

5.0 COST ESTIMATE OF PROPOSED IMPROVEMENT PROJECTS

5.1 Estimated Cost for the Proposed Pilot Projects in Zone 5

The total estimated cost for all the three schemes or projects for the Pilot Area of Zone 5 is thus estimated to be RM10.15 million (Table 2) This estimated cost however must only be used as an indicative figure only, pending on more detail investigation into building conditions and thus repair/restoration costs.

Table 2 : Estimated Cost for Pilot Area Projects

No	Scheme	Estimated Cost
1	CBIC	RM 659,000
2	Traffic calming and street improvement	RM 1,640,000
3	Heritage building conservation	RM 7,850,000
TOTAL		RM 10,149,000

5.2 Estimated Cost of Similar Improvements to Study Area

The estimation of total cost for similar improvements to the Study Area is done using the UNIT COST per item as computed from the estimation of costs for the Pilot Project in Zone 5. These unit costs per item are then applied to the computed total quantity covering the Study Area as in the AWDP to arrive at the total cost.

Thus, the implementation of similar improvements, namely, CBICs (include VC), street improvements and heritage building conservation schemes for the Study Area would incur a total estimated cost of about RM 51million. (Table 3)

Table 3 : Estimated Total Cost for Improvement Projects in Study Area

No	Scheme	Estimated Cost
1	VC and 3 CBICs	RM 6,977,000
2	Traffic calming and street improvement over 3,550 metres	RM 13,135,000
3	Heritage building conservation	RM 30,880,000
Total		RM 50,992,000

5.3 Sources of Possible Funding for the Improvement Projects

(1) Funding for VC and CBICs

It was evident at the public participation workshops that the private sector is in no position financially to set up the proposed VC and the ICs. It is proposed that the MPMBB seeks State aid or Federal funds to refurbish and restore the warehouse as a VC and build the proposed three CBICs costing up to about RM 7 million over a reasonable time period.

Moreover, these are tourism related projects and they can surely qualify for assistance under tourism promotion under MOCAT or the State Tourism.

(2) Traffic Calming and Street Improvement

Presently, the MPMBB maintains the streets in the Study Area, which includes repair, resurfacing of road, traffic signs and others. It also provides all the basic urban services like drainage, garbage disposal, sewerage.

The proposed traffic calming and street improvement thus is most appropriate to be funded by the local authority using its development fund.

(3) Funding for Heritage Building Conservation

For the very fact that most of the heritage buildings in the Study Area are privately owned, it is difficult for the conservation proposal to be fully funded by the Government. It is therefore reasonable to assume that a major part of such building repairs or restoration would have to come from the private sector. In the initial stage of the conservation effort in the Study Area, 318 units along the road frontage have been identified for repair and restoration. The total cost of RM30.9 million is estimated for this which averages to about RM100,000 per unit.

The Melaka Heritage Conservation Enactment of 1988 actually does provide for the local authority to set up a Heritage Fund to carry out conservation works. Therefore, once the proposed HCU in the MPMBB is established, the next initiative would be to set up such a Fund, with contributions from the Federal and State Government.

The details on how the assistance of using the Fund for conservation, either in the form of financial assistance to meet the cost of repair work of heritage buildings, irrespective of whether they are private or public, i.e. as a grant, interest free loans, or partial aid and partial grant, etc., shall have to be worked out on a case by case basis. This procedure should however be established with consultations with not only the government agencies, but also with local community groups.

The contributions from the public and private sectors suggested here in the table below is just a draft or example for the Government to examine further.

Table 4 : Proposed Funding for Environment Improvement and Conservation Project in Study Area

	Public Sector (million)	Private Sector (million)	Total (million)
CBICs and VC	6.9	-	6.9
Traffic Calming and Street Improvement	13.1	-	13.1
Heritage Building Conservation	7.7	23.2	30.9
Total	27.7	23.2	50.9

Time Schedule for Proposed Improvement Projects

The project period for implementing the proposed improvements is suggested to take five years, from 2003 ending in 2007.

The phasing of the implementation of the projects takes into account the implementation of the Pilot Area Projects in Zone 5, with subsequent priority given to street improvement in Zone 3 where the Jonker Walk project is now being implemented.

The subsequent phases of the repair and restoration works in the other zones are to follow the schedule as proposed and shown in Figure 9.

The total cost of RM50.9 million needed to undertake the improvement projects over the years can be budgeted annually as shown in Table 5 below spreading out over the 5 years period and divided into public and private contributions.

Table 5: Estimated Expenditure by Year for the Improvement Projects 2003 to 2007

Category	(RM million)											
	2003*		2004		2005		2006		2007		Total	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
CBIC & VC	3.5	-	3.4	-	-	-	-	-	-	-	6.9	-
Street Improvement	3.0	-	3.0	-	3.0	-	2.5	-	1.6	-	13.1	-
Heritage Bldg Conservation	1.5	4.5	1.5	4.8	1.5	4.7	1.5	4.6	1.7	4.6	7.7	23.2
Sub Total	8.0	4.5	7.9	4.8	4.5	4.7	4.0	4.6	3.3	4.6	27.7	23.2
Total	12.5		12.7		9.2		8.6		7.9		50.9	

* priorities given to implementation of proposed improvements to the Pilot Area of Zone 5 and Zone 3.

In the first year, a some of 12.5 million is budgeted with 8.0 million from the government and 4.5 million to be raised from the private. Out of 8 million from the government, 6.5 million shall be used to develop the visitors centre and 2 CBIC's and street improvements on Jalan Tokong/ Tukang Emas/ Tukang Besi and Jonker Street. 1.5 million is set aside to fund heritage building conservation

Zone	Activity	Year					Remarks
		1	2	3	4	5	
1	VC • Heritage Bldg. Con.	▲	▲				The VC should also be started from Year 1. The building improvement could be delayed to Year 3.
2	CBIC • Street improvement • Heritage Bldg. Con		●				Work in Zone 3 to start in Year 1 as Jonker Walk project is already a committed project. With the ongoing River Improvement Program, it is advisable to conduct the repairs of buildings in Zone 4 as soon as possible
3	CBIC • Street improvement • Heritage Bldg. Con	●					
4	• Street improvement • Heritage Bldg. Con.						Zones 2 to 4 have greater number of heritage and non-heritage buildings in need of repair, hence work on the built form and the streetscape in these zones would take up to Year 4 to complete.
5	CBIC • Street improvement • Heritage Bldg. Con.	●					
6	• Street improvement • Heritage Bldg. Con						Work in Zones 6 to 8 could be undertaken from years 3 to 5
7	• Street improvement • Heritage Bldg. Con.						
8	• Street improvement • Heritage Bldg. Con.						

Notes: ▲ Visitor centre in Zone 1
 ● CBIC in Zones 2, 3 and 5

Figure 9 : Proposed Phasing of Projects for the Proposed Improvement Projects in the Study Area

6.0 MEASURES FOR PROJECT IMPLEMENTATION

6.1 Continuity in Public Participation & Community Involvement

Public participation is an important and integral aspect of this study and promotes the practice of good urban governance. Without public and community involvement in the planning of improvement measures, plans proposed for implementation would likely to meet with little supports or out right objections from the local communities. Likewise, without the active participation from the communities, improvement plans implemented would likely not be sustainable.

This public participation and community involvement have been incorporated into this Study as much as possible within the allowable time frame, with the conduct of two workshops and a focus group discussion as described in this report. However, public participation does and should not stop at the conclusion of the planning step. The continuation of this public participation is essential, even after the project has been implemented. The reasons being:

- The proposed plans requires further refinement if in the course of implementation, certain constraints or inclusions must be catered for, and thus active involvement by the community for such changes is needed,
- Funding for improvements of privately owned premises, requires continuous discussion and participation from the local community. This is particularly essential if the suggested private initiated Heritage Management Corporation is to be established.
- Management and monitoring of the implemented pilot improvement plans, for instance, is needed and the success of such management requires the active participation of local communities,
- Sustainable planning and improvement efforts for the other areas within the AWDP. If proven successful, the proposed pilot area improvement plans should be replicated to the other areas based on the proposed AWDP. Hence continuation of public participation and local involvement is necessary.

For these reasons the following actions are proposed:

(1) Set up A specific Public Participation Committee or Taskforce

A public participation taskforce should be set up, to be initiated by the local authority, in particularly the HCU. The taskforce should include chiefly the State Government, PERZIM and the proposed HCU as well as the other departments such as land use planning, enforcement and urban services. Prominent persons representing local communities and NGOs (such as MHT) should also be included.

(2) Draw Up a Public Participation Action Plan

A specific action plan on public participation should then be drawn up by this taskforce, for each calendar year, indicating a series of regular public participation discussions, forum or consultation meetings, each with clear targets and objectives. This action plan shall be drawn up in relation to the implementation schedules of the proposed improvement plans and AWDP. Just two workshops and a discussion are just insufficient for in depth consultation with local communities. More regular meetings, discussions, forums are much needed.

(3) Better Public Relation and Publicity

The suggested taskforce should then begin to work closely with the local communities. Using public media, the taskforce shall publicize its establishment, its objectives, its activities and action plan to the public. Transparency is important to seek the full support and involvement of the local communities.

(4) Funding

Funding for the holding of public participation activities should be part of the HCU operative funding from the State or Local Government.

(5) Wider and Larger Representation Of All Local Communities

The proposed Taskforce should seek to obtain a wider and larger representation of all local communities. The participation level and coverage of public participants in the workshops and discussion in this Study was judged to be rather narrow. Efforts should be made to heighten awareness of public participation to the public and to achieve better turnouts from all communities in future workshops, discussion or forums.

(6) Training

Part of the objectives of the Taskforce is also to train staff both in the local authority and NGOs in public participation organization and management skills. Resources from the private organizations, local interest groups, NGOs in terms of contributing towards the use of venue, operational funds, human resource should be considered. This would also help to publicize the work and activities of the Taskforce.

(7) Develop a Public Participation Model for Melaka

This Study has produced a Manual on public participation. It is essential that the local authority, through the proposed public participation taskforce, apply the suggested procedure in the Manual and continuously refine this process so that a sustainable form or model of public participation for the case of Melaka can be developed. The Manual is to provide the starting point and a reference guide to this exercise.

6.2 Preparation of A Heritage Management Plan

The Local Planning Authority of Melaka must prepare a Heritage Management Plan (HMP). This HMP is wider in scope and basically to build on the 'Special Area Plan' suggested in Section 3 which is to be prepared using the concept and methods as demonstrated here in the AWDP. The Special Area Plan is basically a physical improvement plans with clear policies and strategies.

The HMP however, is to expand further the Special Area Plan, to include the various 'tasks' suggested to be carried out by the Local Authority, such as the continuous conduct of public participation, institutional strengthening, preparation of database on all heritage and non heritage buildings, preparation of heritage building improvement plan and guidelines, schedule on improvement projects for the conservation area, specific funding sources and private / public contribution to the heritage building conservation project, type of management corporation to be set up, etc.

The HMP shall also include special measures listed below to be undertaken by the local authority for revitalizing the local economy:

- encourage long-term investment by increasing market value of businesses or properties in the conservation area,
- support the building restoration trades, the retail and service industries and new commercial opportunities thereby creating employment within the Area.
- support and reinforce Melaka's importance as a world-class tourist destination.
- devise incentives, waivers and other forms of encouragement to induce local communities and businesses to retain their traditional lifestyle in the Conservation Area,
- provide free professional consultative services to local stakeholders in such areas as heritage building restoration, repairs, approval for internal refurbishment, sustainable reuse of buildings.

In order that the Local Authority is able to achieve all the above suggested actions or tasks under the proposed Heritage Management Plan, a special unit to be called the Heritage Conservation Unit (HCU) must be set up in the Local Authority.

6.3 Establishment of a Heritage Conservation Unit

A review of the existing capacity of MPMBB reveals that MPMBB has capacity and financial resources to set-up and establish an efficient, effective and knowledge-based Heritage Conservation Unit (HCU), to implement the strategies for heritage conservation formulated in this Study.

The HCU should have professional and sub-professional staff like architects, planners, engineers, draughtsmen, and technical assistants who should be provided training in conservation work and who should be aware of the shared vision of the Study Area.

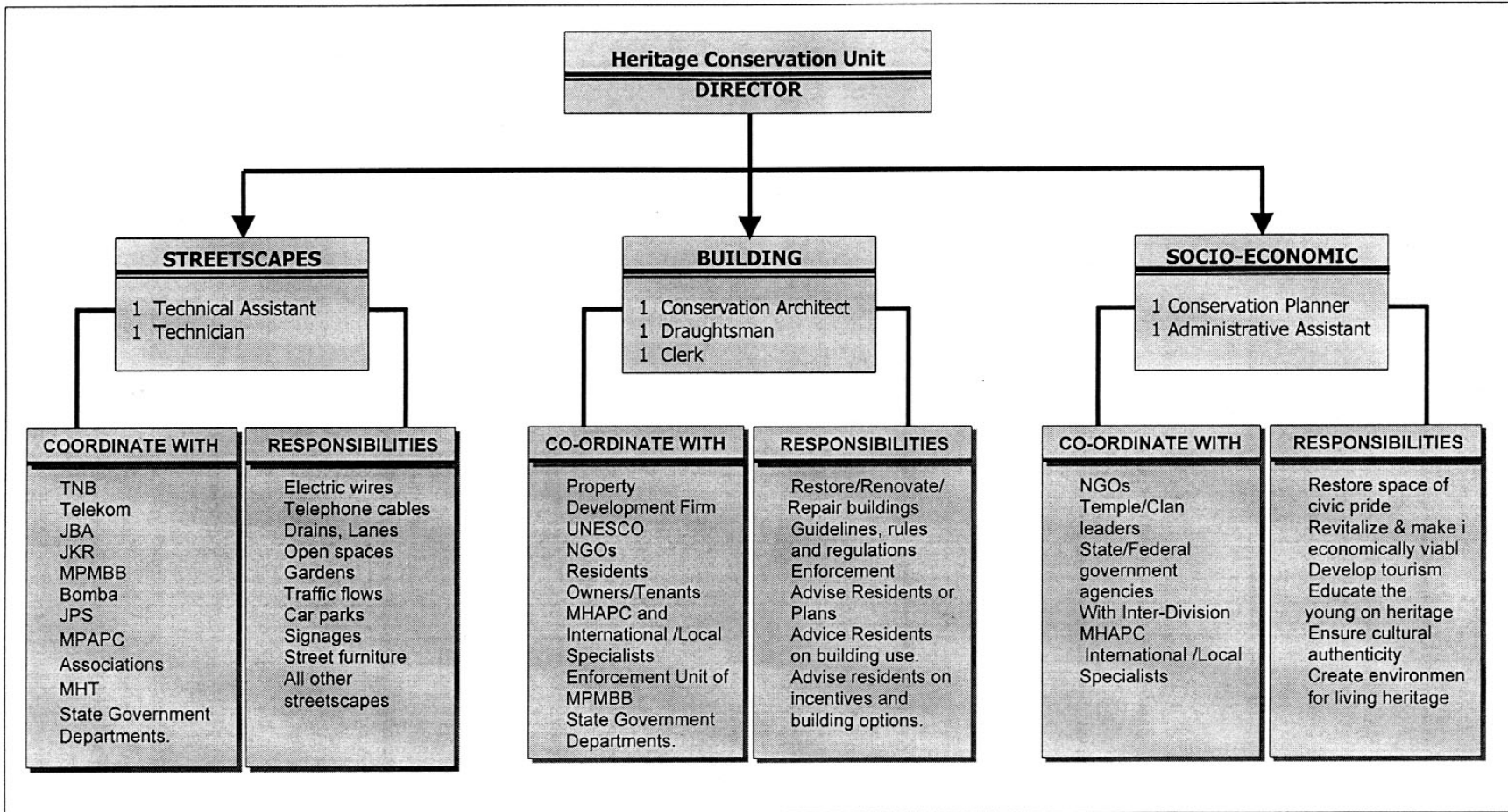
For smooth implementation of the strategies formulated in the Study, the HCU needs to be sub-divided into three divisions according to the type of conservation work, i.e. related to buildings, or to streets or to socio-economic matter. See Figure 10.

(1) Scope Of Work Of The HCU

The scope of work to be undertaken by the HCU therefore shall include:

On Buildings:

- Carry out an inventory of all buildings in Area;
- Prepare guidelines, standards, rules and regulations including maintenance manuals on the restoration, renovation, repair and refurbishing of buildings, both heritage and non-heritage;
- Establish guidelines and standards for infill developments.
- Advise residents on plans, building use and building approvals;
- Advise owners of buildings on facilities on financing the repair works;
- Identify heritage value buildings that could apply for financing from the Heritage Conservation Fund; and
- Arrange with owners of non-heritage buildings to go into agreement if they wish, with developers for financing repair works.



Note: The working of all three divisions in the HCU must coordinate with the public participation task force in all their activities.

Figure 10 : Organisation of Staff and Responsibilities of HCU

- Develop a clear and simple regulatory and permit review framework for the working of the division, there should be no any uncertainty or ambiguity on the development or maintenance of premises within the Study Area, otherwise it will be subjected to false interpretation that may damage the heritage values.

On Streets and Utility Services:

- To reorganize overhead wires and cables;
- To improve roads, back lanes, drains, etc;
- Maintain open spaces;
- Car parks, traffic flow;
- Signages (both traffic and others), street furniture, public toilets and public phones;
- Provide appropriate landscaping, sidewalks; and
- Street lighting.

On Community Related Facilities and Socio-Economic Revitalization:

- Set up interpretive centre(s) and visitor centre for the benefit of tourists and locals;
- Revitalise economic activity;
- Devise incentives, waivers and encouragement for conservation work,
- Work closely with local communities to initiate community-based activities and projects,
- Educate the young on heritage conservation;
- Ensure cultural authenticity in events held; and
- Create a environment for healthy living.

In carrying out the above responsibilities the HCU needs to coordinate with the local resident organisation, NGOs such as MHT; Temple and clan leaders; State and Federal Government e.g., MOCAT; inter-department MPMBB, PERZIM, the Museum Department, fire fighting department and others.

6.4 Urgent Measures for Implementation of Projects

Among the various tasks for the HCU, the following measures are considered as urgent tasks to be undertaken by the local authority through the proposed HCU, in coordination with other agencies like PERZIM and in consultation with local communities in order to expedite the implementation of the Proposed Projects.

(1) Inventory Database of Premises

An inventory database of houses in the Study Area with those in poor condition and on road frontage, need to be identified. The historical or architectural significance of the premises need to be noted and classified into significant and non-significant premises. Particulars of income levels of the owners, their ability to carry out repairs independently or those requiring financial assistance need to be ascertained. Assistance from PERZIM, MHT and Badan Warisan Malaysia must be obtained to ensure completeness and comprehensiveness of such databases.

(2) Setting up of A Heritage Conservation Fund

As provided under Clauses 14 to 16 of the State Heritage Enactment, 1988 a preservation and conservation fund to be set up to provide financial aid in the form of grants or loans to owners of private premises within the Area. Premises of heritage significance could be designated as such and could be eligible for full financial aid for repair and restoration. Non-significant heritage value premises however, could also apply to receive part financial reimbursement. However, a systematic procedure of approval for conservation work must be prepared by the HCU in consultation with the local communities, PERZIM, MHT and other related agencies, so that aids from the Government for such building conservation work must be awarded to those with full compliance to the established guidelines and requirements.

Contributions to such a Fund can be solicited from the Federal, State Governments, private institutions (such as Foundations, Banks), or other charitable organizations. Contributions from international bodies involved in conservation of heritage may also be possible.

(3) Guidelines for Heritage and Non-Heritage Buildings

The HCU should prepare restoration and maintenance guidelines for heritage buildings by type and specific to each zone. It should also provide guidelines for buildings of non-heritage significance which are in the Area so that the harmonious fabrics of the respective zones are maintained.

The detail internal and external standards of heritage buildings need to be stated whilst only the external features including the roof and façade of the non-heritage building need to be listed by type and zone. Guidelines for building conservation can be based on those prepared by the UTM 2002 study. More detailed guidelines for each street or block of buildings must also be prepared with inputs from the local communities through public participation. Consultation with related agencies like PERZIM, MHT and others are also necessary.

(4) Standards Required for Restoration Work

HCU should prepare a list of specifications on the materials allowed to be used for the repair or restoration work including the type and colour of the paintwork allowed for each group of building within each zone.

(5) Provide Architecture and Engineering Services

To ensure restorations of buildings are handled in an acceptable manner a team of architects and engineers experienced in conservation and preservation need to be identified by HCU. This panel of professionals should offer their services free or at nominal rates to the owners. The HCU should seek assistance and involvement in this area from the MHT and Badan Warisan Malaysia.

(6) Schedule for Maintenance of Buildings

HCU should set standards on the appearance and maintenance of buildings in the Area. The frequency of repainting and/or repairing the buildings need to be clearly stated.

(7) Prepare List of Stockists

HCU should encourage stockists of local materials that could be used in the preservation and conservation of buildings to set-up their businesses in the Area. In conjunction with this, HCU should prepare a list of materials allowed or preferred for heritage and non-heritage buildings.

(8) Maintain a Strict Control of Activities in Study Area

Operators of unauthorized activities should be evicted from the Area. Local trades should be encouraged to operate in the Area with assistance from HCU in helping to find affordable rental premises. HCU should also encourage new economic activities such as stockists of building materials for renovation, architects and engineers to set-up offices in the Area.

This is not a comprehensive list but indicates the critical activities that need to be initiated to enable the successful implementation of the management plan.

(9) Initiate the Establishment of a Public Participation Taskforce

The public participation and local community involvement in the planning process as demonstrated in this Study should be continued into the Project Implementation Stage and then further on for planning of similar improvements to the other zones or sub-areas in the Study Area based on the proposals in the AWDP.

(10) Enforced No-Demolition Policy and Evict Building Use Violators

With the assistance from the MPMBB's enforcement unit, the HCU shall immediately enforce the no-demolition policy of any structure in the Conservation Area. Regular inspection shall be carried out. The HCU should through dialogue with the local community and its organization, seek its assistance in 'policing' the area and to report to the authority immediately for any violations. The banned use of vacant buildings for bird nest harvesting should also be enforced and violators fined or evicted.

(11) Initiate training of Tourist Guides and School Children

With the assistance of MOCAT and tourist guide associations, the HCU can initiate some training programs for guides as well as school children. The former is to upgrade the professionalism of the guides while the latter is to ensure the younger generation can appreciate and hence aware of their valuable heritage and the need to conserve it.

6.5 Suggested Amendments to Legal Provisions

The 1988 Melaka State Heritage Enactment has provisions for empowering the local authority to carry out conservation work in the State but the coverage of such power overlaps with those of the PERZIM and Museum Department. Therefore amendments to such areas can be expedited so that the Enactment can be more practical and functional for the local authority.

The proposed amendments to the Town and Country Planning Act to include heritage conservation that is currently underway would also help to strengthen the legal framework of

the local authority to exercise such power in conservation work. Most important of all, such amendment would require the local authority to prepare Special Conservation Area Action Plans. The proposed AWDP in this Study can serve as model and example for preparation of this much needed Action Plan.

6.6 Tri-party Partnership for Implementation and Management

It is suggested that the proposed HCU and the Local Authority initiate the setting up of a strong tri-party partnership, involving the government, the private sector (local businesses and other organizations) and local communities (include resident associations, religious, cultural groups and NGOs).

Such a partnership, through a continuous process of mutual consultation and participation, would plan, implement, manage and monitor all the conservation projects in the designated Conservation Area.

7.0 PROPOSALS AND RECOMMENDATIONS

7.1 Adapting the Process and Method Used in the Proposed AWDP for the Preparation of A Special Area Plan

This Study strongly recommends that the Melaka State Government and MPMBB take the important step to prepare a ‘**Special Area Plan**’ based on the process, methods and some of the concepts, policies and strategies described in the proposed Area Wide Development Plan in this Study. The preparation of this important Plan, however, must be conducted with further and more in-depth public participation from all the local communities. Within this Plan, all the necessary guidelines, regulations, procedure and standards must be prepared and debated in obtaining a majority of consent from the local communities. This Plan, would then provide the proposed HCU to come up with a realistic Heritage Management Plan and prepare an implementable schedule for conservation projects.

7.2 Strengthen the Existing Institutional Setup

The Study strongly recommends the setting up of an efficient **Heritage Conservation Unit** within the Local Authority (MPMBB). The unit shall be staffed with professionals and sub-professionals experienced in Conservation Planning. This unit shall carry out various tasks as outlined in Section 6.

Following the establishment of this Unit, it should immediately, with the help of PERZIM, embark on the task of producing a much-needed comprehensive **data base** on all the buildings and structures in the conservation area.

The results will help the Conservation Unit to ‘**grade**’ the historical buildings into various categories, and accord them with suitable ‘**status**’ and thus facilitating degree of financial assistance from the Government in their conservation. Buildings found to have significant historical interests for example (e.g. Tun Tan Cheng Lock’s old resident) must be suitably restored and conserved with financial assistance from the government and given correct interpretations. Other categories could include those with significant architectural merits, and those requiring works to restore them to their formal appearance.

By so doing, a systematic yet realistic '**Heritage Management Plan**' can be scheduled for implementation and facilitate the HCU to seek financial assistance from the Federal and State Government.

A **management corporation** can be set up with initiatives from the Conservation Unit and participation from the private sector for devising a practical and workable management plan to assist stake holders in restoration of their heritage buildings.

7.3 **Conservation Fund**

This Study also recommends the proposed HCU in MPMBB to set up a **Conservation Fund** to carry out conservation projects in the designated Conservation Area. Details of contributions to this Fund and how it can be use to finance conservation projects must be work out in consultation with the relevant government agencies as well as the local communities. However, a systematic procedure of approval for conservation work must be prepared by the HCU in consultation with the local communities, PERZIM, MHT and other related agencies, so that aids from the Government for such building conservation work must be awarded to those with full compliance to the established guidelines and requirements.

The setting of this Conservation Fund however shall also be examined in light of the proposed amendments to the Town and Country Planning Act of 1976 to be put forth by the Ministry of Housing and Local Government soon.

7.4 **Sustaining Public Participation and Community Involvement**

One of the main thrusts of this Study is the deployment of Public Participation in the planning process. Conservation and improvement of urban environment such as in the historical areas of Melaka would succeed only with the full support and cooperation of the people who live there. Hence, continuous consultation and participation by the local communities is very important. For this purpose, this Study has also prepared **A Manual on Public Participation**, which can be used to plan and carry out future public participation workshops.

It is recommended that the Local Authority, specifically, the Heritage Conservation Unit, set up a public participation task force within the unit and initiate the establishment of a **community based organization**, with representation and participation of all the interest groups, communities, learned individuals, NGOs, religious and school committees; and to conduct Public Participation Workshops and Forums on a regular basis on various conservation planning and environment improvement issues in the area.

7.5 **Implement The Proposed Pilot Area Improvement Projects**

This JICA Study has demonstrated the systematic procedure and methodology in preparing an area wide development plan for the conservation area in Melaka and basing on this, the detailed analytical method used for planning and preparing the improvement plans for the selected Pilot Area (Zone 5). These procedures, methodologies including the conduct of the public participation workshops should be adopted by the Heritage Conservation Unit in refining these proposals and preparing similar improvement plans for the other zones.

This Study recommends that the three **pilot projects** studied and proposed in details in this Study be implemented (total estimated cost RM10.1 million) using the mechanism as suggested in Section 6; with funding from both Federal and State Government.

These three pilot projects can become **showcases** in demonstrating the various **benefits** of conservation efforts to the public and local communities.

Priority of implementing similar improvements shall also be given to Zone 3 or Jonker Street in order to reorganize, improve and incorporate the Jonker Walk Project into the environment improvement and conservation efforts.

7.6 Introduce A Better Revenue Capture Mechanism

The Study recommends the State Tourism Authority, the State Government and the Local Authority to work together in upgrading the professionalism of tour operators and guides; and at the same time to introduce a better system of **revenue capture**. Entrance fees to museums and other revenues from tourists can be collected in a coordinated manner such as the use of a common coupon system, to better manage the tourists, and at the same time to channel part of this revenue back into the preservation, conservation and improvement efforts for the historic conservation area.

7.7 Replicate Similar Improvement Initiatives to Other Areas

Finally, the Study recommends that the Heritage Conservation Unit continue to conduct detailed planning for the other zones within the Conservation Area and draw up similar improvement plans. This planning effort must draw upon the processes as demonstrated in this Study, and further refined with outcomes and experiences gained from implementing the three Pilot Projects proposed by this Study.

As given in Figure 17, an **implementation schedule** for the next 5 years has been drawn up to carry out similar improvement works for the Pilot Area to all the other zones in the Conservation Area. This suggested schedule is to spread out the total estimated RM27.7 million public funds required for the proposed conservation and improvement works over the 5 years period. This is to facilitate the seeking of funds by the HCU from the State and Federal Government.