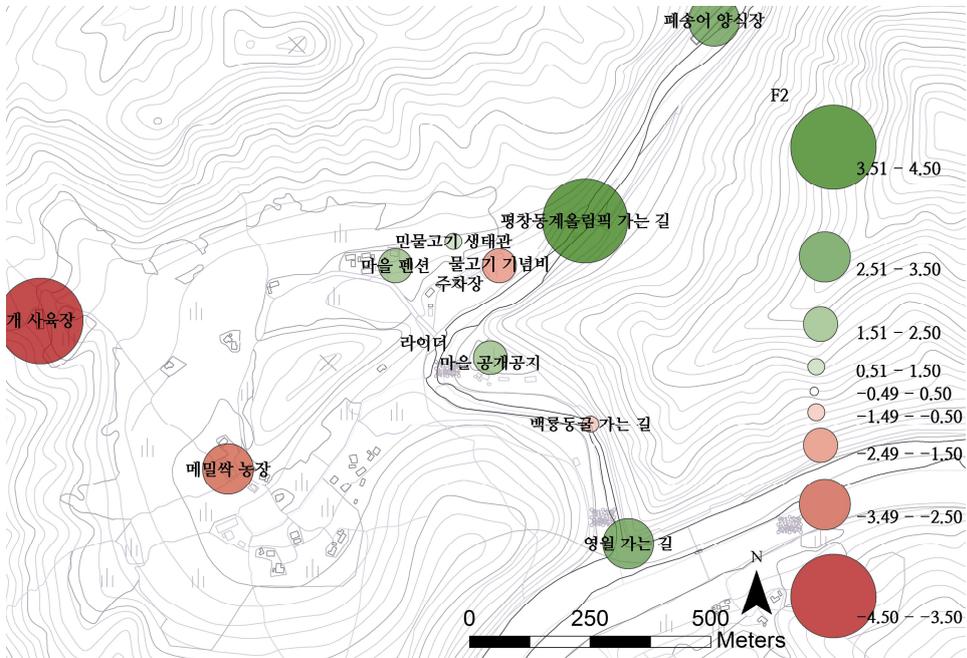
| 순번 | Q 진술문                          | 공간       |
|----|--------------------------------|----------|
| 6  | 민물고기 생태관의 크기 및 형태는 적정하다.       | 민물고기 생태관 |
| 8  | 주차장의 크기는 적정하다.                 | 주차장      |
| 9  | 물고기 기념비는 잘 지어졌다.               | 물고기 기념비  |
| 10 | 마을 펜션의 세대 수 및 크기는 적정하다.        | 마을 펜션    |
| 11 | 라이더의 길이는 적정하다.                 | 라이더      |
| 13 | 문화마을에 캠핑장은 조성되어야 한다.           | 문화마을     |
| 14 | 마을 공개공지는 활용되어야 한다.             | 마을 공개공지  |
| 16 | 백룡동굴까지가는 길은 개선되어야 한다.          | 백룡동굴가는 길 |
| 17 | 폐송어양식장은 플라이낚시터로 활용되어야 한다.      | 폐송어양식장   |
| 19 | 영월지역과 길이 연계되어야 한다.             | 영월가는 길   |
| 20 | 평창동계올림픽과 연계 생태관광 개발이 이루어져야 한다. | 평창동계올림픽  |
| 22 | 메밀밭농장은 생태관광과 적극 연계되어야 한다.      | 메밀밭 농장   |
| 24 | 개 사육장은 마을에서 없어져야 한다.           | 개 사육장    |
| 25 | 송어양식장은 없어져야 한다.                | 송어 양식장   |

Appendix-Table14 Factor Value of Space from Q Statements

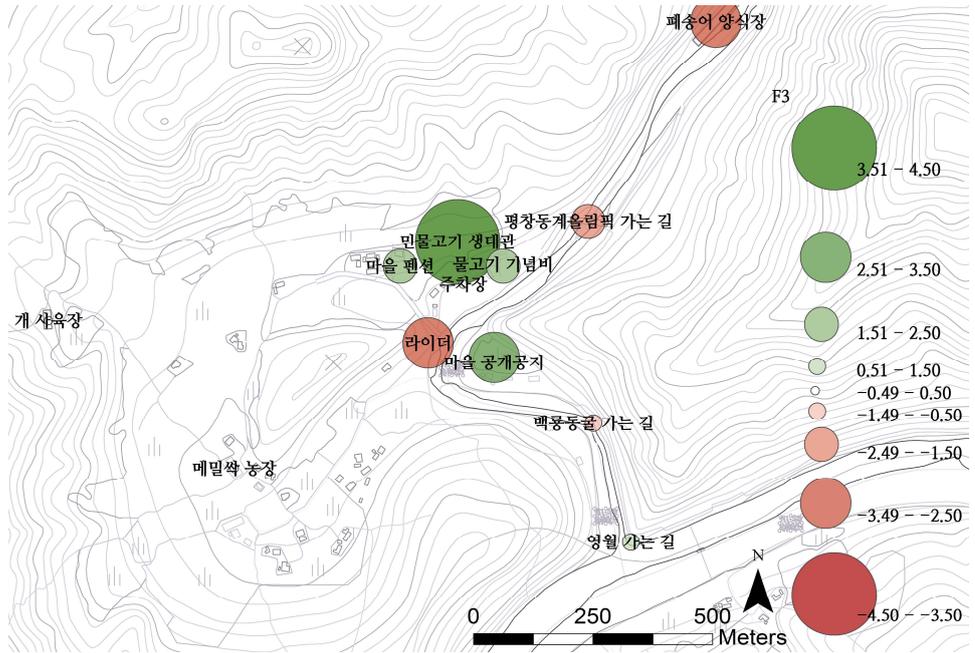
| 순번 | 공간       | 비판 | 개발 | 보전 |
|----|----------|----|----|----|
| 6  | 민물고기 생태관 | -3 | 1  | 4  |
| 8  | 주차장      | 1  | 0  | 0  |
| 9  | 물고기 기념비  | -2 | -2 | 2  |
| 10 | 마을 펜션    | 0  | 2  | 2  |
| 11 | 라이더      | -1 | 0  | -3 |
| 13 | 문화마을     | 2  | 1  | -1 |
| 14 | 마을 공개공지  | 2  | 2  | 3  |
| 16 | 백룡동굴가는 길 | 3  | 3  | 1  |
| 17 | 폐송어양식장   | 1  | -1 | -1 |
| 19 | 영월가는 길   | 1  | 3  | -3 |
| 20 | 평창동계올림픽  | 0  | 4  | -2 |
| 22 | 메밀밭 농장   | -1 | -3 | 0  |
| 24 | 개 사육장    | 2  | -4 | 0  |
| 25 | 송어 양식장   | -2 | -1 | 1  |



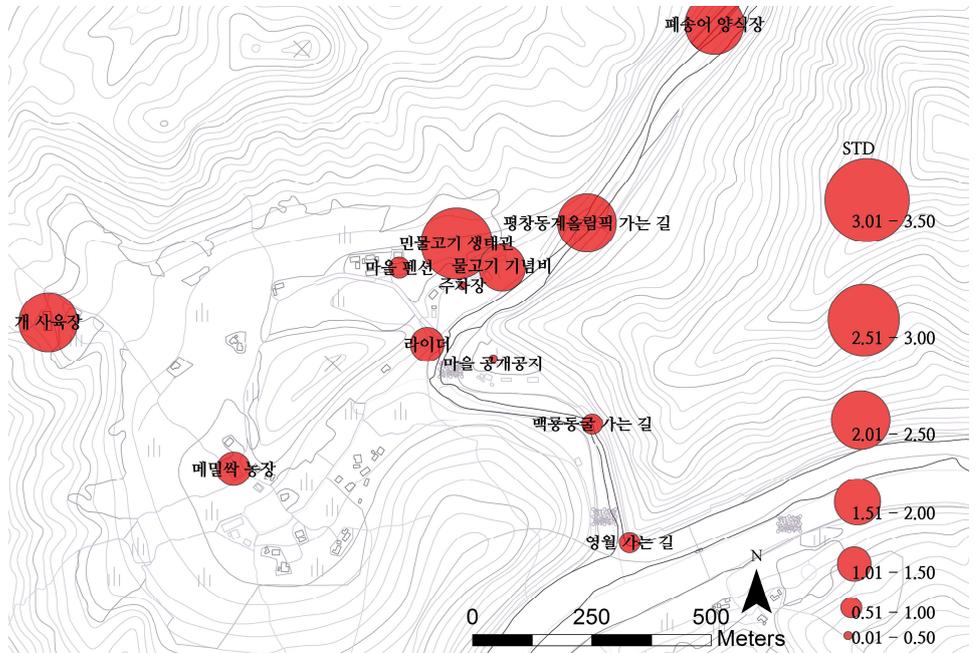
Appendix-Figure5 I Preference & Non-preference Mapping of 'Criticism'  
 (F1 is the factor from Q analysis/ Green is positive & Red is negative)



Appendix-Figure6 II Preference & Non-preference Mapping of 'Development'  
 (F2 is the factor from Q analysis/ Green is positive & Red is negative)



Appendix-Figure7 III Preference & Non-preference Mapping of 'Conservation'  
 (F2 is the factor from Q analysis/ Green is positive & Red is negative)



Appendix-Figure8 IV Conflict Mapping  
 (STD is the factor difference from Q analysis/  
 The bigger circle is, the stronger difference of perception is)

Appendix-Table15 Explanation of Mapping

| 구분  |                      | 지도 내용   |
|-----|----------------------|---|
| I   | 선호<br>·비<br>선호<br>맵핑 | 비판<br>기존 정부가 시설물을 설치한 중심지역에 대해서는 비판적이며 외곽 지역의 개발 가능성이 있는 공간들에 대해 선호를 표현하였다.                                   |
| II  |                      | 개발<br>평창읍과 영월읍으로 가는 길 개선을 원하는 만큼 강변에 주요시설에 대해서는 선호하는 모습을 보였다. 단, 주차장의 크기, 백룡동굴가는 길의 전통생태적 복원방식에 대해서는 부정적이었다.  |
| III |                      | 보전<br>보전을 원하는 만큼, 기존 정부가 설치한 대규모 시설만을 긍정하고 대체적인 외부 개발가능지역에 대해서는 부정적이었다. 단, 주민들을 위해 마을의 공개공지를 사용에 대해서는 긍정적이었다. |
| IV  | 갈등<br>맵핑             | 선호<br>차이<br>최근 개발되었던 곳이나 향후 개발이 가능한 지역 중 이해관계가 엇갈리는 곳에 선호차이가 드러나는 것을 확인할 수 있었다.                               |

## Appendix 4. 2nd Investigation Data (From October, 31st, 2014 to November, 27th, 2014)

Appendix-Table16 Distinguishing Q Statements

| 순번 | 진술문                               | 주민 참여 | 방관 | 인재 | 프로그램 | 표준 편차 |
|----|-----------------------------------|-------|----|----|------|-------|
| 32 | 생태펜션은 마을에서 운영권을 가져야한다.            | 4     | 0  | 3  | -4   | 3.59  |
| 23 | 예전문화복원보다는 레포츠개발을 통해 수익창출해야 한다.    | -3    | -3 | 2  | 4    | 3.55  |
| 14 | 컨설팅업체들이 정부지원금을 다 가져간다.            | -4    | 4  | -2 | -2   | 3.46  |
| 31 | 민물고기생태관에서백룡동굴까지가는 길은개선되어야한다.      | 4     | 2  | -4 | 0    | 3.41  |
| 5  | 개발제한구역이 너무 많다.                    | -3    | 4  | -3 | 0    | 3.31  |
| 7  | 국내외 생태관광지답사는 생태관광의 학습에 꽤 도움이 된다.  | 3     | -2 | -2 | 4    | 3.20  |
| 24 | 레포츠를 전통문화와 연계할 수 있는 방안이 필요하다.     | 0     | -4 | -1 | 3    | 2.89  |
| 3  | 사람이 살지 않는 가옥들은 산이나 초지로 복원되어야 한다.  | -4    | 1  | 0  | 2    | 2.63  |
| 1  | 관광객이 오지만 생태 관리를 잘해 환경파괴가 거의 없다.   | 0     | 0  | 2  | -4   | 2.52  |
| 13 | 소규모 고액관광이 우선시되어야 한다.              | 1     | 0  | 3  | -3   | 2.5   |
| 2  | 백룡동굴에 들어가는 인원한정은 생태보호를 위해 꼭 필요하다. | 3     | -2 | -1 | 2    | 2.38  |
| 19 | 체계적 주민참여체계가 더 필요하다.               | 2     | 3  | -2 | 1    | 2.16  |
| 17 | 주기적인 마을정화활동은 생태관광마을에 활력을 준다.      | 0     | -2 | 1  | 3    | 2.08  |
| 20 | 상대적으로젊은이들에게더많은지원을 해주어야한다.         | -2    | 1  | 2  | -2   | 2.06  |
| 25 | 해외 생태관광지 지역문화복원사례를 더 알려주었으면 좋겠다.  | -1    | 3  | 0  | 3    | 2.06  |

Appendix-Table17 Consensus Q Statements

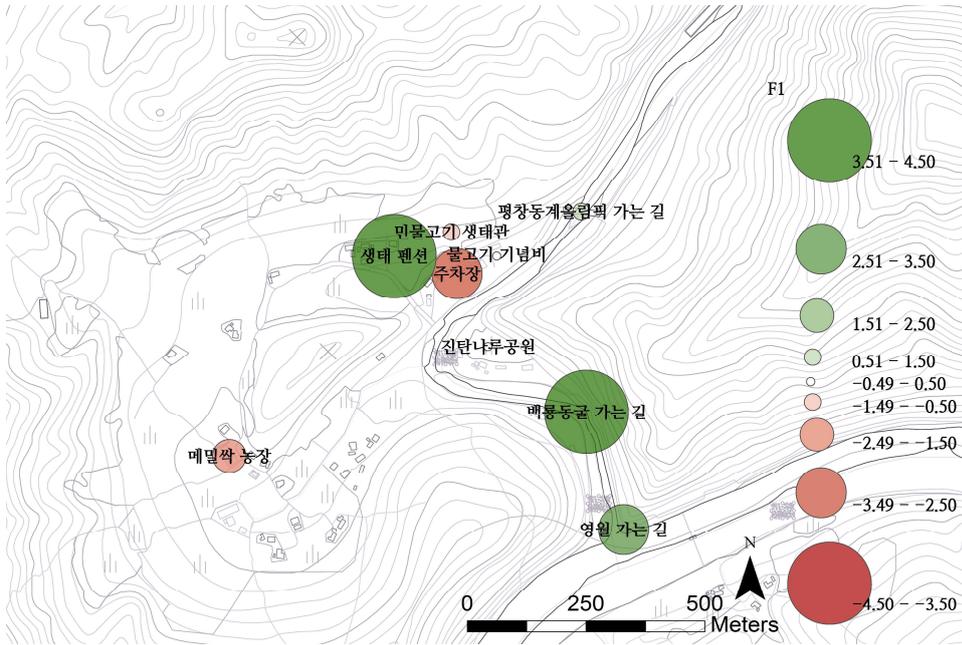
| 순<br>번 | 진술문                                  | 주민<br>참여 | 방관 | 인재 | 프로<br>그램 | 표준<br>편차 |
|--------|--------------------------------------|----------|----|----|----------|----------|
| 18     | 환경단체가 이 지역에 더 관심을 갖<br>았으면 좋겠다.      | -2       | -1 | -2 | -1       | 0.58     |
| 8      | 학습의 기회는 젊은 인력에게 더 주<br>어야한다.         | 2        | 2  | 0  | 1        | 0.96     |
| 10     | 땅값이 계속 올라서 좋다.                       | -2       | -1 | -3 | -3       | 0.96     |
| 4      | 낙석이 떨어지지 않도록 벽면녹화내<br>지 대안이 필요하다.    | 2        | 0  | 2  | 0        | 1.15     |
| 15     | 젊은 인력이 타지역출신이라도 이 지<br>역에 더 유입되어야한다. | 1        | 2  | 4  | 2        | 1.26     |
| 30     | 영월지역과 길이 연계되어야 한다.                   | 3        | 1  | 1  | 0        | 1.26     |
| 29     | 진탄나루공원은 활용되어야한다.                     | 0        | 3  | 4  | 1        | 1.83     |
| 28     | 물고기기념비는 잘 지어졌다.                      | 0        | -4 | -4 | -2       | 1.92     |

Appendix-Table18 Q Statements towards Space

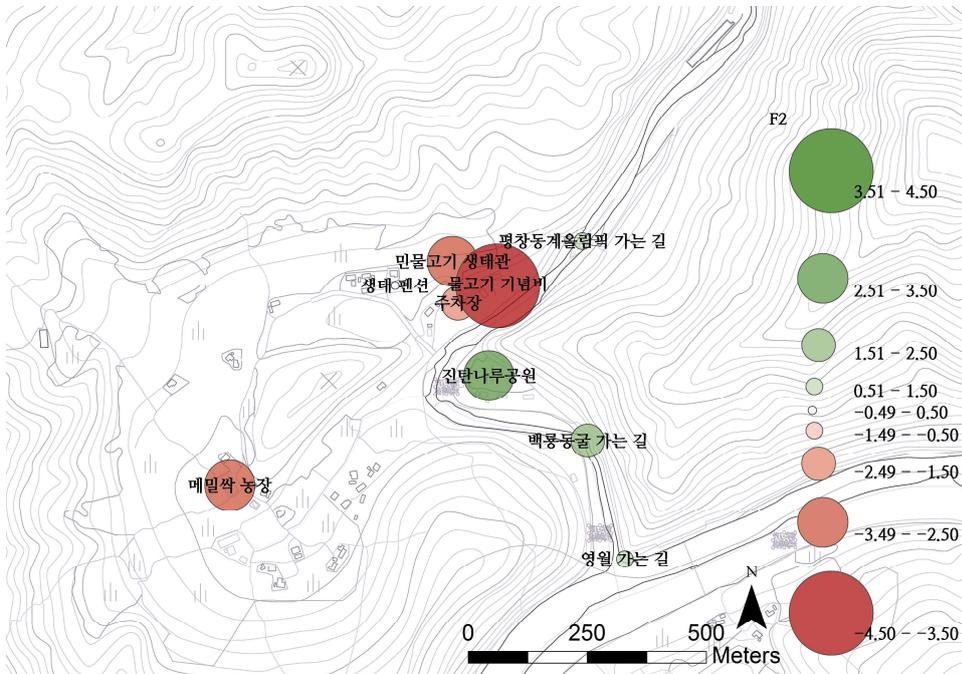
| 순번 | Q 진술문                             | 공간                  |
|----|-----------------------------------|---------------------|
| 2  | 백룡동굴에 들어가는 인원한정은 생태보호를 위해 꼭 필요하다. | 백룡동굴                |
| 26 | 민물고기생태관의 크기와 형태는 적절하다.            | 민물고기생태관             |
| 27 | 주차장의 크기는 적절하다.                    | 주차장                 |
| 28 | 물고기기념비는 잘 지어졌다.                   | 물고기기념비              |
| 29 | 진탄나루공원(기존 마을공개공지)은 활용되어야한다 .      | 진탄나루공원'<br>(마을공개공지) |
| 30 | 영월지역과 길이 연계되어야 한다.                | 영월가는 길              |
| 31 | 민물고기생태관에서 백룡동굴까지가는 길은 개선되어야 한다.   | 백룡동굴가는 길            |
| 32 | 생태펜션(기존 마을펜션)은 마을에서 운영권을 가져야 한다.  | 생태펜션(마을펜션)          |
| 33 | 메밀쌈농장은 생태관광과 적극 연계되어야 한다.         | 메밀쌈농장               |
| 34 | 평창동계올림픽과 연계되어 개발되어야한다.            | 평창동계올림픽             |

Appendix-Table19 Factor Value of Space from Q Statements

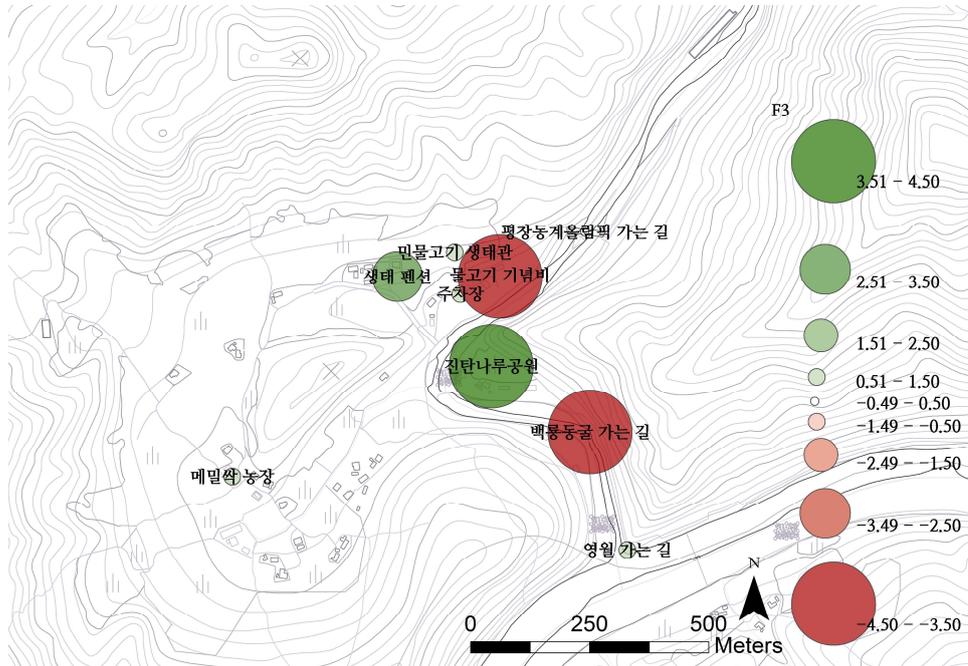
| 순번 | 공간                  | 주민 | 방관 | 인재 | 프로그램 |
|----|---------------------|----|----|----|------|
| 2  | 백룡동굴                | 3  | -2 | -1 | 2    |
| 26 | 민물고기생태관             | -1 | -3 | 1  | -1   |
| 27 | 주차장                 | -3 | -2 | 1  | -1   |
| 28 | 물고기기념비              | 0  | -4 | -4 | -2   |
| 29 | 진탄나루공원'<br>(마을공개공지) | 0  | 3  | 4  | 1    |
| 30 | 영월가는 길              | 3  | 1  | 1  | 0    |
| 31 | 백룡동굴가는 길            | 4  | 2  | -4 | 0    |
| 32 | 생태펜션(마을펜션)          | 4  | 0  | 3  | -4   |
| 33 | 메밀쌈농장               | -2 | -3 | 1  | -1   |
| 34 | 평창동계올림픽             | 1  | 1  | 0  | -3   |



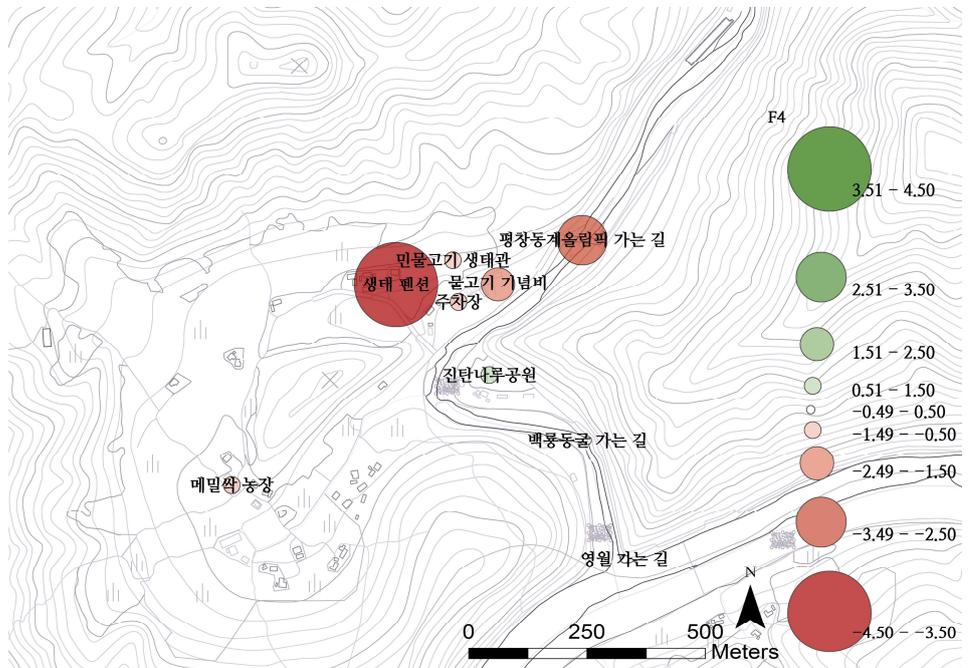
Appendix-Figure9 I Preference & Non-preference Mapping of 'Resident Participation' (F1 is the factor from Q analysis/ Green is positive & Red is negative)



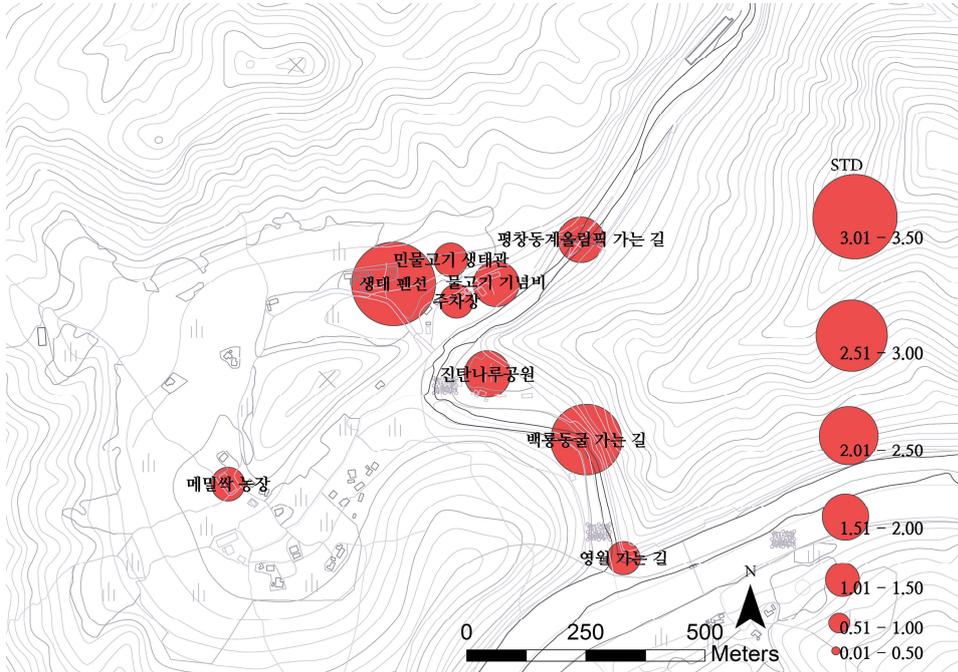
Appendix-Figure10 II Preference & Non-preference Mapping of 'Bystander' (F2 is the factor from Q analysis/ Green is positive & Red is negative)



Appendix-Figure11 III Preference & Non-preference Mapping of 'Manpower' (F3 is the factor from Q analysis/ Green is positive & Red is negative)



Appendix-Figure12 IV Preference & Non-preference Mapping of 'Program' (F4 is the factor from Q analysis/ Green is positive & Red is negative)



Appendix-Figure13 V Conflict Mapping  
 (STD is the factor difference from Q analysis/  
 The bigger circle is, the stronger difference of perception is)

Appendix-Table20 Explanation of Mapping

| 구분  |                      | 지도 내용    |
|-----|----------------------|----------|
| I   | 선호<br>·비<br>선호<br>맵핑 | 주민참여     |
| II  |                      | 방관       |
| III |                      | 인재       |
| IV  |                      | 프로그램     |
| V   | 갈등<br>맵핑             | 선호<br>차이 |

## Appendix 5. Comparative Table of Conflict Structures between Two Terms

Appendix-Table21 Changes of Q Statement between Two Terms

| Division | 정부주도 조성과정<br>(조사일자: 2013.4.3.~ 6.5)  | 주민참여 운영과정<br>(조사일자: 2014.10.31.~11.27)  |
|----------|--|---|
| 생태       | <ul style="list-style-type: none"> <li>• 생태관광으로 인해 환경이 악화되었다.</li> </ul>         | <ul style="list-style-type: none"> <li>• 관광객이 오지만 생태 관리를 잘해 환경파괴가 거의 없다.</li> <li>• 백룡동굴에 들어가는 인원 한정은 생태 보호를 위해 꼭 필요하다.</li> <li>• 사람이 살지 않는 가옥들은 산이나 초지로 복원되어야 한다.</li> <li>• 낙석이 떨어지지 않도록 벽면녹화내지 대안이 필요하다.</li> <li>• 개발제한 구역이 너무 많다.</li> </ul>              |
| 주민교육     | <ul style="list-style-type: none"> <li>• 생태관광에 대한 주민교육 수준은 적당하다.</li> </ul>      | <ul style="list-style-type: none"> <li>• 전문가 초청 특강은 생태관광의 학습에 꽤 도움이 된다.</li> <li>• 국내의 생태관광지 답사는 생태관광의 학습에 꽤 도움이 된다.</li> <li>• 학습의 기회는 젊은 인력들에게 더 주어어야 한다.</li> </ul>  |
| 경제       | <ul style="list-style-type: none"> <li>• 생태관광으로 마을 소득은 증가하고 있다.</li> </ul>       | <ul style="list-style-type: none"> <li>• 사무장은 생태관광 발전에 꼭 필요함으로 월급을 올려줘야한다.</li> <li>• 땅값이 계속 올라서 좋다.</li> <li>• 생태관광으로 경제적 소득이 올랐다.</li> <li>• 정부의 대규모 투자는 계속되어야 한다.</li> <li>• 소규모 고액관광이 우선시되어야 한다.</li> <li>• 컨설팅업체들이 정부 지원금을 다 가져간다.</li> </ul>              |
| 지역문화     | <ul style="list-style-type: none"> <li>• 금산 별목 및 뗏길 복원 등이 이루어졌으면 좋겠다.</li> </ul> | <ul style="list-style-type: none"> <li>• 동강뗏목과 굴피숲, 금산별목, 정선아리랑 등 전통문화가 복원되어야 한다.</li> <li>• 전통문화가 축제로 연결되어야 한다.</li> <li>• 예전 문화복원보다는 레포즈 개발을 통해 수익창출해야 한다.</li> <li>• 레포즈 문화를 전통문화와 연계할 수 있는 방안이 필요하다.</li> <li>• 해외 생태관광지 지역문화복원사례를 더 알려주었으면 좋겠다.</li> </ul> |

| Division | 정부주도 조성과정<br>(조사일자: 2013.4.3.~ 6.5)   | 주민참여 운영과정<br>(조사일자: 2014.10.31.~11.27)  |
|----------|---|---|
| 거버넌스     | <ul style="list-style-type: none"> <li>생태관광 개발에 주민참여는 잘 이루어지고 있다.</li> </ul>  | <ul style="list-style-type: none"> <li>젊은 인력이 타지역 출신이라도 이 지역에 더 유입되어야 한다.</li> <li>지역주민과 공무원들이 더 많은 회의를 했으면 좋겠다.</li> <li>주기적인 마을 정화활동은 생태관광마을에 활력을 준다.</li> <li>환경단체가 이 지역에 더 관심을 갖았으면 좋겠다.</li> <li>체계적 주민참여체계가 더 필요하다.</li> <li>상대적으로 젊은이들에게 더 많은 지원을 해주어야 한다.</li> </ul>  |
| 시설 조성    | <ul style="list-style-type: none"> <li>민물고기 생태관의 크기 및 형태는 적정하다.</li> <li>민물고기 생태관 리노베이션은 잘 이루어졌다.</li> <li>주차장의 크기는 적정하다.</li> <li>물고기 기념비는 잘 지어졌다.</li> <li>마을 펜션의 세대 수 및 크기는 적정하다.</li> <li>라이더의 길이는 적정하다.</li> <li>민물고기 생태관은 재정비되어야 한다.</li> <li>문화마을에 캠핑장은 조성되어야 한다.</li> <li>마을 공개공지는 활용되어야 한다.</li> <li>동강댐 건설은 반대되어야 한다.</li> <li>민물고기생태관에서 백룡동굴까지가는 길은 개선되어야 한다.</li> <li>폐송어양식장은 플라이낚시터로 활용되어야 한다.</li> <li>마을에 낚시터가 조성되어야 한다.</li> <li>영월지역과 길이 연계되어야 한다.</li> <li>평창동계올림픽과 연계 생태관광 개발이 이루어져야 한다.</li> <li>서울대 평창캠퍼스와 연계되어 마을 개발이 이루어져야 한다.</li> <li>메밀싹농장은 생태관광과 적극 연계되어야 한다.</li> <li>메밀싹농장은 더욱 커져야 한다.</li> <li>개농장은 마을에서 없어져야 한다.</li> <li>송어양식장은 없어져야 한다.</li> </ul> | <ul style="list-style-type: none"> <li>민물고기 생태관의 크기와 형태는 적정하다.</li> <li>주차장의 크기는 적절하다.</li> <li>물고기 기념비는 잘 지어졌다.</li> <li>진탄나루 공원은 활용되어야 한다.</li> <li>영월지역과 길이 연계되어야 한다.</li> <li>민물고기생태관에서 백룡동굴까지가는 길은 개선되어야 한다.</li> <li>생태펜션은 마을에서 운영권을 가져야 한다.</li> <li>메밀싹농장은 생태관광과 적극 연계되어야 한다.</li> <li>평창동계올림픽과 연계되어 개발되어야 한다.</li> </ul> |

Appendix-Table22 Distinguishing Statement between Two Terms (Standard Deviation is over 2)

| 정부주도 조성과정<br>(조사일자: 2013.4.3.~ 6.5) |      | 주민참여 운영과정<br>(조사일자: 2014.10.31.~11.27) |      |
|-------------------------------------|------|--|------|
| 진술문(차이가 큰 순)                        | S.D. | 진술문(차이가 큰 순)                           | S.D. |
| 민물고기 생태관의 크기 및 형태는 적정하다.            | 3.51 | 생태펜션은 마을에서 운영권을 가져야한다.                 | 3.59 |
| 폐송어양식장은 플라이낚시터로 활용되어야 한다.           | 3.05 | 예전문화복원보다는 레포츠개발을 통해 수익창출해야 한다.         | 3.55 |
| 평창동계올림픽과 연계 생태관광 개발이 이루어져야 한다.      | 3.05 | 컨설팅업체들이 정부지원금을 다 가져간다.                 | 3.46 |
| 개농장은 마을에 존치되어야 한다.                  | 3.05 | 민물고기생태관에서백룡동굴까지 가는길은개선되어야한다.           | 3.41 |
| 동강댐 건설은 반대되어야 한다.                   | 2.89 | 개발제한구역이 너무 많다.                         | 3.31 |
| 금산 벌목 및 뗏길 복원등이 이루어졌으면 좋겠다.         | 2.65 | 국내외 생태관광지답사는 생태관광의 학습에 꽤 도움이 된다.       | 3.20 |
| 민물고기 생태관은 재정비되어야 한다.                | 2.52 | 레포츠를 전통문화와 연계할 수 있는 방안이 필요하다.          | 2.89 |
| 마을에 낚시터가 조성되어야 한다.                  | 2.31 | 사람이 살지않는 가옥들은 산이나 초지로 복원되어야 한다.        | 2.63 |
| 물고기 기념비는 잘 지어졌다.                    | 2.31 | 관광객이 오지만 생태관리를 잘해 환경파괴가 거의 없다.         | 2.52 |
| 민물고기 생태관 리노베이션은 잘 이루어졌다.            | 2.08 | 소규모 고액관광이 우선시되어야 한다.                   | 2.5  |
|                                     |      | 백룡동굴에 들어가는 인원한정은 생태보호를 위해 꼭 필요하다.      | 2.38 |
|                                     |      | 체계적 주민참여체계가 더 필요하다.                    | 2.16 |
|                                     |      | 주기적인 마을정화활동은 생태관광마을에 활력을 준다.           | 2.08 |
|                                     |      | 상대적으로젊은이들에게더많은지원을해주어야한다.               | 2.06 |
|                                     |      | 해외 생태관광지 지역문화복원사례를 더 알려주었으면 좋겠다.       | 2.06 |

Appendix-Table23 Consensus Statement in Government-led Development Term  
(Standard Deviation is less 2)

| 정부주도 조성과정 진술문<br>(조사일자: 2013.4.3.~ 6.5) | 비판 | 개발 | 보전 | 표준<br>편차 |
|---|----|----|----|----------|
| 마을 공개공지는 활용되어야 한다.                      | 2  | 2  | 3  | 0.58     |
| 메밀밭농장은 더욱 커져야 한다.                       | -1 | -3 | -2 | 1.00     |
| 생태관광에 대한 주민교육 수준은 적당하다.                 | -2 | -1 | 0  | 1.00     |
| 마을 펜션의 세대 수 및 크기는 적정하다.                 | 0  | 2  | 2  | 1.15     |
| 라이더의 길이는 적정하다.                          | -1 | 0  | -3 | 1.53     |
| 메밀밭농장은 생태관광과 적극 연계되어야 한다.               | -1 | -3 | 0  | 1.53     |
| 생태관광으로 인해 환경이 악화되었다.                    | -3 | 0  | -1 | 1.53     |

Appendix-Table24 Consensus Statement in Resident-participated Operating Term (Standard Deviation is less 2)

| 주민참여 운영과정 진술문<br>(조사일자: 2014.10.31.~11.27) | 주민<br>참여 | 방관 | 인재 | 프로<br>그램 | 표준<br>편차 |
|--|----------|----|----|----------|----------|
| 환경단체가 이 지역에 더 관심을 갖았으면 좋겠다.                | -2       | -1 | -2 | -1       | 0.58     |
| 학습의 기회는 젊은인력들에게 더 주어야 한다.                  | 2        | 2  | 0  | 1        | 0.96     |
| 땅값이 계속 올라서 좋다.                             | -2       | -1 | -3 | -3       | 0.96     |
| 낙석이 떨어지지 않도록 벽면녹화내지 대안이 필요하다.              | 2        | 0  | 2  | 0        | 1.15     |
| 젊은인력이 타지역출신이라도 이지역에 더 유입되어야 한다.            | 1        | 2  | 4  | 2        | 1.26     |
| 영월지역과 길이 연계되어야 한다.                         | 3        | 1  | 1  | 0        | 1.26     |
| 진탄나루공원은 활용되어야 한다.                          | 0        | 3  | 4  | 1        | 1.83     |
| 물고기기념비는 잘 지어졌다.                            | 0        | -4 | -4 | -2       | 1.92     |

Appendix-Table25 Changes of Conflict Space

| 구분               | 2013년 공간        | 2014년 공간          | 삭제 | 신규 | 비고                                    |
|------------------|-----------------|-------------------|----|----|---------------------------------------|
| 정부<br>조성<br>시설물  | 민물고기<br>생태관     | 민물고기<br>생태관       |    |    | 안전성을<br>확보한<br>라이더를<br>제외하고는<br>갈등 지속 |
|                  | 주차장             | 주차장               |    |    |                                       |
|                  | 물고기 기념비         | 물고기 기념비           |    |    |                                       |
|                  | 마을 펜션           | 생태 펜션<br>(이름 변경)  |    |    |                                       |
|                  | 라이더             |                   | ●  |    |                                       |
| 향후<br>개발<br>가능지역 | 문희마을<br>캠핑장     |                   | ●  |    | 개발가능지역<br>논의 사라짐                      |
|                  | 폐송어양식장          |                   | ●  |    |                                       |
| 공개공지             | 마을 공개공지         | 진탄나루공원<br>(이름변경)  |    |    | 존속                                    |
| 이동통로             | 영월가는 길          | 영월가는 길            |    |    | 이동통로에<br>대한 논의<br>강해짐                 |
|                  | 백룡동굴가는<br>길     | 백룡동굴가는<br>길       |    |    |                                       |
|                  | 평창동계올림픽<br>가는 길 | 평창동계올림픽<br>가는 길   |    |    |                                       |
| 타산업              | 메밀쌈 농장          | 메밀쌈 농장            |    |    | 이주 및<br>관리방안 마련                       |
|                  | 개 사육장           |                   | ●  |    |                                       |
|                  | 송어 양식장          |                   | ●  |    |                                       |
| 생태               |                 | 백룡동굴 입장<br>인원의 제한 |    | ●  | 생태보전 측면                               |

## Appendix 6. News

### 1. Establishment Stage of Basis for Ecotourism Propulsion (including Resident Education): Structural and Cognitive Conflict Management

Appendix-Table26 News of Forum by M resident cooperation

#### 2018 평창동계올림픽 “미탄발전포럼 개최

미탄면과 M 주민주식회사는 27일 오후 2시 미탄면 복지회관 2층에서 분야별 전문가 및 공무원, 주민 등 200여 명이 참석한 가운데 2018 평창동계올림픽에 따른 미탄 지역개발·발전방안 등을 모색해 보는 미탄발전포럼을 개최한다. 이번 에 개최되는 미탄발전포럼은 “2018평창동계올림픽에 따른 미탄 지역개발·발전 방안 모색”이라는 주제로 평창동계올림픽 유치의 호재를 이용한 미탄면 지역개발과 발전방안을 전문가의 조언과 주민 서로의 의견교류를 통하여 알아봄으로써 미탄면발전은 물론 평창군 전체의 균등발전에 해답을 찾고, 올림픽 유치 장소와 가장 멀리 떨어진 미탄면 지역주민의 올림픽에 대한 소외 의식을 불식시켜 나감으로써 주민의 동계올림픽 준비에 자발적 참여와 개최도시 주민으로서의 역량을 강화할 수 있는 좋은 계기로 될 것으로 기대되고 있다. 주제별 발제 내용을 보면, 먼저 유기준 상지대 교수는 청옥산-육백마지기 활성화 방안으로서 미탄 산림 청정자원을 활용한 관광조성방안에 대하여 발표할 예정이며, 최재석 강원대 교수는 창리천 활성화 방안으로 청정 생태하천복원과 이를 이용한 관광상품화 방안에 대해 발표할 예정이다. 또한, (주)평창풍력발전 관계자인 김준호 효성부장은 풍력단지조성에 따른 지역발전 방향으로 풍력발전 활용한 관광자원화 및 소득증대 방안에 대하여 발표할 예정이다. 발제자의 주제별 발표가

끝난 후 미탄면변영회장 박상우 회장이 좌장을 맡아 한봉호 서울시립대 조경학과 교수, 고국원 선문대 교수, 김정하 M 주민주식회사 대표가 발제자와 함께 발표 주제에 대한 서로의 의견을 제시하고 종합토론을 이끌 예정이다. 미탄면 관계자는 “이번 미탄발전포럼을 통해 지역발전 방안에 대한 다양한 의견을 전문가와 주민이 서로 논의하고 공유해 봄으로써 살기 좋은 미탄건설에 활력을 줄수 있는 좋은 계기가 되고, 나아가 2018평창동계올림픽 준비에 자발적인 주민참여와 개최도시 주민으로서의 역량을 강화하여 올림픽을 성공적으로 개최할 수 있는 원동력이 될 수 있기를 기대한다.”고 말했다.

【CNS 국회방송 2012.12.26.일자 보도자료】

Appendix-Table27 News of Resident Education by M resident cooperation

**마하리 어름치마을 국내 생태체험관광 선진지 견학**

강원 평창군 미탄면 마하리 어름치마을(이장 김정하) 주민 30명은 18~21일 3박4일 일정으로 생태체험관광 및 생태체험프로그램 운영 벤치마킹 교육을 위한 제주 선흘마을을 방문한다. 제주 선흘마을은 람사르습지로 등록된 동백동산 숲을 가진 마을로, 생태우수 마을이면서 생태관광지로 환경부 지정을 받아 마을기업으로의 성장을 도모하고 있는 생태관광 우수마을이다. 이번 견학에는 선흘마을 박현수 이장의 선흘마을 생태관광 운영에 대한 사례발표와 제주생태관광협의회 고제량 위원의 제주생태관광의 궁극적 의미 등에 대한 강연이 있을 예정이다. 또 선흘마을부녀회와 함께 제문문화체험활동과 세계자연유산센터, 절물자연휴양림, 에코랜드, 카멜리아힐 등도 견학 할 예정이다. 김정하 마하리 어름치마을 이장은 “생태관광과 연계한 지역경제 활성화를 위한 주민의 역할을 위해 이번 견학을 마련했다”며 “제주 선흘마을에서 배운 노하우를 어름치마을에 접목시켜 전국 최고의 생태체험마을로 발전시켜 나갈 것”이라고 말했다. 한편 이번 선진지 벤치마킹 교육 사업은 평창군이 주최하고 M 주민주식회사가 주관해 시행한다.

【뉴시스 2013.02.16일자 보도자료 중 일부】

## 2. Planning Stage: Cognitive Conflict Management

Appendix-Table28 News of Foundation of M resident cooperation

### 평창 ‘미탄 주민주식회사’ 설립

박상우 변영회장은 “열악한 지역 여건을 극복하고 주민들의 힘으로 지역활성화에 나서기 위해 주민주식회사 설립을 추진하고 있다”며 “주민들이 고루 참여하는 주식회사를 설립한 후 지역 일자리창출과 소득증대, 복지향상을 위한 사업을 추진해 나갈 계획”이라고 말했다.

【강원도민일보 2012.04.24일자 보도자료 중 일부】

Appendix-Table29 News of Expansion of M resident cooperation

### 평창 M 주민주식회사 2차 주식공모 실시

M 주민주식회사 김정하 대표는 “주민주식회사에 참여 의사가 있는 모든 주민들이 참여할 수 있도록 2차 주식공모를 진행하고 있다”며 “주민들의 의견을 모아 환경과 농촌관광, 레저스포츠 등 지역의 특성을 살린 수익사업을 추진, 극도로 침체된 지역을 활성화하고 주민소득향상과 일자리 창출에 힘쓸 계획”이라고 말했다.

【강원도민일보 2012.07.20일자 보도자료 중 일부】

### 3. Implementation Stage: Environmental Conflict Management

Appendix-Table30 News of Freshwater Ecology Center

#### 마하생태관광지 운영 적자 투성이 평창군, 민물고기생태관 연 1억... 대책 시급

한국형 10대 생태관광지로 선정된 평창군 미탄면 동강 마하생태관광지의 핵심 관광기반인 동강민물고기생태관과 백룡동굴이 관리와 운영에 들어가는 비용에 비해 관람수입이 적어 적자운영을 면치 못해 관광객 확보를 통한 운영활성화 대책이 시급하다는 지적이다. 평창군에 따르면 지난해 동강민물고기생태관을 방문한 관광객은 1만3800여명에 관람수입은 1630여만원으로 나타났다. 이는 올해 민물고기생태관 운영과 관리를 위한 예산 1억3000여만 원의 12.5%에 불과한 것으로 1년간 1억 원 이상의 적자를 기록한 것으로 나타났다. 또 백룡동굴도 지난해 관람객 1만5000여명에 관람수입 1억6000여만원으로 올해 1년간 관리운영예산 3억8500여만 원의 41%에 머물고 있는 것으로 나타났다. 민물고기생태관과 백룡동굴이 이같이 운영적자를 기록하고 있는 것은 국내 10대 생태관광지로 경쟁력은 확보하고 있으나 열악한 접근성으로 인해 수도권 등지의 관광객 확보에 어려움이 많은데다 여름 휴가철과 봄, 가을철에만 집중되는 계절적인 한계로 연중 관광객 확보에 어려움을 겪고 있기 때문으로 분석되고 있다. 특히 이들 관광지가 1회성 탐방과 관람으로 그치는 지나가는 관광지의 성격이 짙어 머무르며 체류할 수 있는 주위의 관광인프라 확보가 되지 않은 것도 운영적자에서 벗어나지 못하는 원인으로 꼽히고 있다. 이에 따라 이들 관광지 활성화를 위한 체계적인 홍보와 관광객들이 머무를 수 있는 다양한 관광체험프로그램 개발, 주변 체류형 관광지 개발 등이 시급한 것으로 지적되고 있다. 군 관계자는 “마하생태관광지가 열악한 접근성과 여름철에만 관광객이 집중되는 계절적 편중 등으로 활성화에 어려움을 겪고 있다”며 “내년까지 추진하는 마하생태관광 모델사업과 연계한 다양한 볼거리 제공과 홍보활동을 강화하고 민간위탁운영 등을 통해 활성화 방안을 강구해 나가겠다”고 말했다.

【강원도민일보 2013.01.09일자 보도자료】

**아름다운 동강 골짜기, 생태관광 공사에 '몸살'**

자연경관 아름다운 강원도 동강 골짜기, 지금 이곳의 비경인 천연기념물 백룡동굴을 생태관광지로 만드는 공사가 한창 진행중인데요. 생태관광지를 만든다며 정작 자연생태는 마구 훼손하고 있는 공사현장을 박수택 환경전문 기자가 고발 하겠습니다. - 중략 - 동굴진입로 공사를 위해서 깎아지른 절벽에 파이프를 엮어서 이렇게 받침대를 세웠습니다. 이 지역의 명물 동강할미꽃과 자연산 회양목이 자라는 곳입니다. 공사로 깨진 바윗조각이 할미꽃 포기로 굴러 내립니다. 자연의 회양목도 꺾이고 잘려나갔습니다. - 이하 생략-

【SBS 2009.03.20일자 보도자료 중 일부】

## Appendix 7. Interview

주요 이해당사자 1 : 리더-비판그룹(정부주도 조성과정), 인재그룹(주민 참여 운영과정) / 70분

- 평창 동계올림픽과 연계도 안되고 필요성도 못느낀다. 강릉과 원주가 더 이익을 받는다. 평창군도 횡계면 이외의 지역은 예산활용이 그쪽으로 집중되어 오히려 손해다. 단 몇 개월을 위해 시설을 마련할 필요성은 없다.
- 2015년까지 마하생태관광단지 계획이 진행되어 왔는데, 집행 주체가 군이 되어 까다롭기만 하고, 돈이 엄한 곳에 많이 쓰인다.
- 생태관광의 개념이 애매모호하고, 다른 지역산업(새농어촌 사업, 녹색마을 만들기사업)과의 차이점을 알기가 힘들다.
- 지역주민들간의 갈등은 거의 존재하지 않는다. 한 집이 개농장을 하는데 배설물 처리 등 문제가 되고 있으나, 그 집으로 인해 다른 지역주민들이 집결이 된다.
- 평창의 자연환경은 매우 뛰어나고, 관광객 관련하여 훼손도 별로 없는 편이다.
- 민물고기 생태관은 잘못 지어졌다. 2004년 전문가들이 계획하에 지었는데, 너무 크고, 운영도 안된다.
- 가운데 공지를 캠핑장으로 활용하였으면 함. Flying 낚시터도 하고자 함.
- 주차장은 잘못 지어졌다. 사용이 안되고 있다.
- 축제를 기획하고 있다. 먹거리체험, 훈제요리를 해야 함.
- 봄, 가을은 수학여행으로 불황을 타파하였고, 앞으로도 더 많은 콘텐츠를 확보하려고 함

- 농사체험은 하지 않을 계획이다. 다른지역과 차별성이 없기 때문이다.
- 개발제한구역이 너무 많아서 어떤 사업을 하기 힘들.
- 환경부가 땅을 매입하고 있는데, 동강댐을 건설할지 의문이 됨. 땅을 전혀 활용하지 않고 있다. 땅을 빌려서 관광 또는 농업이라도 해보고 싶지만 그또한 허락지 않다.
- 일본에 가서 실무자와 이야기를 나눠보고 싶다.
- 시민단체와는 동강댐 건설 반대를 위해 협력했으나, 그 뒤로는 연계가 없다.
- 6월 13-16일 축제를 계획하고 있다. 음악회도 할 계획임.
- 10대 생태관광단지 관련 홍보가 너무 안되고 있는 것 같다.
- 북평창에 좋은 것들이 많고 남평창은 소외당하고 있다.
- 지역자원이 훼손될 것은 거의 없다.
- 박OO(K대 교수) 분이 지금까지 동굴관련 생태관광 연구를 진행하였다.
- 매년 관광객 3만에서 3만5천명 정도 됨. 수학여행객은 4천명 정도 됨.
- 새농어촌 사업은 주민들이 자율적으로 돈을 쓸 수 있게 해주어서 좋다.
- 소득은 연봉 2500~3000만원 정도 됨 (매달 정부지원금 130만원 + 레포츠 100만원 정도).
- 주민들이 생태관광 교육받는 것을 좋아함 (김OO, 남OO, 김OO 교수 특강 있었다).
- 보존과 중점을 두는데, 실제 살아보지도 않고 생태관광계획을 세우는 것은 어불성설임. 실제 사는 사람들에 대한 고려가 너무 없다
- 매달 2회씩 마을 법인 회의를 하고 있다.
- 이미 마을에는 충분한 지원금이 있으나, 관공서에서 사용하기 어렵게 만들었다. 이번에 지원된 강원도 새농어촌 자금은 자금활용범위가 넓어 매우 유용함. 예를 들어 땅을 살 수도 있다.

주요 이해당사자 2 : 리더-개발(정부주도 조성과정), 방관(주민참여 운영과정) / 80분 + 10분

- 공무원들이 오히려 생태관광 활성화에 짐이 된다. 주민설명회만 했지 결론적으로 주민의견이 거의 들어지고 있지 않다.
- 평소 쓰지도 않는 지하주차장 너무 크게 만들어졌다.
- 예산을 쓰는데, 공무원분들이 책 잡히지 않으려고 홍보에 돈을 쓰는데, 인터넷 광고, 기념품 등이 생태관광 활성화에 도움이 안됨.
- 동강댐 반대 후 펜션 지원을 약속받았는데, 펜션을 짓고보니 운영을 군에서 하여, 실제적으로 활성화시키는데 어려움이 따름
- 시설물만 만들려고 하는데, 잘못되었다. 특히, 민물고기 생태관은 국정원 건물같고, 주변 지역과 어울리지 않는다.민물고기 생태관 콘텐츠도 잘못되었다. 다른 지역에 많은 것을 군이 우리지역에 왜 지었는지 모르겠다. 몇 년 전 전문가들이 와서 프리젠테이션 하니 좋아보이게 만드는데, 속았다고 생각하고 있다.
- 레포트 기구도 군에서 해주기로 해서 결과를 보니, 안전장치가 없다고 하여 사용 못하고 있다. 안전장치 비용이 너무 비싸고, 다시 예산 책정이 안되어 레포트 기구 사용하지 못하고 있다.
- 사무장이 지역을 떠난다고 가끔 말하는 것에 대해 두려움이 있다. 적은 금액에 너무 많은 일을 하는 것이 미안하기는 함. 마을 어른들은 사무장을 머슴처럼 아침부터 저녁까지 아무 때나 나오라고 하는 것이 안쓰러움.
- 계획서 열심히 써서 생태관광 10대 사업 선정되었는데, 군비가 사용된다 는 명목 아래 집행이 주민들 뜻과 상관없이 이루어지고 있다.
- 많은 고용창출 효과를 기대했으나, 결국 민물고기 생태관에 100만원 이하 월급을 받는 3명의 고용자가 고용이 되어 지자체에 대한 강한 불신을

들어냄. 무기계약 2년간 해는 것 별로 큰 의미 없다. 아이 3명 있는데 큰 도움이 안됨.

- 동굴 입장료를 올려야 하는데, 공무원 분들이 안올리는 것 보면 답답함. 전문가도 동굴 입장료 올리는 것을 제안한 것을 강하게 말함.

- 이 지역에 땅값만 올라갔지 너무 사람이 없어 실질적인 귀농귀촌은 없다.

- 주차장 앞에 지어진 물고기 기념비를 지역주민들에게 아무 의견 없이 3000만원을 사용한 것은 잘못 되었다.

- 시민단체는 환경관련하여 보존만 외치므로 실생활에 도움이 안됨.

- 우리가 계획하여 지은 건물을 평창군에 임대하여 사용하는 것 자체가 이상함. 민물고기 생태관 운영을 지금에서와서 민영으로 마을법인에 맡긴다고 하여도 이렇게 수익구조가 안나는 상황에서 크게 개선사항은 없다.

- 민물고기 생태관 공무원도 민물고기 전문가인데, 매년 행정만 보아서 자신의 정체성에 회의적임. 처음에 민물고기 관련 연구사 배치된다 하였는데 배치가 되지 않았다.

- 도로를 더 좋게 만들어 접근성을 좋게 해야 함. 기존 용역에 흠길이 좋다는 교수님들의 의견은 정말 못마땅함

- 용역 업체에서 생태관광 지원비를 모두 뺏어감

- 법인 마을 주민이 되기 위해서는 거주기간, 보유자금, 마을 과반수의 찬성 등 까다로운 단계가 있어야 함. 사무장은 특별한 케이스로 되었다.

- M 주민주식회사가 민물고기 생태관을 위탁경영하게 되며 고용을 안정받게 되었다. 기존 군에서는 일용직 노동자이다보니 계약해지의 위험성이 늘 있었으나 현재는 줄어들었다. M 주민주식회사 고용기간은 군에서 위탁을 받은 2년이다. 대신 평가가 들어가게 된다. 군 측에서도 공무원 3명을 쓰던 것에 비해 위탁운영하는 것이 훨씬 이익이라 이해득실이 맞아 떨어져 이렇게 경영방식이 바뀐 것이다. 예전에 비해 민물고기 생태관 운영비가 많이 절감되었다.

- 백룡동굴은 천연기념물이라 문화재청에서 관리하여 공무원이 관리할 수 밖에 없다고 한다. 백룡동굴 관리하는 공무원들은 요금징수 등 간단한 업무만 한다. 백룡동굴도 해설자들은 M 주민주식회사 분들이다. M 주민주식회사가 쓰레기 소각장 운영권도 얻기 위해 노력 중이다. 미탄면에 소각장이 생겼고, 총 40억의 발전기금이 들어왔다. 반경 2km 내의 마을에서 20억원을 관리하고, 그 외각의 마을에서 20억원을 관리한다. M 주민주식회사에서는 이 비용을 토대로 주식을 주민들에게 나누어주었다. 물론 개인적으로 출자를 더 한 사람도 있다. M 주민주식회사는 백룡동굴, 민물고기 생태관, 교육사업(문의가 들어오면) 등을 시행하고 있다.

주요 이해당사자 3 : 공무원-보전(정부주도 조성과정) / 60분

- 환경부의 규제 덕분에 이 지역이 이정도 보존되고 있다. 그러나 실제로는 정선군의 동강 상류를 규제해야 하는데, 정선군에서는 이에 대한 별다른 조치가 없다.

- 사람도 없고, 방문자도 별로 없는 곳에 건물을 지어놓고, 적자가 예상되는 지역에 흑자 운영을 하라는 의원들의 말이 상당히 부담이 됨. 아이디어가 별로 없다. 건물을 지어줄 당시부터 운영지원금에 대해서도 이야기가 되어야 할 것임. 중앙부처의 선심성 공약 때문에 실질적으로 지역 공무원들은 제대로 써야 할 곳에 예산을 쓰지 못함. 이번 생태관광도 투자만 해놓고, 운영 예산은 계속 들어감. 건물 유지 보수비가 만만치 않다.

- 문화재 보존지구가 있다.

- 여러 상위 관련 업체에 다 따로 평창 마하생태관광단지 계획을 하고 있어 혼란스러움. 일원화할 필요를 느끼지만 일 분담차원에서 생각하면 어쩔 수 없다고 생각함.

- 민물고기 생태관이 여기 지어져서 그나마 몇 사람이라도 방문하는 것이 아니겠나 생각함
- 남평창 지역은 뭘 해도 안 되는 지역이라 안 되는 것이지, 민물고기 생태관이 잘못된 것은 아니라 생각함
- camping도 이 지역의 생태계를 훼손할 가능성이 있다.
- 민물고기 생태관 계약직원들의 작은 월급이 안타까우나, 평창군내 다른 근로자들과 형평성을 맞추기 위해서는 어쩔 도리가 없다.
- 용역업체 등 여러 전문가들의 아이디어를 기대하고 있으나 지금까지 매번 별 차이점 없다.
- 메밀씩농장(지역 공장)과 같은 업체들이 들어와서 지역 고용을 창출해야 하는 것이 더 바람직.
- 지역주민들의 의견을 충분히 들어주고 있다고 생각함.
- 민물고기 생태관 민영화를 잘 진행하고 싶다. 자기가 모든 책임을 지고 진행하는 사업이라 크게 문제가 되지 않았으면 함.
- 생태관광 지원금에 군비가 많이 들어가는데, 예산활용은 군을 통해서 해야 하는 것이 바람직
- 여기에 계신 주민들은 농사 및 관광사업으로 자기 기반이 어느정도 있는 분들이고 나이가 40~50대가 많아 의견제시가 적극적임.
- 적극적인 아이디어를 통해 이 지역의 활성화를 원하고 있다. 스토리텔링 등 전문가들이 지역에 와서 어떠한 해결책을 제시해주었으면 좋겠다.
- 마을 주민들이 원하는 대로 직접 예산을 사용하는데는 무리가 따를 것으로 예상됨.
- 마을 지역주민들이 교육을 상당히 많이 받고 있다.
- 전문가들의 의견을 상당히 믿고 있다. 주민들의 의견을 듣기는 하되 믿을 수 없다.

주요 이해당사자 4 : 레포츠회사 직원-비판(정부주도 조성과정) 약  
13:00 ~ 14:00 / 60분

- 민물고기 생태관의 초안은 잘 모른다. 민물고기 생태관의 뒷 땅을 잘 활용하지 못하고 있다. 다른 콘텐츠도 같이 넣었어야 했다. 다른 지역과 차별화가 되어 있지 않다. 관광객들이 시설물에 만족감을 느끼긴 하는데 접근성이 좋지 않다.
- 마을 주차장이 있어 여름에 사람들이 오기가 훨씬 좋다. 예전에 물난리 겪고 보상차원에서 토지 매입 후 무료 주차장이 되었다. 그전에 돈을 받았는데 손님들이 싫어했는데 요즘 무료라 좋다. 계속 무료로 사용되면 좋겠다.
- 물고기 기념비를 만들 때 마을 주민들의 의견이 전혀 반영이 안되었다.
- 외국에서는 라이더 길이가 길게 되어 있다. 여기서는 1분정도 탄다. 중간에 서버리면 안된다. 안전시설 튼튼하게 되어있다. 외국에서 시설 설치했다. 이장님이 추진하셨다. 마을 사람들이 알바로 참여하게 된다.
- 도로를 내는 것이 좋으나 밑마을(문산리)에서 반대를 했다.
- 민물고기 생태관과 백룡동굴 사이 길은 10년 전에 비하면 만이 좋아진 것이다. 그러나 요즘에도 철마다 낙석이 있어 위험하다. 그것을 막아주었으면 좋겠는데, 막으면 외관상 안 좋아지는 수가 있다. 또한 등도 없어서 밤에 이동하기 위험하다. 거기 사이에 놀거리를 만들어도 관리할 사람이 없을 것이다.
- 폐송어양식장은 물난리 나고 주민이 보상받은 땅으로 현재는 국가소유이다. 어떻게 사용될지 모르겠다.
- 평창올림픽과 영월과 연계하는 것은 연결해주는 길 역할 밖에 못할 것이다. 홍보 역할정도는 할 수 있을 것으로 보인다.

- 메밀싹 농장이 생태관광과 연계가 되고 있다. 차만들기 같은 프로그램을 시행하고 있다. 비가 올 때 행사장으로 사용하기도 한다.
- 소득은 장사가 잘되면 더 많이 나오고 안되면 적게 나온다.
- 생태관광 교육은 사무장이나 사장님이 많이 받으신다. 해외도 나가신다.
- 생태훼손을 막기위해 정화활동을 많이 한다. 통제활동도 한다. 학교에서 단체로 왔을 때 학생들에게 쓰레기 줍는 시간도 준다.
- 우리나라 경제가 좋아져야 사람들이 많이 올 것 같다.

주요 이해당사자 5 : 레포트회사 직원 - 해당그룹 없음 / 30분

- 민물고기 생태관이 다른 곳이랑 연계가 되면 좋겠다. 홍보가 덜되었다. 사람들이 백룡동굴은 아는데 민물고기 생태관은 모른다.
- 예전에는 돈을 받는 주차장이 있었는데 현재 정부가 지은 주차장은 공용으로 쓰기 때문에 지금 크기 좋다.
- 물고기 기념비는 마음에 안 내킨다. 사람들이 저것을 보지는 않는다. 차라리 잔디광장이 더 좋다. 잔디 있다가 없애고 다시 물고기 기념비를 설치한 것은 두 번 일한 것이다. 개발 초안에 대해서 들어본 적이 없다.
- 펜션은 이장님이 개인적으로 홍보하고 소개해서 운영이 된다. 부족하면 민박으로 돌리고 있다.
- 라이더는 사람들이 꽤 좋아한다. 운영 인원이 없고, 이용하려는 사람들이 한 시즌에만 몰려 특정기간에만 이용한다.
- 캠핑장 만들어지면 좋겠다. 플라이낚시 하는 사람들이 이용하면 좋겠다. 다른 지역들이 쏘가리 보호지역 등으로 묶여 낚시를 할 수 없어 이 지역이 더 각광을 받고 있다. 민박보다 저렴하니 낚시꾼들에게 좋을 것이다.
- 낚시 미끼를 천연재료를 쓰니까 환경오염의 염려는 없다. 송어장에서 나

오는 송어들 잡으면 딱이다.

- 폐송어양식장은 정부가 구매해서 주민들은 어떻게 할 수 없는 상태이다. 수해가 나서 팔린 것으로 알고 있다. 현재 아무것도 못하고 있는 상태이다. 폐자재 처리하는 비용이 꽤 든다. 현재 들어갈 수도 없다. 포크레인으로 폐자재를 처리해야 하는데 보호지역이라 어찌할 수 없는 상황이다.

- 마을공지는 환경부 것인데 절대 대여를 안 해주고 있다. 야영을 했으면 좋겠다. 족구대를 설치하려 했으나 환경부 허가가 안나서 할 수 없었다. 구경만 하라고 한다.

- 도로재정비에 대해서는 회의적이다. 좋은 곳은 길이 하나 있든 둘이 있든 오지 않겠는가 생각한다.

- 동강댐에 대해서는 반대는 하겠지만 마을 주민 수가 예전에 비해 많이 줄었는데 반대가 잘 되겠느냐.

- 환경부 규제로 백룡동굴까지가는 길을 넓힐 수가 없다. 환경부에서 한번 허가해줘서 넓혔으나 바위 튀어나온 것을 건들지 말라고 한다.

주요 이해당사자 6 : 해설사-프로그램(주민참여 운영과정) / 60분

- 민물고기 생태관은 가격대비 효용이 안 나온다. 마을 주민이 개입되지 않은 상태에서 공무원분들이 결정해버린 케이스다. 마을 주민과 소통이 안된 케이스다. 그 이후에는 소통이 잘되고 있다. 현재 규모가 크니까 여러 가지로 확용이 가능할 것으로 보인다. 숙박으로는 사용할 수 없을 것이다. 왜냐하면 펜션 등 마을 주민의 생존권을 위협받는다. 판매하는 장소, 플라이 낚시터 학교, 공방, 다큐멘터리 학교 등으로 사용하면 좋겠다. 민물고기 생태관 외부는 훈제구이하는 장소나 인공낚시터, 양어장으로 활용해도 좋을 것 같다. 술은 팔면 안된다.

- 주차장의 크기 괜찮다고 생각한다. 시즌이 되면 다 차기 때문이다. 활용성이 많은 공간이다. 실질적인 축제 장소이다. 남겨두어야 한다. 환경부 땅이다.
- 물고기 기념비는 잘못 만들어졌다. 주민이 원하는 것이 아니었다. 색깔도 그렇고 비효율적이다. 청양에 고추 디자인과 비슷한 것으로 실패했다. 어름치 마을이라고 꼭 어름치 동상이 있을 필요가 없다. 어름치 마을에 어름치 동상 보러 오겠느냐? 즐길거리를 즐기러 오는 것이다.
- 백룡동굴까지가는 길은 일단 넓었으면 좋겠다. 그런데 현재 환경부가 규제해서 더 넓힐 수는 없다. 전문가들이 좋은 마을에 길 없애라 한 것은 이해할 수 없다. 길이 있어 백룡동굴까지 빠른 시간에 이동할 수 있다. 흙길은 사람만 들어갈 수 있어 안된다. 현재 문산리는 레저인들의 성지이다. 길을 없애면 화합이 잘된 두 마을을 단절하는 역할만 할 것이다. 동강 전역에 보존규제로 인해 도로가 있는 지역이 몇 군데 안되는데 이것만으로도 감사하지만, 위험하기도 하다. 넓히고 싶다.
- 폐송어양식장은 마을 주민들이 다 원하는 방안은 낚시터로 활용하는 것이다. 환경부에서 부수려는 것을 못 부수게 하였다. 물고기를 풀어놓고 마을 주민 한명이라도 거기서 일하면 좋겠다. 환경부에서 임대하면 좋겠다.
- 마을펜션은 현재 운영이 잘 된다. 마을 주민들에게 실질적 소득이 되고 있어 건들이지 않았으면 좋겠다. 개별적으로 운영되는 상태가 좋다. 공동으로 운영하면 관리가 잘 안될 것이다.
- 라이더의 경우, 안전성의 문제가 초반에 있었다. 그래서 튜닝을 했어야 했다. 공무원 분들의 실수로(규정을 빙자한 나태함으로) 초반에 운영을 못했다. 초반에 설치는 다하고 안전장치를 안 들여왔었다. 그래서 예약받고 운영을 못해 인지도가 안 좋아졌다. 밤에는 야간 조명을 설치해도 좋겠다. 밤에 유도등 같은 것 설치하는 건의 사항을 많이 내서 실현이 펜션에는 되었다.

- 마을 캠핑장 조성의 위치, 사이즈는 아직 미정이다. 운영은 주민들이 해야 할 것이다. 전기자전거 사무실, 짐라인, 캠핑장 까지오면 한명 정도 운영 인원을 배치할 수 있다. 캠핑장은 마을을 위해 우선 수익이 안나도 모범적으로 시행해야 하는 사업이라고 생각한다.
- 도로 재정비의 경우, 4~5년 전에 사무장이 추진을 했었으나 밑마을 문산리 지역주민들이 반대했다. 상대적으로 규모가 작은 레프팅 업체 분들이 운영권에 타격을 받을까봐 반대한 것으로 보인다. 편리할 수도 있으나 현재로서는 꼭 도로가 있을 필요성을 못느낀다.
- 동강댐 건설에 대해서는 반대한다. 예전에도 사무장분이 기자분들 레프팅다 공짜로 태워주면서 보존해야 한다는 기사를 써달라고 요청을 많이 했었다. 이번에도 꼭 반대해야 한다.
- 사실 평창 동계 올림픽과 연계할 수 있는 것이 많이 없다. 굳이 하라고 하면 할 수 있겠지만 거리가 멀다. 거기는 겨울관광, 이 마을은 여름관광이 주류이다.
- 서울대 평창 캠퍼스와 연계에 관해서는, 학생들이 술마시고 가는 것이라면 반대지만, 연계하면 좋겠다. 원래는 대학생들을 타겟으로 레포츠를 운영하면 좋다.
- 메밀밭 농장의 자체 수입이 꽤 된다. 마을과 연계하고 있다. 거기 일하고 계신 분들이 많다. 마을의 기반 사업이다.
- 개농장은 마을의 골칫거리다.
- 소득은 점차 증가하는 중이다. 일을 안하시던 분들도 일하게 되고, 기반 사업들이 잘 되어가는 중이다.
- 주민참여방안으로 자체회의에서는 여러 의견이 잘 반영이 된다. 그러나 이상한 의견을 내시는 어르신 분들도 있어 그런 것은 그냥 넘어가는 경우가 있다. 공무원들은 마을 의견을 잘 안 들었던 것 같다.
- 생태관광 교육을 많이 간다. 녹색농촌마을 리더십 양성 교육도 같다. 가

꿈 개인적으로도 많이 간다. 캠핑장 한다고 해서 여기 저기 가본다. 일을 비워놓고 오래 갈 수는 없다. 마케팅보다도 실제 레저 활동을 즐겨보는 교육이면 좋겠다. 카약 같은 것들 타보고 싶다. 현재 생태관광 교육들이 마을 실정에 안맞고 별로 도움도 안된다.

- 환경적 측면에서는, 생태관광 사업하며 마을이 오히려 더 깨끗해졌다. 마을 주민들이 같이 모여 청소를 한다. 사업이 시작되며 마을 정화활동을 많이 한다. 안나오면 벌금이다. 관광객들은 환경오염이 불가능하다. 밖에서 취사가 불가능하다. 마을 자치 방법대도 있어 불법 다슬기 채취 등을 막는다.

- 전통문화인 소나무 채취하였던 뗏길. 금산벌목했던 장소, 굴피숲, 참나무로 집을 지었던 굴피숲. 임금님께 진상했던 소나무 등이 중요한 유산인 것 같다.

- 바라는 점으로는 여유있는 마을. 레저를 즐기는 마을. 플라이 낚시를 마을 주민들이 할 수 있는 마을이 되었으면 좋겠다.

- 수익성 부분에 마을 기존 주민들의 사업을 파악이 안되었다. 제주도도 자체 수입이 없고 관광시설에 다 들어가서 일하니 소득이 많은 것처럼 보이나 자체 수입까지 합치면 그렇게 크지 않은 것으로 알고 있다. 마을 기반이 조성되고 나면 경제성 부분은 향상될 것으로 보인다. 수익 낼 구조를 만드는 것이 중요하다. 수익이 적은 것 인정한다.

- 백룡동굴 관광객이 엄청난데, 지역주민이 일하게 하면 좋겠다. 자기 민박 집에서 잔 사람을 자기가 직접 안내하면 얼마나 좋겠는가. 마을 주민들이 번갈아가며 관리를 하면 좋겠다. 우리도 해설사 자격증이 있다.

- 공무원 분들이 정책, 규정 이야기 하며 일일 단가로 적게 돈을 주고 계약직으로 고용하고 2년 지나면 다른 사람 채용하려는데 누가 여기까지 와서 그 돈 받고 일하겠는가. 차라리 민영화 했으면 좋겠다. 지금은 주민의견이 반영이 안되고 있다. 안그래면 시설공단에 넘어갈까봐 걱정이다.

## Appendix 8. 1st Survey (From April, 3th, 2013 to June, 5th, 2013)

안녕하십니까?

저는 서울대학교 환경대학원 박사과정 연구원으로 2013년 봄 학기 연구과제로 ‘평창 마하생태관광단지 조성 및 운영방안에 대한 기본계획’을 진행하고 있습니다.

본 설문은 마하생태관광단지의 조성과정에 참여하신 분들을 대상으로 이곳에 대한 인식과 태도를 알아보고자 합니다. 또한 귀하께서 갖고 계신 생태관광에 대한 인식도 함께 알고자 합니다.

귀하께서 응답하신 내용은 평창 마하생태관광단지 조성 및 운영방안에 대한 기본계획 연구에 귀중한 자료로 활용될 것이며, 그 외 어떠한 목적으로도 사용되지 않습니다. 통계법 규정에 의해 비밀이 보장되도록 무기명으로 처리되니 다소 번거우시더라도 설문조사의 참여를 부탁드립니다.

감사합니다.

2013년 5월

서울대학교 환경대학원 환경조경학과

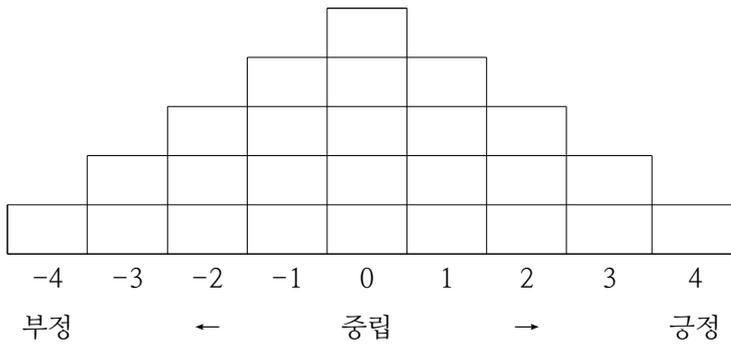
담당자: 이재혁 박사과정

지도교수: 손용훈 교수

TEL: 000-0000-0000

※ 다음 낱말카드를 좋아하는 것은 4번에 싫어하는 것은 -4번에 놓으시면 됩니다. 중립이 -1이나 1에 위치하여도 됩니다.

그림 1. 각 진술문의 긍정 및 부정의견 점수 분포방식



|        |    |    |    |    |   |   |   |   |   |
|--------|----|----|----|----|---|---|---|---|---|
| 분포     | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 |
| 점수     | 1  | 2  | 3  | 4  | 5 | 6 | 7 | 8 | 9 |
| 진술문의 수 | 1  | 2  | 3  | 4  | 5 | 4 | 3 | 2 | 1 |

이해당사자의 인식차이로 본 정부주도형 생태관광의 현황과 과제  
- 평창 마하생태관광지를 중심으로 - 연구의 Q 진술문 목록

표. 진술문 목록

| 구분               | 번호                   | Q 진술                         |                                  |
|------------------|----------------------|------------------------------|----------------------------------|
| 생태보전             | 1                    | 생태관광으로 인해 환경이 악화되었다.         |                                  |
| 교육               | 2                    | 생태관광에 대한 주민교육 수준은 적당하다.      |                                  |
| 경제               | 3                    | 생태관광으로 마을 소득은 증가하고 있다.       |                                  |
| 거버넌스             | 4                    | 생태관광 개발에 주민참여는 잘 이루어지고 있다.   |                                  |
| 지역문화             | 5                    | 금산 벌목 및 뗏길 복원 등이 이루어졌으면 좋겠다. |                                  |
| 시<br>설<br>조<br>성 | 기존<br>생태<br>관광<br>조성 | 6                            | 민물고기 생태관의 크기 및 형태는 적정하다.         |
|                  |                      | 7                            | 민물고기 생태관 리노베이션은 잘 이루어졌다.         |
|                  |                      | 8                            | 주차장의 크기는 적정하다.                   |
|                  |                      | 9                            | 물고기 기념비는 잘 지어졌다.                 |
|                  |                      | 10                           | 마을 펜션의 세대 수 및 크기는 적정하다.          |
|                  |                      | 11                           | 라이더의 길이는 적정하다.                   |
|                  | 향후<br>생태<br>관광<br>조성 | 12                           | 민물고기 생태관은 재정비되어야 한다.             |
|                  |                      | 13                           | 문희마을에 캠핑장은 조성되어야 한다.             |
|                  |                      | 14                           | 마을 공개공지는 활용되어야 한다.               |
|                  |                      | 15                           | 동강댐 건설은 반대되어야 한다.                |
|                  |                      | 16                           | 민물고기생태관에서 백룡동굴까지가는 길은 개선되어야 한다.  |
|                  |                      | 17                           | 폐송어양식장은 플라이낚시터로 활용되어야 한다.        |
|                  |                      | 18                           | 마을에 낚시터가 조성되어야 한다.               |
|                  | 지역<br>연계             | 19                           | 영월지역과 길이 연계되어야 한다.               |
|                  |                      | 20                           | 평창동계올림픽과 연계 생태관광 개발이 이루어져야 한다.   |
|                  |                      | 21                           | 서울대 평창캠퍼스와 연계되어 마을 개발이 이루어져야 한다. |
|                  | 기타<br>산업             | 22                           | 메밀싹농장은 생태관광과 적극 연계되어야 한다.        |
|                  |                      | 23                           | 메밀싹농장은 더욱 커져야 한다.                |
|                  |                      | 24                           | 개농장은 마을에서 없어져야 한다.               |
|                  |                      | 25                           | 송어양식장은 없어져야 한다.                  |



## Appendix 9. 2nd Survey (From October, 31st, 2014 to November, 27, 2014)

안녕하십니까?

저는 서울대학교 환경대학원 박사과정 연구원으로 2014년 가을 학기 연구과제로 ‘평창 마하생태관광단지 조성 및 운영방안에 대한 기본계획’을 진행하고 있습니다.

본 설문은 마하생태관광단지의 조성과정에 참여하신 분들을 대상으로 이곳에 대한 인식과 태도를 알아보고자 합니다. 또한 귀하께서 갖고 계신 생태관광에 대한 인식도 함께 알고자 합니다.

귀하께서 응답하신 내용은 평창 마하생태관광단지 조성 및 운영방안에 대한 기본계획 연구에 귀중한 자료로 활용될 것이며, 그 외 어떠한 목적으로도 사용되지 않습니다. 통계법 규정에 의해 비밀이 보장되도록 무기명으로 처리되니 다소 번거우시더라도 설문조사의 참여를 부탁드립니다.

감사합니다.

2014년 10월

서울대학교 환경대학원 환경조경학과

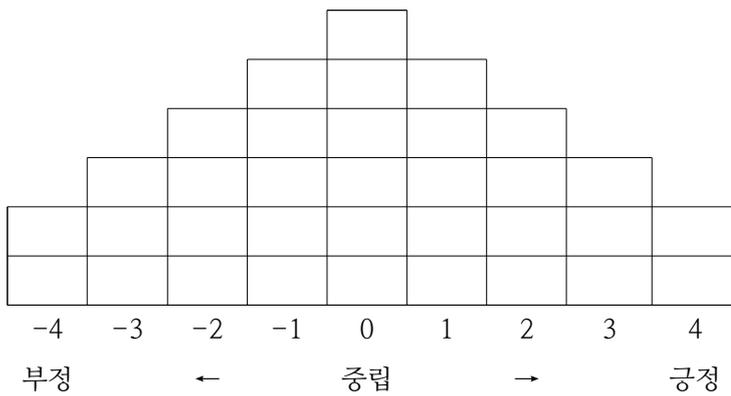
담당자: 이재혁 박사과정

지도교수: 손용훈 교수

TEL: 000-0000-0000

※ 다음 낱말카드를 좋아하는 것은 4번에 싫어하는 것은 -4번에 놓으시면 됩니다. 중립이 -1이나 1에 위치하여도 됩니다.

그림 1. 각 진술문의 긍정 및 부정의견 점수 분포방식



|        |    |    |    |    |   |   |   |   |   |
|--------|----|----|----|----|---|---|---|---|---|
| 분포     | -4 | -3 | -2 | -1 | 0 | 1 | 2 | 3 | 4 |
| 점수     | 1  | 2  | 3  | 4  | 5 | 6 | 7 | 8 | 9 |
| 진술문의 수 | 1  | 2  | 3  | 4  | 5 | 4 | 3 | 2 | 1 |

이해당사자의 인식차이로 본 정부주도형 생태관광의 현황과 과제  
 - 평창 마하생태관광단지를 중심으로 - 연구의 Q 진술문 목록

서울대학교 협동과정 조경학 박사과정 2013-30717 이재혁

| 번호 | 구분                                | Q 진술문                                    |
|----|-----------------------------------|--|
| 1  | 조성                                | 민물고기 생태관의 크기와 형태는 적절하다.                  |
| 2  |                                   | 주차장의 크기는 적절하다.                           |
| 3  |                                   | 물고기 기념비는 잘 지어졌다.                         |
| 4  |                                   | 진탄나루 공원은 활용되어야 한다.                       |
| 5  |                                   | 영월지역과 길이 연계되어야 한다.                       |
| 6  |                                   | 민물고기생태관에서 백룡동굴까지가는 길은 개선되어야 한다.          |
| 7  |                                   | 생태펜션은 마을에서 운영권을 가져야 한다.                  |
| 8  |                                   | 메밀쌈농장은 생태관광과 적극 연계되어야 한다.                |
| 9  |                                   | 평창동계올림픽과 연계되어 개발되어야 한다.                  |
| 10 | 생태                                | 관광객이 오지만 생태관리를 잘해 환경파괴가 거의 없다.           |
| 11 |                                   | 백룡동굴에 들어가는 인원 한정은 생태보호를 위해 꼭 필요하다.       |
| 12 |                                   | 사람이 살지 않는 가옥들은 산이나 초지로 복원되어야 한다.         |
| 13 |                                   | 낙석이 떨어지지 않도록 벽면녹화내지 대안이 필요하다.            |
| 14 | 개발제한 구역이 너무 많다.                   |  |
| 15 | 학습                                | 전문가 초청 특강은 생태관광의 학습에 꽤 도움이 된다.           |
| 16 |                                   | 국내외 생태관광지 답사는 생태관광의 학습에 꽤 도움이 된다.        |
| 17 |                                   | 학습의 기회는 젊은 인력들에게 더 주어야 한다.               |
| 18 | 지역문화                              | 동강뗏목과 굴피숲, 금산벌목, 정선아리랑 등 전통문화가 복원되어야 한다. |
| 19 |                                   | 전통문화가 축제로 연결되어야 한다.                      |
| 20 |                                   | 예전 문화 복원보다는 레포츠 개발을 통해 수익창출해야 한다.        |
| 21 |                                   | 레포츠 문화를 전통문화와 연계할 수 있는 방안이 필요하다.         |
| 22 | 해외 생태관광지 지역문화 복원사례를 더 알려주었으면 좋겠다. |  |
| 23 | 거버넌스                              | 젊은 인력이 타지역 출신이라도 이 지역에 더 유입되어야 한다.       |
| 24 |                                   | 지역주민과 공무원들이 더 많은 회의를 했으면 좋겠다.            |
| 25 |                                   | 주기적인 마을 정화활동은 생태관광마을에 활력을 준다.            |
| 26 |                                   | 환경단체가 이 지역에 더 관심을 갖았으면 좋겠다.              |
| 27 |                                   | 체계적 주민참여체계가 더 필요하다.                      |
| 28 | 경제                                | 상대적으로 젊은이들에게 더 많은 지원을 해주어야 한다.           |
| 29 |                                   | 사무장은 생태관광 발전에 꼭 필요함으로 월급을 올려줘야 한다.       |
| 30 |                                   | 땅값이 계속 올라서 좋다.                           |
| 31 |                                   | 생태관광으로 경제적 소득이 올랐다.                      |
| 32 |                                   | 정부의 대규모 투자는 계속되어야 한다.                    |
| 33 |                                   | 소규모 고액관광이 우선시되어야 한다.                     |
| 34 |                                   | 컨설팅 업체들이 정부 지원금을 다 가져간다.                 |



## 국문초록

생태관광은 생태자원의 민감성과 주민들의 생태적 삶에 대한 존경에 기반한 관광의 형태이다. 따라서 생태자원의 공간적 형태와 함께 지역주민의 의견을 통해 만들어져야할 것이다. 반면, 국내에는 생태관광의 빠른 성과를 위해 많은 지역이 이러한 과정을 거치지 못한 채 이루어져 환경파괴, 강한 규제, 운영적자 등의 문제를 마주하게 되었다. 대안으로 등장한 주민참여의 경우도 여러 이해당사자의 등장으로 더욱 혼란을 야기할 수 있다는 약점이 있다. 본 연구는 생태관광지 현장의 문제와 혼란을 정리하고 이에 대한 관리방안을 제안하기 위해 방법으로 갈등분석에 주목하였다. 본 연구는 생태관광지 조성 및 운영과정 중 있었던 갈등구조를 분석하여 갈등을 줄일 수 있는 관리방안을 제시하고자 하였다. 본 연구는 연구대상지로 최근 정부주도 조성과정의 갈등으로 주민에게 운영권을 이양하여 주민참여 운영과정에 맞이한 평창 마하생태관광지를 대상으로 두 시기에 걸쳐 갈등구조를 분석하였다. 각 시기별 갈등구조를 분석한 내용은 개별적으로 학술논문으로 게재하였고, 본 박사학위 논문은 두 개의 논문을 통합하고, 비교분석하여 만들어졌다.

생태관광지의 미시적 갈등구조를 분석하기 위해서는 Q 방법론을 사용하였다. 정부주도 조성과정 중 정부와 주민의 갈등이 정점에 있었던 2013년 4월~6월과, 갈등해결을 위해 생태관광시설 운영권을 M 주민주식회사에 이양한 이후 2014년 10월~11월을 대상으로 주요 이해당사자의 인터뷰를 실시하였다. 인터뷰 내용을 기반으로 Q 진술문을 작성하여 설문조사를 실시하였다. 또한 설문조사 결과를 맵핑하여 시각화하여 해석하였다.

분석 결과, 다음과 같은 결과를 얻을 수 있었다. 첫째, 두 기간의 Q분석 요인들을 비교한 결과, 정부주도 보다는 주민참여 운영체계가 생태관광지

갈등을 줄이는데 도움이 되었다. 정부주도 조성과정 중에 대규모 시설물과 관련되어 개발과 보전사이 극렬한 갈등이 나타난 반면 주민참여 운영과정에서는 다양한 가치가 나타났다. 둘째, 의견차이가 있는 Q 진술문을 확인한 결과, 대규모 시설물 조성은 갈등의 소지가 되었다. 정부주도 조성과정 중 주요 갈등의 이슈는 대규모 시설물이었는데(‘민물고기 생태관의 크기 및 형태는 적정하다’에 대한 표준편차 3.51), 이 이슈는 시간이 흐름에도 변하지 않고 계속 갈등의 원인이 되는 것을 확인할 수 있었다. 다만 지역 이해당사자들이 모두가 긍정하는 수준의 시설물은 마을펜션이었다. 대신 이동통로를 보완하는 것이 갈등해소에 도움이 되었다. 셋째, 의견을 같이하는 진술문을 확인한 결과, 생태관광지에는 소프트웨어적 기반환경을 조성해주는 것이 갈등을 줄이는 방안이었다. 두 시기에 걸쳐 이해당사자들이 모두 원하는 사항은 규제(‘마을의 공개공지는 활용되어야 한다’에 대한 표준편차 0.58), 지가에 대한 관리(‘땅값이 계속 올라서 좋다’에 대한 표준편차 0.96), 주민교육(‘학습의 기회는 젊은 인력에게 더 주어야한다’에 대한 표준편차 0.96), 안전성 확보(‘라이더의 길이는 적정하다’에 대한 표준편차 1.15, ‘낙석이 떨어지지 않도록 벽면녹화내지 대안이 필요하다’에 대한 표준편차 1.15), 산업구조 확보(‘메밀밭 농장은 더욱 커져야 한다’에 대한 표준편차 1.00, ‘메밀밭농장은 생태관광과 적극 연계되어야 한다’에 대한 표준편차 1.53) 등 소프트웨어적 기반환경을 형성해주는 것임을 확인하였다.

이를 통해 본 연구는 대상지에 기존 환경물리데이터 분석을 통해 생태자원이 없는 곳에 관광시설을 집중배치하는 기존 생태관광의 조성원리가 갈등을 야기하는 불안정한 방법이며, 대신 이동공간에 대한 배려가 필요로 된다는 것을 밝혀냈다. 한편, 생태관광지의 갈등을 줄이기 위해서는 주민주도 운영체계 확립, 기반환경의 전반적 관리 등 비물리적 측면이 더욱 강조되어야 함을 살펴볼 수 있었다.

이와 같은 분석을 통해 6가지 가설(I-VI)을 검증하여 생태관광지 운영

단계별 갈등관리방안을 제안하였다. 첫째, 생태관광 추진기반 조성단계에는 (I) 주민과 지역 이해당사자의 참여를 강화하며 공무원의 행정적 지원아래 선진지역과의 네트워크도 구성해 관리에 대한 노하우를 교류하는 것이 갈등을 줄이는 방법이다. 이 과정에서 (II) 인지적 갈등을 사전에 줄일 수 있도록 주민 ‘역량강화, 교육, 협의과정’이 필요로 되었다. 둘째, 계획을 수립할 때에는 (III) 수익창출도 중요하지만, 그것보다 먼저 지역 공동의 가치를 창출하는 것을 보편적 목표로 두는 것이 필요하다. (IV) 그 과정에서 지역의 생태적 자원 뿐 아니라 전통문화를 어떻게 해석할 것인가를 지역주민들과 협의하는 과정을 통해 갈등을 줄일 수 있다. 셋째, 실행과 모니터링과정에서는 (V) 대규모 생태관광시설물의 조성은 신중을 기해 최소화하여 시행되어야 하며, (VI) 시설공사와 관광객에 따른 생태훼손 모니터링이 정기적으로 시행되는 것이 필요로 된다.

본 연구는 실제 생태관광지를 대상으로 문제와 갈등을 진단하고 대안을 만들어나가는 단계를 모색했다는 점에서 의의를 가질 것이다. 생태관광지의 조성은 공공재인 생태자원과 주민들의 삶과 직결됨으로 어느 관광지보다도 대상지의 필요에 민감하게 반응하여야 한다. 이에 생태관광지의 미시적 모니터링은 매우 중요하다. 생태적 모니터링과 함께 사회적 모니터링으로서 갈등분석에 기반하여 생태관광지 주민교육 및 회의 등을 운영하며, 관리한다면 모두에게 사랑받는 생태관광지를 만들어나갈 수 있을 것이다.

주요어 : 생태자원, 이해당사자, Q방법론, 선호·비선호맵핑, 갈등맵핑, 모니터링

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