PRELIMINARY REPORT
Endogenous Regional Development through Community Initiatives for Kuching City South

Firstly I would like to apologize for the late submission of this report and despite that, we too were very thankful to UNCRD for conducting the training course on "Endogenous Regional Development through Community Initiatives" from 7th to 11th April in Aichi and Gifu Prefectures, Japan upon Kuching City South’s request.

We would also like to say that during the enlightening trip to Nagoya, Japan, we indeed had learned many things and I feel that we have benefitted greatly from the knowledge and guidance given to us by the dedicated officers and experts of UNRCD. The five case examples of Chita, Toyota, Asuke, Meiho, Hachiman in the Chubu Region in which we had field studies did offer great eye opener on how EnRD is planned and implemented in each of the respective cases.

A month after returning to Kuching South, the senior officers, the councillors, the community leaders and the businessmen from private sectors called for meeting to have an in-depth discussion on how to implement EnRD according to Kuching City South’s context and perspectives before deciding on the areas which had workable potential to undergo revitalization and redevelopment. The areas that have been chosen to undergo the implementation of EnRD are Padungan, Bintawa Fishing Village and Tabuan Jaya.

These 3 selected areas contain many components that will contribute to its success – retail, institutional and civic uses, food, beverages entertainment opportunities, green spaces and residential uses. These individual components are often concentrated together, creating identifiable area-specific trends. Enhancing and building on these trends is important to foster the unique identities of these 3 selected areas. The purpose of characterizing these areas through the revitalizing and redeveloping process is to encourage critical competition, innovation and energy and create the desired sense of vibrancy and increased economic activities.

Properly planned revitalization and redevelopment can contribute to quality of life for everyone – clean streets, vibrant local businesses, walkable communities with nearby amenities, parkland and an environment that provides safety and security. It is a process which identifies the strengths, issues, challenges and potential of a particular area.
Old Chinese Town **Padungan** was built and developed during the rubber boom in the 1920s and 1930s. For more than half a century, it has become Kuching’s liveliest commercial thoroughfare and is lined with Chinese-owned businesses and noodle shops. In recent years, the area has attracted a growing number of businesses. The covered arcades make it a fine place for a rainy-day stroll.

Despite some developments in recent times, Padungan is still considered to have great potential for further revitalization to turn it into a food hub where varieties of local and traditional cuisines can be found and be promoted to entice local and foreign tourists alike. The area is rich in character: quaint and serene street, tree-lined boulevards and rows of delightful colonial era shop houses. Over the years it has welcomed generations of newcomers to Padungan and continues this role today. As a result, the area is in constant transition.

There is an opportunity to strengthen the character and diversity that exists in the area to retain its residents and the businesses, which is the primary focus of the revitalization effort. There are many businesses; large and small including car dealerships, convenience stores, supermarkets, cafes, hotels, restaurants and so on but food businesses are the most concentrated in the area compared to other type of businesses.
Padungan, which is rich in historical values will be revitalized into a food hub to attract tourists.

Among the NGOs and Community Associations that will involve in planning process for Padungan area and the one that will be working closely with the City Council include Padungan Community Association, Kuching Foochow Association, Kuching Hing Ann Association, Sarawak Chawan Association Kwong Wai Siew Association, Kuching Bakery Association, Kuching Restaurant Association, Kuching Coffee Shop Association, Ban Hock Community Association, Sarawak Tourism Board, architecture firms, construction companies and the relevant government agencies and ministries.
**Bintawa Fishing Village**, situated within the industrial estate is close to Kuching City centre on a golf club-like peninsula and surrounded by the Sarawak River; has the great potential to be developed into a seafood-based production hub.

Bintawa is one of the oldest industrial estates and is housing about 400 diverse industrial buildings mainly in the timber-based industry, building material industry, printing industry and fertilizer manufacturing industry and others.

The redevelopment of the area not only can propel the food processing industry to a new height, it would also involve an overhaul of the entire fishing village into an entirely new seafood-based production hub while upgrading the old buildings. The existing seafood market will be going through upgrading and renovation to transform it into a large and cleaner seafood market where the raw seafood ingredients for seafood-based production such as *keropok* or crackers can be reached easily.

Besides expanding the existing small production of the *keropok* or cracker into mass production at the hub, seafood restaurants and aquaculture industry will be among the workable potentials to be placed in the hub to enhance and to promote the image of the Bintawa Fishing Village to visitors. The development will also help to extend the livelihood of the village’s residents who depend on the fishing industry to make ends meet.
Keropok Udang or Prawn Cracker in packet

Keropok Udang or Prawn Cracker before deep fried

Keropok Udang or Prawn Cracker after deep fried
Among the NGOs and Community Associations that will involve in planning process for Bintawa Fishing Village area and the one that will be working closely with the City Council include Bintawa Community Association, Kuching Fish Dealers Association, Pending Area Community Association, Kuching Henghua Association, Kuching Chinese General Chamber of Commerce and Industry, Tanah Putih Community Association, Kuching Restaurant Association, Kuching Coffee Shop Association, Kuching Chinese Kotak Association of Bintawa, Sarawak Tourism Board, architecture firms, construction companies and the relevant government agencies and ministries.
Markets are important for a city for many reasons. They offer and create incredible opportunities for social, cultural, and economic wealth at the local level. The importance of the revitalization lies in its goal of how to use urban marketplaces to develop local supply chains, better and more sustainable urban planning, employment, entrepreneurship and tourism in particular. We believe the key to healthy city lies in the development of marketplaces.

Urban markets come in all shapes and sizes: indoor or outdoor, specific to a particular product or type of foodstuff or mixed, located in the same place or travelling. But urban markets all share some things in common: they happen in local communities, they provide a source of jobs and local wealth, they provide a link to local products, they embrace the way people live and work in communities, and they are also shop windows for cities and different areas of cities in general. In short, markets breathe life into city.

**Stutong Community Market** which located in Tabuan Jaya Commercial Area in Kuching City South’s vicinity will be the focus in the revitalization project to turn it into a tourism hotspot from its current state for being just an ordinary marketplace for the local patrons or residents in the area. The existing ancillary facilities will be improved and the introduction a permanent retail food market with an outdoor market. The project will include opportunities for small producers, food to go, food education, local added value and a vibrant place to ‘meet and eat’. It will be a city wide wholesale market with sole distribution of raw products to restaurants and in addition, it will also house variety of convenience stores that provide quality fringe services to the locals as well as the tourists. Such change, by the time of completion; will be promoted attract the attention of the targeted visitors from Peninsula Malaysia and Asia countries such as China, Korea and Japan.
Tabuan Jaya Commercial Area and Residential Area as highlighted in pink

Stutong Community Market which nestles within Tabuan Jaya Commercial Area will be revitalized to make it a full-fledged wholesale market as well as tourism hotspot for local and foreign tourists.
Among the NGOs and Community Associations that will involve in planning process and the one that will be working closely with the City Council for Stutong Community Market include Tabuan Jaya Community Association, Kuching South Hawker Traders Association, Kuching Fish Dealers Association, Pending Area Community Association, Kuching Chinese General Chamber of Commerce and Industry, Kuching Bakery Association, Kuching Coffee Shop Association, Sarawak Tourism Board, architecture firms, construction companies and the relevant government agencies and ministries.
The implementation of EnRD on the 3 selected areas for redevelopment and revitalization would be executed based on 5 years Strategic Plan (2015 - 2020) in line with the City’s vision and mission. The vision is to advance the quality of life of the people of Kuching City South with its mission to transform the City of Kuching City South into a liveable city through effective implementation of policies, service delivery and community engagement. The Strategic Plan is derived from the established 5 Pillars of City Council as shown below.

5 Pillars of Kuching City South Council
The ‘5 Pillars’ of the City Council is outlined and followed to achieve the vision and mission of the City Council and the established ‘5 Pillars’ are as follow.

**Pillar 1: NEIGHBOURLINESS**

To **promote public safety and security for our community** would involve:

- Building a strong sense of community, capacity and pride through collaborative partnerships and programs which can be achieved by organizing dialogues with the community to help with information exchange regarding public safety such as adopting a comprehensive social infrastructure approach for direct personal communication and interaction through the community associations and non-governmental organization by the City Council. For example, the ‘Neighborhood Watch Scheme’ adopted by some residents to deter crime. The Neighborhood Watch involves neighbors working together to keep vigil on the surrounding neighborhoods.

- Delivering and supporting a range of initiatives to enhance community security and public safety by conducting regular patrols, rapid deployment of enforcement, providing buffers such as hedges or railings, and maintaining the network with security providers.

- Implementing the Safe City Programme, an initiative by the City Council to reduce crime with 3 components :-(a) environmental design initiative, (b) target hardening, and (c) management and community development and public awareness.

To **inspire community participation and involvement in the City Council’s activities by**

- Working with NGOs and communities in planning and organizing programs or activities. This can be done by targeting promotion campaigns through publication including local news that highlight the positive and vital community activities and providing support to the community to improve their ability to plan and organize activities.

- Forming partnership with other agencies and NGOs to support community activities by assisting in the promotion of the activity and providing the facilities that support the community development.

- Providing user friendly and accessible facilities in public areas for the physically challenged.
- Enhancing the publicity of the City Council through the continuous dissemination of information in various languages and forms.

- Encourage the community’s involvement in beautification program such as the ‘Tree Planting Program’ and promotion of the Corporate Social Responsibility (CSR) project.

2: VIBRANT ECONOMY

To facilitate sustainable businesses and investment growth, we will:

- Provide good amenities and infrastructures by:
  ■ Carrying out regular inspection and maintenance of road lines, road furniture, clearing of drains, upgrading of street lighting and drainage, provision of additional controlled parking areas where the City Council will work together with the police and the Malaysian Road Transport Department to reduce illegal parking, and formulate an effective and rapid response plan to reduce down time of traffic lights.

  ■ Solving traffic congestion by coming up with better transportation option such as building bicycle lanes at housing estates which will link to schools, commercial centres and the free industrial zones.

  ■ Establishing ‘River Taxi’ on Sarawak River as a medium to move people from Kuching City South to Kuching City North and vice versa.

  ■ Developing strategic pick up points in the City such as schools, government offices, factories or places of interest in the city centre.

  ■ Enactment of laws for ‘carpooling’ to reduce traffic congestion.

  ■ Road systems in the central business district could be closed to become one-way traffic in order to accommodate for dedicated bus lanes.

  ■ Establishment of sustainable and environmentally friendly public transport system for the people.
- Initiate programs that facilitate the development of business, promotion and investment attraction by reviewing the process and requirement for issuance of licenses of relevant trades.

- Facilitating the strong growth of the building industry involving the enhancement of the procedures for issuance of the Occupation Permit including formulation of checklist, reviewing existing procedure for building plan approval, and organizing dialogue sessions with professional bodies.

- Apply Endogenous Regional Development (EnRD) through Community Initiatives to establish City’s image and brand.

**Pillar 3: INTEGRATION AND INNOVATION OF WORK PROCESSES**

This pillar focuses on strategizing a way to **broaden revenue base** for the City Council which will involve:

- Review of systems where we will review and propose the increase of Rating Percentage Structure for areas and reassessment and referencing of rateable holdings with Occupation Permit

- Improvement of counter services by developing an integrated system with all the other agencies

- Implementation of the user pay scheme in which we will review rental charges for facilities and hiring criteria of the City Council’s facilities and the use of pedestrian malls by food shops.

For **efficient and effective service delivery**, we require:

- Efficient financial management by the implementation of an accrual accounting system and development of Automatic Payment system to suppliers.

- Centralized data management in which restructuring of existing system modules for data sharing and development and installation of a comprehensive database for management planning.
- Effective enforcement and legal action by planning special operations, reviewing outdated by-laws, draft new by-laws, establish a Council Court to file cases to Court and settle them expeditiously, and upgrade enforcement into Auxiliary Police.

- Key performance indicator whereby a review of business processes and procedures to establish Key Performance Index (KPI).

- Management of Council’s assets and resources by promoting the usage of the Council’s facilities.

Pillar 4: ENVIRONMENTAL MANAGEMENT

We would like to enhance the quality of the environment in the city by:

- Composting of ‘Green Waste’ whereby tree branches are collected during the mass green waste collection campaign for composting.

- Promoting ‘Organic Waste’ whereby the City Council will promote household organic waste composting and enzyme making from fermentation of organic wastes.

- Reduction of food waste from the food outlets by educating the food operators on recycling/composting the food waste and the enforcement on implementation of Additional Collection Request (ACR).

- Recycling of PET bottles whereby the city council will buy back the bottles from residents then resell them to recycling companies.

Having a partnership with stakeholders to facilitate healthy lifestyles with:

- Converting existing parks into ‘Healthy Parks’ in order to promote healthy lifestyle activities among residents

We would also like to minimise water pollution by:
- Implementing desludging to keep our water resources pollution-free whereby the management of wastewater in Kuching will be transformed. This will also improve the water quality in the Sarawak River and make the river more attractive for further waterfront development and activities.

To enhance public health, we will carry out:

- Grading of food shops and hawker stalls whereby Grade C (highest grade is Grade A regarding cleanliness according to Council standards) food shops will be reduced.

- Grading of markets and hawker centres.

- Grading of ALL Council toilets, private toilets at food shops and non food licence premises, private toilets at shopping complexes and airport.

- Efforts to reduce the number of stray dogs/cats by educating the public on neutering and adoption through joint campaign with SSPCA and by intensifying dog catching operations.

We hope to also create environmental awareness by:

- Conducting health talks, environmental health campaigns and promoting Environmental Awareness.

Pillar 5: URBAN BEAUTIFICATION

We would like to make efforts in the enhancement of our living environment by:

- Providing a ‘green lung’ with the implementation of City Council Landscape Master Plan.

- Designing and developing well planned parks and gardens.

- Landscaping and beautification projects (protocol and urban road) with trees and shrubs.

We would also want to upgrade existing recreational facilities by:

- Upgrading existing open spaces with green and blue spaces.
- Development of various public infrastructures ongoing to introduce new green and blue spaces to enhance the quality of life in Kuching.

- Providing children’s playground equipment into shared parks in housing areas.
Preliminary Revitalization and Redevelopment Project Phase January 2015 - December 2020

The planning process for each selected area would take place in seven (7) phases consecutively – the backbone of each phase being the public engagement opportunities to seek inputs and review from the community and the stakeholders.

Padungan’s Preliminary Project Phase

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Tabuan Jaya Commercial Area’s (Stutong Market) Preliminary Project Phase

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The plans to revitalize and to redevelop of the selected areas will be created with the input and ideas from the residents of that particular area, the business owners, stakeholder groups and patrons to that area. The identification of their experience using the area will be critical to the planning process. At each state of the process, the community will be invited to participate in a variety of different ways to ensure maximum input from the entire community.

The planning process will kick off with visioning sessions held throughout the City. Participants will be asked to provide their input on what they think of that particular area (e.g. Padungan) today and also for future with regards to the streets, places and spaces, culture, amenities and infrastructure needs. The session will be designed to get a varied cross section of the population. Events will be held at a number of locations within the vicinity of Kuching City South. The feedback received from all of the events will set the scene for the subsequent phases of the planning process.
The design charrette of that particular area (e.g. Padungan) will be used to engage the community in a result-driven approach leading to an achievable concept plan, ultimately guiding the area toward achieving the City’s Vision Statement. It will involve a number of participants representing stakeholder groups from the entire community that will be taking part in the design process.

Throughout the charrette the development of guiding principle, a plan framework and individual priority will be indentified to create the backbone for the future plan. As part of the charrette design process, a feasibility analysis will also be conducted to review potential projects and funding mechanism available to achieve these visions.

The dialogue phase will present the community with the ideas and concepts that will be brought forward from the earlier visioning sessions, focus groups and the design charrette. It will be important for the entire community to review the progress of the first four phases of the planning process as their feedback will decide on the development of the plan.

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