CHAPTER 13   INSTITUTIONAL ARRANGEMENT FOR URBAN DEVELOPMENT AND HERITAGE PRESERVATION

13.1   Current Institutional Issues

13.1.1   Urban Development in the Heritage Area

(1)   Illegal development in the Heritage Area

As indicated in Chapter 10, besides illegal activities concerning heritage building conservation, the following illegal activities in the sphere of urban development can be observed in the Heritage Area of Kandy:

- There are many cases of violation of the regulation on building height (less than 12 m) for both addition to the existing buildings and new developments in the Commercial Grid Zone.

- In the Commercial Grid Zone, the advertisement regulation stipulated in Development Plan is not complied with at all.

- Most of the buildings in the informal settlement area of the Public Transit Zone were not constructed based on the stipulated development procedure.

- Most of the newly developed buildings and additions in the Lake Around Zone have not complied with the regulations on building height and floor area ratio (FAR).

Among the causes behind the abovementioned illegal activities in the sphere of urban development in the Heritage Area include institutional issues. For example, since the punitive clauses in the relevant regulations are not severe enough, there have been many cases of intentional violations. Some regulations are also unclear or too strict, which makes it difficult to conduct an efficient and proper enforcement of them. Another reason is the lack of enforcement and monitoring system coming from the relevant administrative institutions. In particular, there is almost no monitoring system to launch a crackdown on illegal development activities.

(2)   Necessity of strengthening enforcement and monitoring capacity

As described in Chapter 9, UDA Central Provincial Office and KMC, which are in charge of controlling urban development in Kandy, lack the system to monitor illegal development activities. Also, the number of staff members to conduct enforcement and monitoring are not sufficient for all of the organisations mentioned.

To strengthen the enforcement and monitoring ability of the concerned authorities, the team proposes the following measures: 1) to clarify and simplify the criteria of development regulations; and 2) to improve the institutional structure of relevant organisations and increase the number of staff members to perform such administrative activities.

For the first point, as indicated in the team's proposal for the conservation criteria and regulations and for the advertisement regulation, the relevant criteria and regulations have to be improved to be acceptable (not too strict) and understandable by showing clear statements and illustrations. For the second point, since the heritage buildings are important elements of the streetscape of the Heritage Area, it is necessary for the team's proposed urban development system to be integrated with the mechanism that supports heritage building conservation as shown in the subsequent sections. Also, since illegal construction is not only

a problem in Kandy but a universal problem occurring throughout Sri Lanka, in order to deal with such problems it is considered effective to utilise Kandy's unique situation as a heritage city. Specifically, the team proposes a monitoring system in which the four relevant organisations (UDA, KMC, DOA and CCF) can cooperate with the citizens' support as indicated in the next section.

13.1.2 Heritage Conservation

At present, UDA, KMC, DOA, and CCF are the administrative bodies involved in the conservation of heritage buildings. However, the scope of work and roles of each body differs (the details can be found in Chapter 9). The residents who are directly engaged in the conservation of these heritage buildings have presented various ideas on the administrative process for the licencing and approval for building and renovations. Organisational issues regarding the conservation of heritage buildings, including those issues identified in other chapters, are summarised below.

(1) Issues from the perspective of the composition and scope of work of these bodies

- Often, the roles of the four administrative bodies are not clearly defined, with multiple bodies playing similar roles. In addition, coordination and exchange of ideas/opinions among these administrative bodies is far from adequate.

- The main targets of activities by DOA and CCF are conservation of temples and ruins. Although some buildings specified for conservation in the city are those designated by DOA, some buildings other than their main targets fall outside of DOA's scope.

- UDA and KMC have the authority to grant permission for the construction of any building, including heritage buildings. However, the guidance system on the conservation of individual heritage buildings such as historical value, design, material, etc. is inadequate from a professional standpoint.

- Although DOA and UDA have the right to identify violations and issue penalties based on the monitoring system for heritage buildings in the city (including whether they are being torn down or not), no actual crackdowns have yet been implemented effectively, and each target area (DOA and UDA) is different.

(2) Issues from the perspective of heritage building owners

- Owners are often given the runaround when they submit permit applications to the government about renovations for heritage buildings. Since it takes time and involves additional procedures, it sometimes makes owners hesitate to conserve their buildings.

- Owners cannot receive any design or technical support from public sectors. They must search for designers and contractors by themselves. Achieving a historical design is also usually more costly than other buildings, and owners often find it difficult to select the appropriate players.

(3) Necessity of a common understanding of heritage

The lack of understanding of the historic vernacular buildings (e.g. shophouse, residential buildings in the Heritage Area, particularly the Grid City Zone) is one of the major issues that prevent the citizens from giving more concerns on the preservation of historic resources built after the Colonisation period and the streetscapes that surround them. At present, for most of the citizens, these historic buildings were suddenly designated as "heritage" by the authorities in the late 1990s, and the authorities did not provide the citizens and owners of the buildings with any concrete evidence or information as why these buildings are their "heritage". This situation has led to the lack of respect for such resources, as they are not proven to be the heritage that represent their history.

So far, none of the four public authorities have conducted a detailed survey on these resources, particularly on their social aspects. This needs to be explored through an interview survey with the building owners, and this kind of survey can be implemented with the participation of the citizens. It is better that the interviews be conducted by the citizens rather than by the authorities, as the building owners tend not to think very well of the authorities. Therefore, those who have no conflict of interests with the owners should carry out the programme. Also, it is important to create a situation where the citizens can be actively involved in the activities, rather than just receive lectures.

As mentioned above, there are cases where the scope of work of multiple administrative bodies is not clearly defined. As a result, there is overlap in their functions, or some of the important roles are missing because each entity works independently. There are also many cases where residents have prompted discontent about the government as a result of unclear processes and scope of work, which results in miscommunication between the government and residents.

In addition to these administrative bodies, the Heritage Committee has an important status in the administrative licencing and approval process. However, its role and relationship with the concerned administrative bodies are not clearly defined as indicated in Chapter 9. Based on this situation, it is necessary to restructure these entities so that they will be able to contribute to the conservation of heritage buildings from a variety of different perspectives and to make the buildings easier for the residents to use.

13.2 Institutional Arrangement

13.2.1 Required Functions and Organisational Improvement

(1) Required Functions

Based on the issues laid out in Sections 13.1.1 and 13.1.2, the following four items (Management, Research & Advocacy, Financing, Revitalisation) have been set out as the functions required to promote the conservation of heritage buildings in the future. These four items will also be useful for strengthening the enforcement and monitoring of urban development policies in the Heritage Area. The roles and functions required for each of the administrative bodies promoting these four items are summarised in Figure 13.2.1.
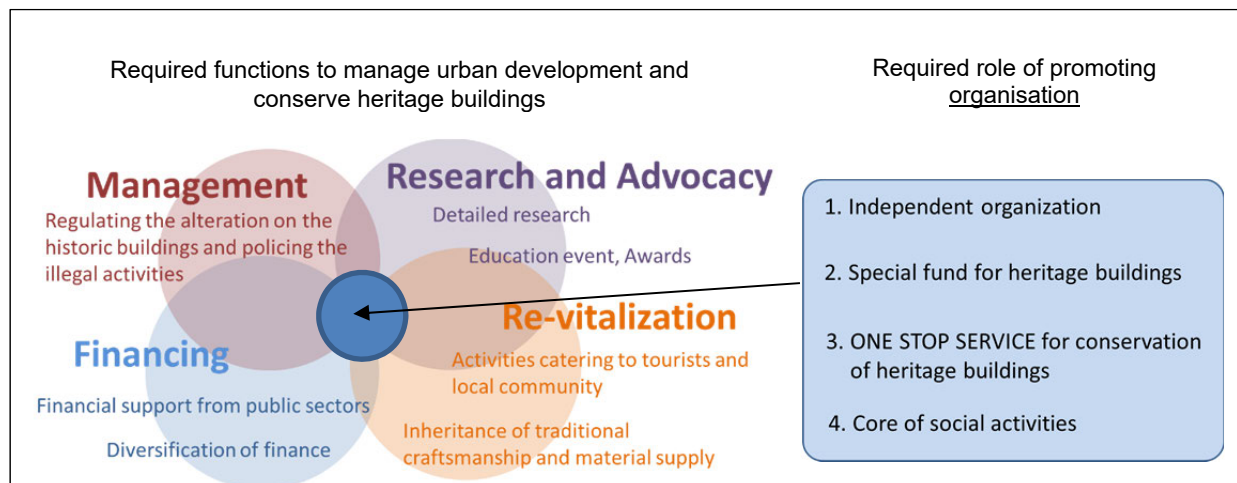
Source: The JICA Team

Figure 13.2.1   Required Roles and Functions for Urban Management and Conservation

(2) Organisational Improvement

1) Necessary functions and proposed organisation for urban management and conservation

As described above, to properly manage urban development and to promote the conservation of historic buildings in the Heritage Area, various roles and functions have to be addressed by the relevant authorities, which are itemised into four categories (Management, Research & Advocacy, Financing, and Revitalisation) in Table 13.2.1

To centralise these diversified roles and functions, a One-Stop-Service system has to be created as described below. Although the system could be established by utilising the existing administrative bodies (UDA, KMC, DOA and CCF) as a short-term action plan, an independent organisation with its own staff members has to be created as a long-term action plan by considering how it can raise and manage its own financing resources.

Table 13.2.1   Necessary Functions of the Proposed Organisation

Management	• Enforcement of urban plans and regulations with provision of clear guidance • Monitoring and correcting illegal construction or demolition of heritage buildings • Revision / relaxation of categories and regulations for heritage conservation • Better consideration of the users of the buildings to prevent demolition • Recommendations of skilled workers, appropriate designers, builders, etc.
Research and Advocacy	• Detailed research on heritage buildings • Continuous survey of unknown historic resources and investigating on it based on the social history of conserved buildings (i.e. through interviews, literature research, archive research, etc.) • Implementation of educational programmes for the citizens and tourists and provision of awards for the owners of heritage buildings • Joint research with universities and sister-city affiliation with overseas cities • Support for citizens' conservation activities
Financing	• Raising and management of a wide range of funds for heritage conservation including subsidy from government, grant from international institutions, finance loan or equity finance, donation or mécénat, crowdfunding, development returns allocation
Revitalisation	• Preservation and use of historical buildings (promotion of lease, purchase and sell, etc.) • Promotion of traditional crafts, arts and specialty goods in Kandy and organisation of events by utilising historic buildings • Provision of materials for the rehabilitation of heritage buildings

Source: The JICA Team

2)   One-Stop Service for urban management and conservation of heritage buildings

In response to the need to clarify administrative procedures and eliminate runaround at the points of contact, a One-Stop Service will be created for the conservation of heritage buildings (see Figure 13.2.2).
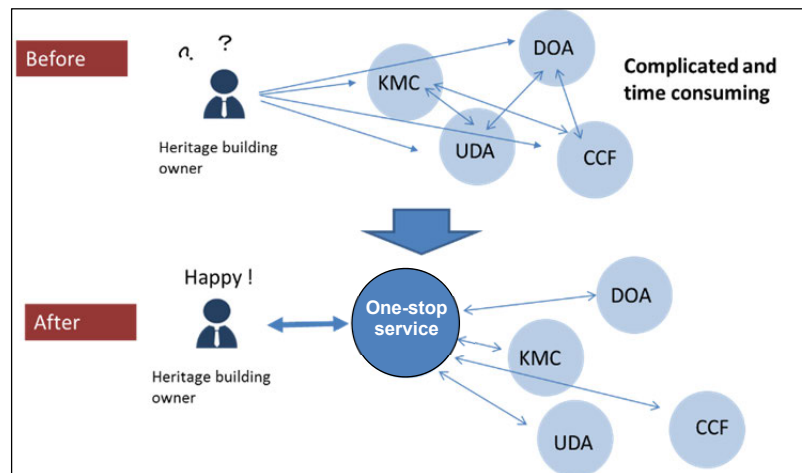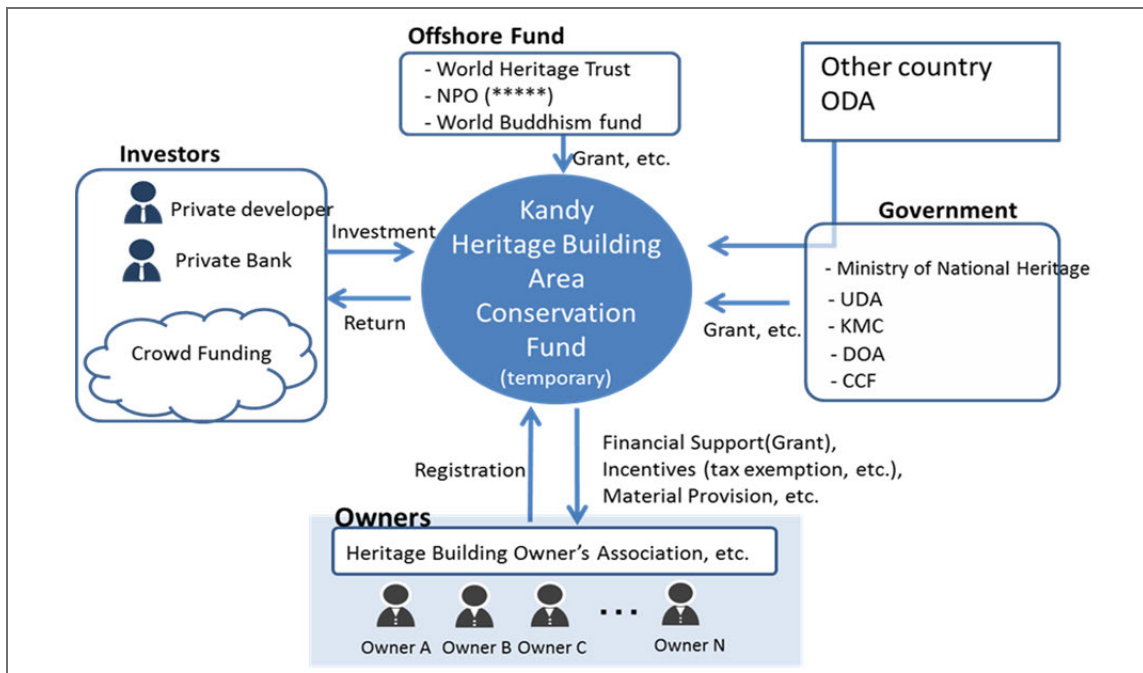

Source: The JICA Team

Figure 13.2.2   Proposed Image of a One-Stop Service

3)   Special fund for heritage buildings

This is a fund from the organisation that would serve as a source of a broader range of options for funding from within Sri Lanka and overseas, and one that would also play a role in the proper allocation of funds to the owners (see Figure 13.2.3 for the proposed image).
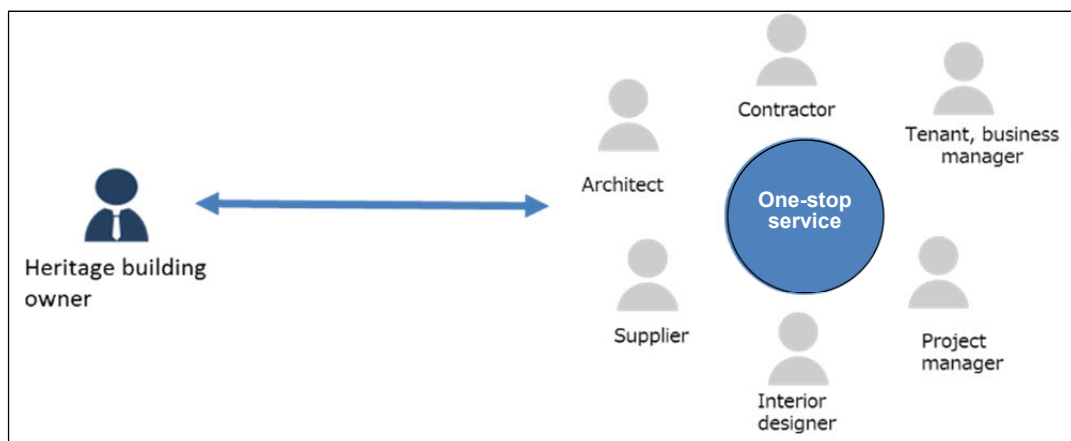
Source: The JICA Team

Figure 13.2.3   Proposed Image of Special Fund for Heritage Buildings

4)   Core of social activities

The organisation is also expected to become a hub for various social activities. Specifically, this may include the development of a network of professionals, including designers and construction companies, as well as the creation of networks with similar committees and funds for historic building conservation in other countries (see Figure 13.2.4 and Figure 13.2.5).

Source: The JICA Team

Figure 13.2.4   A Network of Professionals on Heritage Building Conservation
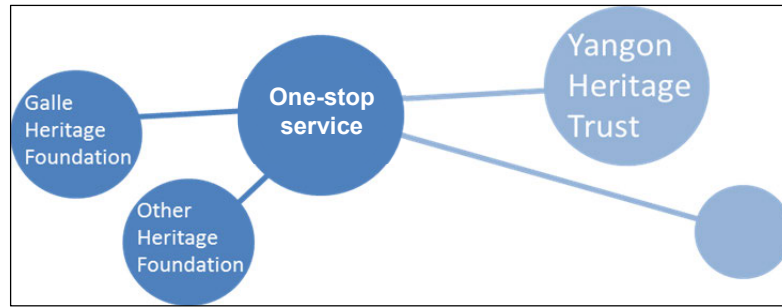
Source: The JICA Team

Figure 13.2.5   Communication with Outside Institutions of Yangon, Myanmar

(3)   Role Sharing in One-Stop Service Organisation

When establishing the proposed new organisation, both conventional roles and new roles will be streamlined and restructured based on the existing roles of the four administrative bodies. A collaborative system involving the four administrative bodies will be created and a clear set of roles will be established in order to take advantage of the features of each individual entity.   The following shows the JICA team's proposed concept of role sharing and management structure, which can be elaborated by the relevant authorities in the future.

1)   Concept of role sharing

The basic concepts of role sharing are as follows (see Figure 13.2.6 for the proposed image):

- Scope of work covered by each function to be determined based on the concept set in Table 13.2.3
- Development of management system with UDA as the main body
- Positioning of the Heritage Committee as an advisory body for the government
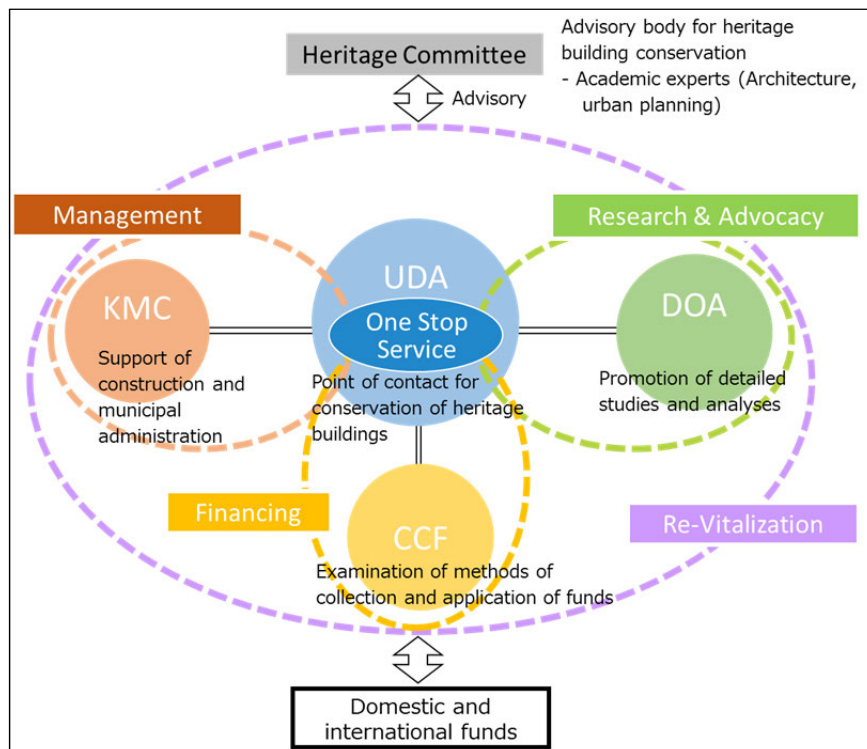
Source: The JICA Team

Figure 13.2.6   Proposed Image of the Management of the New Organisation

Table 13.2.2 Proposed Image of Role Sharing in Each Organisation

| Administrative Body	Proposal of New Roles
UDA	Point of contact for conservation of heritage buildings • Coordinate redevelopment • Manage legal systems and monitoring • Manage and operate funds
KMC	Promote construction and municipal administration with UDA • Examination of systems to ease restrictions, including tax reductions • Digitisation of real estate management ledgers, others • Monitoring of buildings • Public awareness activities for residents
DOA	Promotion of detailed studies and analyses • Implementation of studies and surveys on streetscapes and appropriate dissemination of information • Opinions related to guidelines and design
CCF	Examination of methods of collection and application of funds • Collection of funds from Sri Lanka and overseas • Exchange with overseas funds, other • Dissemination of information on tourism, others

Source: The JICA Team

Reference

Galle Heritage Foundation

• Institution to manage Galle Fort (World Heritage) under the Ministry of Law and Order and Southern Development

• Launched in 1994 based on Galle Heritage Foundation Act

• Approx. 60 buildings were selected for renovation in collaboration with universities by using grants from Dutch government in 2007

> **Roles of GHF**
> - Acquisition and sellout of buildings
> - Fund raising for historical building conservation
> - Mainly funded by government with some contributions from donor partners
> - Negotiation among stakeholders（DOA, CCF, UDA, GMC, ICOMOS Sri Lanka, etc.)
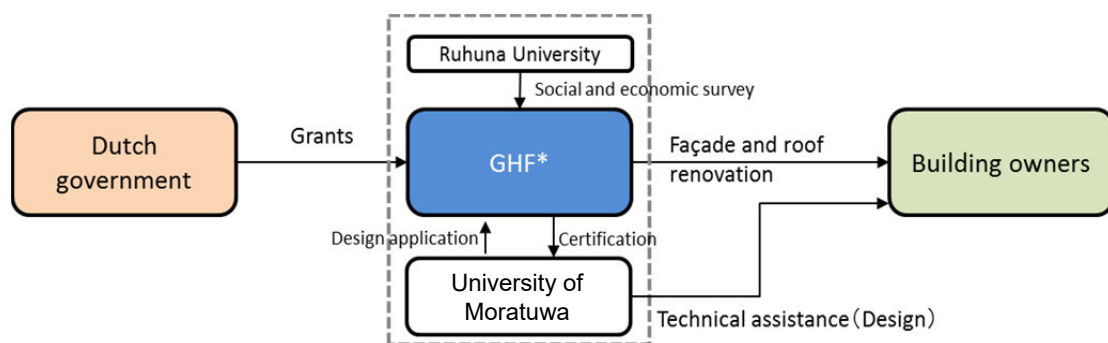
* GMC: Galle Municipal Council, GHF: Gale Heritage Foundation

2) Proposed management structure

In the future, it may be preferable for this organisation to function independently as in the case of the Galle Heritage Foundation indicated the above reference. However, for now, it is possible to manage the organisation through a regular liaison council while retaining the staff members currently employed at the four entities. In this case, it is proposed that UDA may be considered as the point of contact for residents and as the secretariat for the council.

13.2.2 Management Function

Total management includes the restructuring and monitoring of systems related to the conservation of heritage buildings. Specifically, this covers reviews of target categories, the establishment and management of systems related to easing of restrictions, monitoring of illegal construction and renovation of buildings, and the development and management of penalties. Appropriate businesses are also recommended to help owners recreate or maintain the historical designs of the buildings.

- Monitoring and correcting illegal construction or demolition of heritage buildings
- Better consideration for the users of the buildings to prevent demolition
- Revision of categories and regulations
- Relaxation of current strict guideline
- Provision of clear guidance on urban plans and regulations
- Recommendations of appropriate designers, builders, and project managers, others

13.2.3 Research and Advocacy Function

(1) Outline

A detailed survey and analysis of functions related to the style of the building based on the historical background of Kandy will be strengthened, and public awareness campaigns will be carried out to improve the awareness of the residents about heritage buildings. Specifically, this will include the implementation of educational programmes and provision of awards for the owners of heritage buildings.

- Detailed research of heritage buildings
- Continuous survey of unknown historic resources
- Investigating in the social history of the buildings
- Educational events for the citizens and tourists, etc.

90-92 Thompson Street, 1913, Louis Sheinart

Detailed survey: Search for the original drawing of the building
(http://1h0ani22bqjx9rwiu3w2now1.wpengine.netdna-cdn.com/wp-content/uploads/2012/03/HDC-Preservation-School-GDPC-Historic-Building-Research.pdf)

Interview to the tenants or owners of historic buildings to know how the buildings were used

Architectural tour for the elementary school in Sawara, Japan
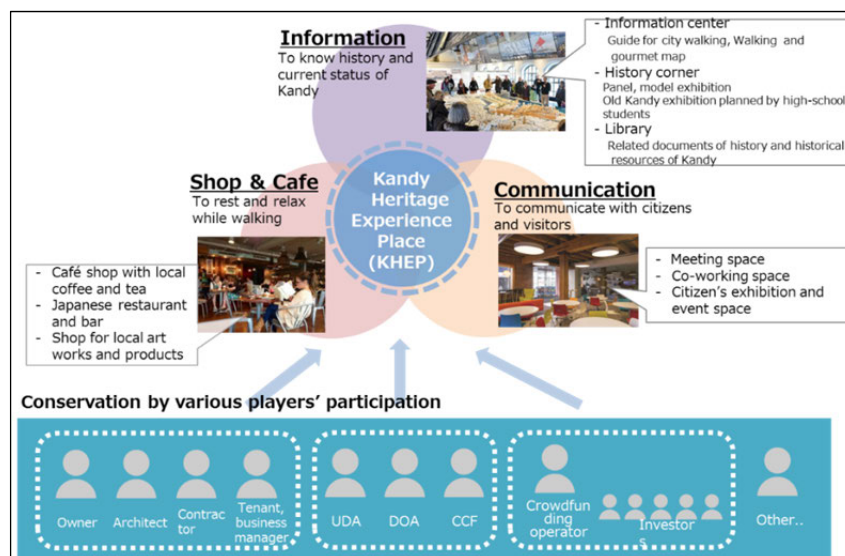
Source: The JICA Team

Figure 13.2.7   Image of Research and Advocacy Activities

(2)   Some activities done by GKUP

1)   Information centre for heritage building (Info Place)

In addition to enhancing the understanding of the importance of conserving heritage buildings, this project will also establish a facility (Info Place) in the city that will become a hub for disseminating information. The facility – which is expected to become a permanent installation – will include an information function to introduce the history of the city and the stories behind the buildings; a communication function that will include a collaborative meeting space for residents to gather and talk and a space for events; and a shop and café function where people can relax and enjoy local foods and beverages before resuming their tour of the city. These functions will be set up and managed in a participatory style with the residents and not only by the public sector (see Figure 13.2.8 for the image).

For this GKUP project, the Info Place had been provisionally set up as a pilot project for four days at the CFF Information Centre. The outline of the event is described in Chapter 14 Pilot Project.

Source: The JICA Team

Figure 13.2.8   Image of the Info Place

2)   Open house (Kandy Archi-Tours)

In order to enhance the recognition and interest of the residents in heritage buildings, open house events will be held where these buildings in the city are periodically opened to the public and tours are offered. If this type of event is held, the residents will be able to check the inside and reconfirm the appeal of these buildings that had been previously closed to public view, and the owners will once again become aware of the charm of their buildings and surrounding environments as they carry out their own tours and speak with the visitors.

As described later in Chapter 14 Pilot Project, during this GKUP project, an Arch-Tour was conducted as pilot project for Bogambara Prison, Remand Prison, Kandy City Hall, Queen's Bath, and Meda Wasala, which are public facilities owned by the public sector. However, it may also be possible to spotlight small- and medium-sized heritage buildings owned by individuals.

3)   Detailed historic building survey

As indicated in Chapter 10, the detailed historic building survey was conducted because of insufficient research and analysis to justify the reason for the designation of listed conserved buildings. Due to time constraints, the survey could not cover the entire process of a detailed

survey. However, it is expected that the survey will ensure technology transfer to the staff of the four relevant organisations.

(3) Proposed citizens' interview survey with heritage building owners

1) Outline

The program consists of interviews with the building owners (occupants such as tenants are also eligible as long as they live or work in the buildings long enough to remember the history of the recent past of Kandy), archival research to back up the testimonies of the citizens, and presentation of the survey results through, for instance, a brochure, a panel exhibition, a website, or an oral presentation. The important part of this programme is to get the ordinary citizens to be actively involved in the heritage conservation advocacy activities and be part of the whole process. The citizens will act as the medium between the authorities who protect the historic resources by designation and regulation, and the heritage building owners who are expected to neither demolish the buildings nor further rehabilitate them. The participating citizens are also expected to establish the real values of such heritage buildings by exploring the various histories of the target area.

2) Participants

The expected participants of the programme are those who are interested in the heritage buildings. The participants will comprise of young people, particularly (a) university students who study sociology or human geography are suitable for the programme due to their ability to conduct interviews and analyse the contents; and (b) members of "Heritage Clubs" established in some colleges (also includes elementary, middle and high school such as the Hillwood College and Trinity College).

3) Implementation System

The programme shall be conducted as part of the newly proposed organisation for heritage conservation in Kandy illustrated in Figure 13.2.9, in which their research results can be shared and disseminated widely to the citizens.

Under the Research and Advocacy Section, at the beginning, a consultant who oversees, coordinate with and educate the coordinators is recommended to act as a manager. This position can be replaced by a staff of the new organisation if he or she has a clear understanding of the methods. The major roles of the above position are to teach the programme coordinators how to work with the building owners, and to gain relevant information through interviews. Those who have experienced working with local communities, have conducted similar research activities, or have degrees in sociology or human geography may be ideal for the position.

Under the consultant, two (2) coordinators need to be hired. Their roles are to liaise with the organisations, schools and heritage building owners who may feel comfortable speaking with the Heritage Club members. Also, the coordinators are to oversee the students' interview process and guide them to analyse the interview contents. In order to facilitate better communication between the schools and the coordinators, it is ideal if the coordinator has graduated from the same school that he or she is responsible for. Their important role is to identify the owners who are eager to talk to the younger generation and know the histories of the buildings and the families who lived at.
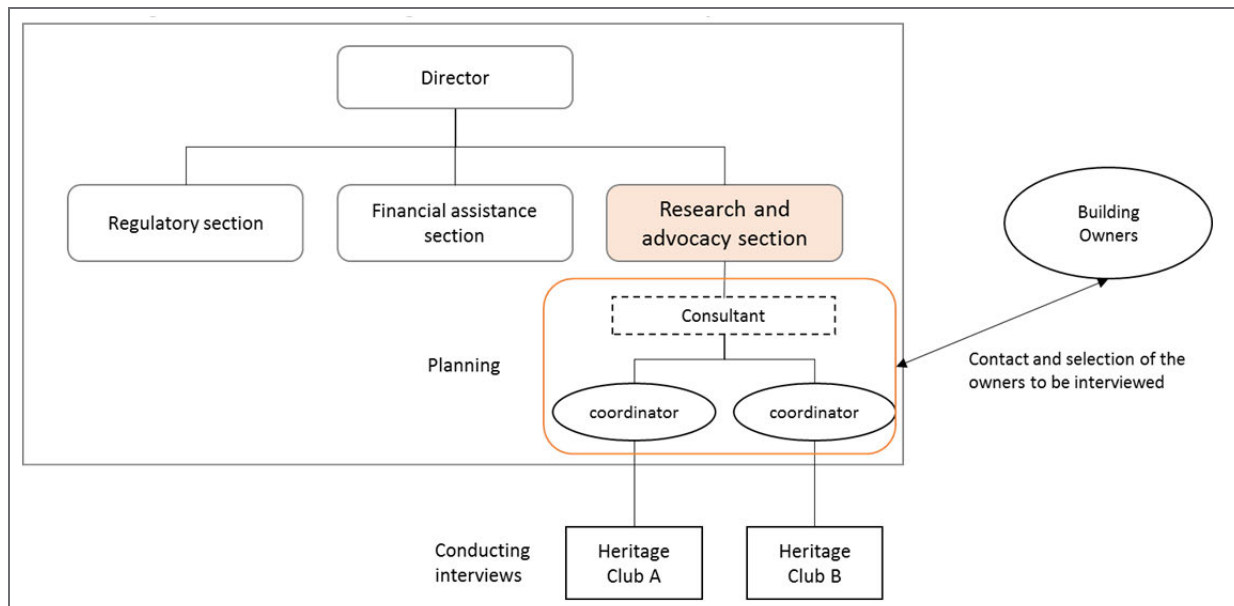
Source: The JICA Team

Figure 13.2.9   Proposed organisational Structure for Research and Advocacy Section

4)   Materials for the Programme

The coordinator and students can use the questionnaire indicated in Figure 13.2.10 as a reference material for the interviews with the building owners to figure out how the buildings played their roles in the past society and how the urban life of the ordinary citizens in Kandy were like.

5)   Curriculum of the Programme

Curriculum of the program is suggested as follows:

i)   Initial contact and selection of the interviewees (coordinator)
ii)   Preparation of the interview (coordinator and students)
    The coordinators are to provide the students with the basic information of the buildings and owners
iii)   Conducting interviews (mainly by the students, supported by the coordinators)
iv)   Writing a report on each interview including photos (mainly by the students, supported by the coordinators)
v)   Additional archival research at the library and/or the National Archives
vi)   (After conducting a certain numbers of interviews (e.g. ten buildings) Discussions to determine the overarching issues and/or characters that can be drawn from the interviews
vii)   Creating small books or exhibition materials to disseminate their findings

The programme is to take about a year to complete a certain number of interviews and conduct a final presentation (either a presentation or a publication of the brochure will do). The students will meet and conduct the interviews once a month. Any special location for the programme is necessary.

Instructions and Interview Questionnaire

\<Before the meeting\>

Copy and paste the building information to know when the building was built and other basic information. (from the Heritage Building list)

258	Ismail Building	74A–74B	Dalada Vidiya	Commercial	B	1927	British Colonial	With its architecture, the building clusters with others along the street.	Two storey building with masonry mouldings, square columns. Masonry railing hides the calicut tile roof.

\<During the Interview\>

1. About the building
    *   Ownership ("Who owns it?", "What do you (interviewee) do? (profession)")
    (1) History of the building
    *   "Who built (commissioned) it?", "When was it built?", "Who was the architect (who designed the building)?"
    (2) Family history
    *   "When did your ancestor come to Kandy town?", "Why did they come?", "Do you want to stay here and pass on the building ownership to your children?"
    (3) What did you like most about your building?
    (4) What you did not like about the building, if any?
    (5) Are you proud of your building? If so, why?
2. About the Business (if the building is used as a commercial outlet)
3. About the Kandy town (particularly in the past where their lives were more comfortable and pleasant)
    (1) How do you like Kandy?
    (2) What is (was) your favourite place in town?
    (3) Where did you play when you were a child? Please indicate in the map.
    (4) Do you want to stay in Kandy?

\<After the interview\>

*   Collect relevant information about the buildings and business by using internet, old newspaper, old telephone books at the library or the National Archives, Central Province office which are located behind the Temple of the Tooth Relic complex.

Source: The JICA Team

Figure 13.2.10 Instruction and Interview Questionnaire (Example)

13.2.4 Financing Function

The preparation and provision of various financing methods by the government, as shown in Table 13.2.3, can be effective. An assessment tax on real estate is considered effective, but it is difficult to apply at present because there is no tax exemption system in place for the conservation of heritage buildings. Also, according to an interview with a KMC personnel, the rate of the assessment tax in Kandy has been kept low for many years due to political reasons, and it might be difficult to grant exemption from such taxes. More detailed explanation of financing methods is indicated in the subsequent section.

Table 13.2.3   Various Financing Methods

Method	Overview
Subsidy, Grant	• Subsidy from government (central and local) • Grant from international authority such as UNESCO
Finance Loan, Equity Finance	• Investment from bank, investors, etc.
Crowdfunding, etc.	• Voluntary investment through the internet towards revitalisation of Kandy
Donation, Mécénat	• Donation from volunteers, corporations, etc.
Other methods (i.e. development returns allocation, etc.)	• A part of return allocation from large-scale development (to be initiated by UDA)

Source: The JICA Team

13.2.5 Revitalisation Section

(1) Support for local revitalisation

Measures for local revitalisation, such as the organisation of different events and the installation of locations for the dissemination of information, can also be considered.

(2) Inheritance of traditional craftsmanship and materials supply

Supply of traditional materials such as roof tiles from public sector is considered useful. It can be a campaign of the tourism industry by connecting a downtown city area with suburban villages which produce traditional material.

Example

Rehabilitation of a Shophouse in Yangon with Socially Inclusive Approach

Yangon Heritage Trust, an NGO focusing on the issues of historic preservation and sustainable urban planning and Turquoise Mountain, a British NGO, collaborated to implement this project.

They negotiated with the building owner to rehabilitate as a model case and also kept the residential and commercial tenants.

In addition to the conservation of heritage buildings, another point to note is the application of a socially inclusive approach, such as technical traditions involving owners and technical experts.

Before → Technology transfer → Current
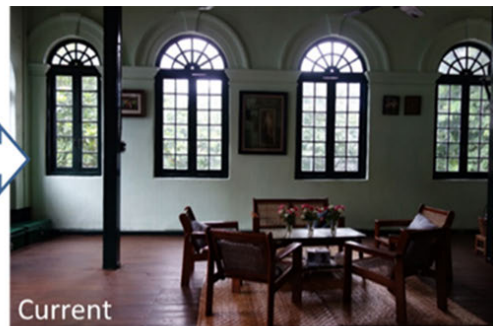
13.2.6 Public monitoring system for buildings by citizens

Currently, there are a number of heritage buildings in the city that are being torn down or repaired without prior notice. While a monitoring system for heritage buildings is desired and there is a partial monitoring system under the DOA in place, it is hardly considered to be effectively operating at present. As a countermeasure to ensure that heritage buildings are not torn down or repaired without prior notice, a public monitoring system for buildings is being introduced.

If a resident finds (what they believe to be) an illegal construction site in the city, s/he will contact the authorities (One-Stop Service) with the following information: Name of the owner, Name and contact information of the architect, Address of the property, Date of approval, Site plan, Elevation (see Figure 13.2.11 for the image).

The government will offer some type of incentive compensation for her/him. In addition to monitoring by the residents, KMC officials who are cracking down on illegal parking may also take on this role.

House under Rehabilitation

Approved Drawing is up on the wall so that anyone can check the validity of the work
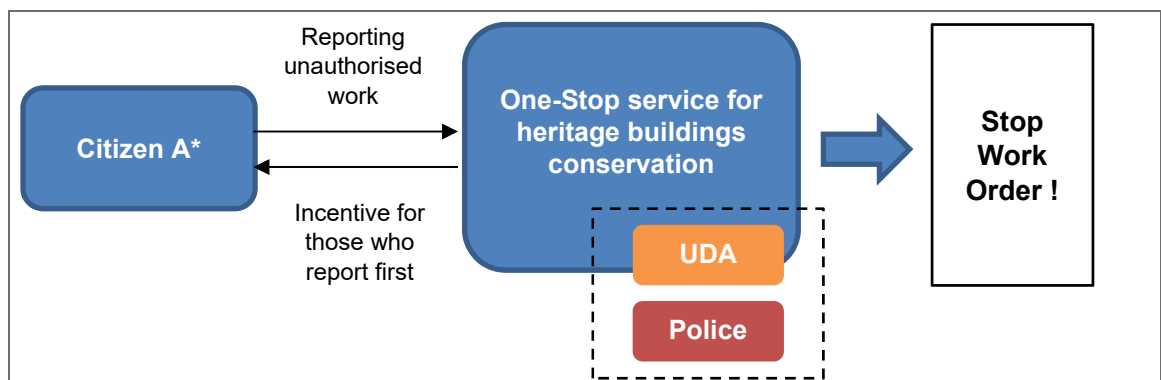
Source: The JICA Team

Figure 13.2.11 Image of Public Monitoring System for Buildings

13.3 Strategic Proposals to Promote Private Investment

Most of the historical buildings that have been designated as heritage buildings in the city of Kandy are owned by individuals or private companies. In addition to support from the government, there is a need to promote investment from the private sector to conserve these buildings. This chapter discusses the strategies to promote investment from the private sector.

13.3.1 Compilation of Current Issues

Issues have generally been clarified below based on interviews with the owners and tenants of heritage buildings in the city. These issues are regarded as the obstructive factors for promoting the private investment.

(1) Strict regulations on heritage building modifications

If a building has been registered as a heritage building, restrictions on rehabilitations are in place even if the property is ageing. Properties with an A ranking cannot be modified at all. If sufficient construction costs cannot be arranged, the building cannot be maintained. As a result, the building may fall into decay in some cases. There are also a number of cases where heritage buildings have been torn down on holidays and late at night without permission.

(2) Unclear approval and licencing process

Interviews with the building owners have revealed that the approval and licencing process is unclear when repairs are made to a heritage building. Specifically, even though UDA or KMC are the points of contact, the owners are still requested to consult with DOA and CCF, which results in significant time wasted. The lack of transparency in the functions for the points of contact and process are typical issues.

(3) Low ratings of building value

Due to the strict regulations in place for building modifications as described above, the appraised value of heritage buildings tends to be lower when they are on the market than the value of properties that are not considered heritage buildings. In particular, when a property is located in the city centre, it is very likely that the use of the land is not commensurate with the high price, thereby making it less attractive as a property investment.

In addition, it is difficult to optimise land use in the city centre because the building height is restricted, which is a reason why heritage buildings in the city centre are not being utilised and not attractive for investors.

(4) Limited financing methods for heritage building conservation

It is difficult for building owners to receive financial support from the public sector to conserve heritage buildings. Based on interviews with owners/managers of these buildings, all conservations except for some examples (i.e. Giragame Wallawwa) are being done without any support from the public sector.

Private banking companies are able to provide a loan for heritage buildings, but these companies request adequate return from their loans and sometimes demand a guarantee from a credible entity such as a national bank.

(5) Limited range as a sightseeing spot

Although Kandy is recognised as a leading tourist destination in Sri Lanka mainly due to the Temple of the Tooth Relic which has been designated as a World Heritage site, the tourists' length of in stay in Kandy is not necessarily long. Most tourists follow a sightseeing pattern in which they visit the Temple of the Tooth Relic and other temples and then depart the city.

Other facilities and areas in the city besides the Temple are not seen as tourist spots, which illustrates the city's limited range of appeal as a tourist destination.

However, reasons cited for the city's limited appeal as a tourist spot can be found in the logic that the need to shift to business targeting tourists is low due to the existence of more traditional businesses. Most shop owners are able to keep their original businesses mainly for existing customers, and they do not see the need to explore business opportunities for new customers such as tourists.

13.3.2 Strategies to Promote Private Investment

(1) Transparency of licencing criteria and processes and creation of a One-Stop Service

As mentioned previously, there are currently four administrative bodies involved in the conservation of heritage buildings in Kandy. These agencies cover different functions and their responsibilities are not clear. Therefore, the One-stop service indicated in the previous section is expected to address this situation. In addition, the standards and processes for approval and licensing should be made more transparent to create a highly reliable project schedule.

(2) Diverse set of support measures by the government

As mentioned previously, there is currently lack of support mechanism from the government for the conservation of heritage buildings. However, financial and technical support can be offered as an incentive for private investment. For example, when conserving heritage buildings, the burden on the owners can be reduced and the property's appeal as an investment project can be enhanced if subsidies are offered at a fixed percentage. It is also effective to provide services that can offer advice on traditional construction methods and materials (such as for roofs and walls) and to introduce the appropriate materials and vendors when the rehabilitations are carried out. These services are also expected to be offered by the aforesaid One-Stop Service.

(3) Introduction of regulatory and mitigation models

If certain conditions can be satisfied, it is also effective to relax restrictions to promote the conservation of heritage buildings by introducing a "carrot and stick" type of regulation.

For example, measures such as relaxing height restrictions on buildings which cannot be seen from the main road as they are located in the back of the existing properties can be considered if the above guidelines are observed (see Figure 13.3.1).
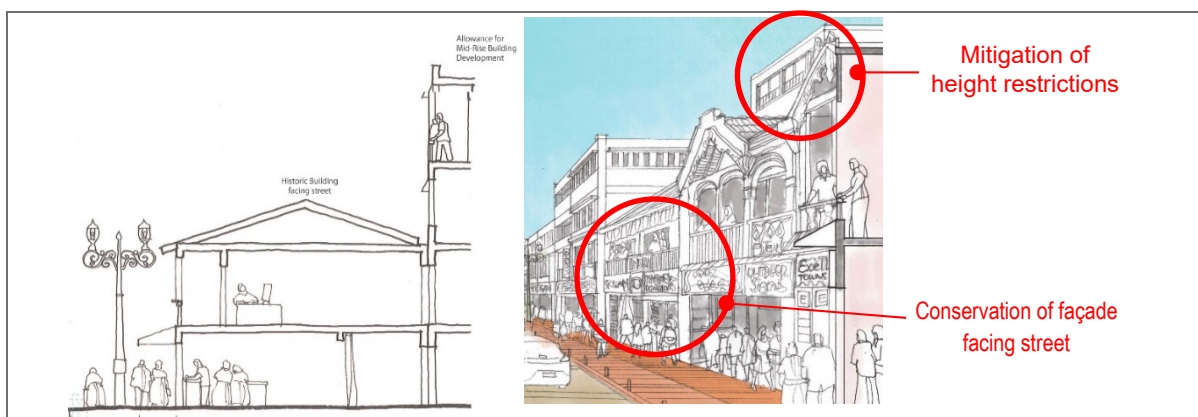
Source: The JICA Team

Figure 13.3.1   Image of Relaxing Height Restrictions on Buildings in Rear Parts

(4)   Promotion of public-private partnerships (PPP)

If several landowners wish to implement a joint project, it may be possible to set up a council that includes the government. The transparency of the project can be enhanced by clarifying the appropriate roles to be shared between the public and private sectors.

PPP has a various kinds of collaboration styles between the public and private sectors.

Below is a project in Sawara City in Chiba Prefecture in Japan where the government leases properties in the city with vacant houses, renovates and then rents them out to private businesses at a low price. This leadership and support by the government can lead to the participation of the private sector in actual conservation activities.

Example

Public and private collaboration model in Sawara City, "Sawa-Lab"

For historic buildings not utilised in the city, the public sector borrows a property and rents it to private business owners or tenants after doing some minimal rehabilitation. This initiative is called Sawa-Lab and is being conducted in the city central one after another. For the public sector, this can lead to effective utilisation of the facilities in the city and promoting private enterprises. For the private sector, building owners can find building users without their expense. Therefore, it can be said that this model demonstrates win-win efforts between the public and private sectors.

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(5)   Proposals for a wide range of financing methods

In addition to the above, it is also important to expand the options available for new financing methods based on recent trends as indicated in Table 13.2.3 of the previous section. From the various financing methods indicated, government subsidy is particularly important to promote private investment. Since the current strict regulation for the conserved buildings has created disadvantages for the owners of such designated buildings, financial assistance from the government is needed when carrying out extensions and renovations of their buildings.

For example, it is common for local governments in Japan to provide subsidies for repairs on buildings designated by the government. A ratio for cost of subsidies is set depending on the level of conservation (i.e. for Kawagoe City, this is set between 40% to 80%) as illustrated in Figure 13.3.2. In Kandy as well, it is conceivable that this ratio can be set on an individual basis.
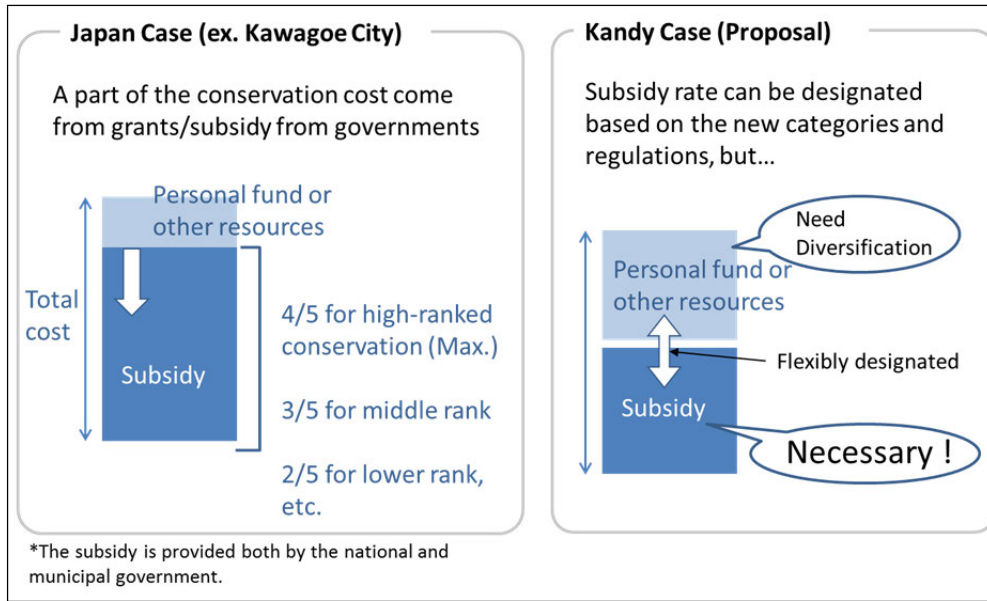
Source: The JICA Team

Figure 13.3.2   Government Subsidies

Other financing method recently utilized by local governments in Japan for financing the conservation of historical buildings is crowdfunding. In Sri Lanka, there have been a few cases of crowdfunding being utilised at present for the conservation of historical buildings. The potential for the use of crowdfunding may increase in the future as it becomes more mainstream. Although the amount generated by crowdfunding may not be sufficient to cover the total amount of rehabilitation cost, this method can serve as a marketing tool to appeal their trial and promote the attractiveness of heritage buildings in Kandy to the whole of Sri Lanka and the rest of the world (see Example in the next page).

If large-scale redevelopment is carried out by the government in districts in the future, it may also be possible to allocate returns for the conservation of historical buildings. Figure 13.3.3 illustrates the example of the preservation and use of an important cultural property in Japan, the former Nara Prison. Although this project promotes preservation as one of the cultural properties, which include seismic retrofitting of historical buildings, plans are in place to use the historical buildings by equipping them with new functions such as hotels, dormitories, and commercial and recreational facilities (i.e. event spaces, hot spring facilities), which are expected to generate profit.

Source: Ministry of Justice, Japan

Figure 13.3.3   Example of Preservation and Use of Important Cultural Property in Japan (former Nara Prison)

Example

Crowdfunding in Kawagoe City

Supporting legal system for local revitalisation through crowdfunding (Kawagoe city)
An environment has been created where it is easy to take on the challenge to set up new businesses with the "Kurabito Crowdfunding Project", a way to support crowdfunded projects that will lead to the revitalisation of Kawagoe, a city known for its *kura*-style warehouses.

1. Governmental support for crowdfunding
- Subsidies available for individuals residing in the city or groups and companies located in the city
- Main requirements (See subsidy outline for details)
- Projects that will lead to the revitalisation of Kawagoe City
- Projects using proven crowdfunding sites
- Projects with crowdfunding plans posted on the "Kurabito Funding Portal Site"
- Subsidies will be 1/2 of the handling fee (max. JPY 100,000)
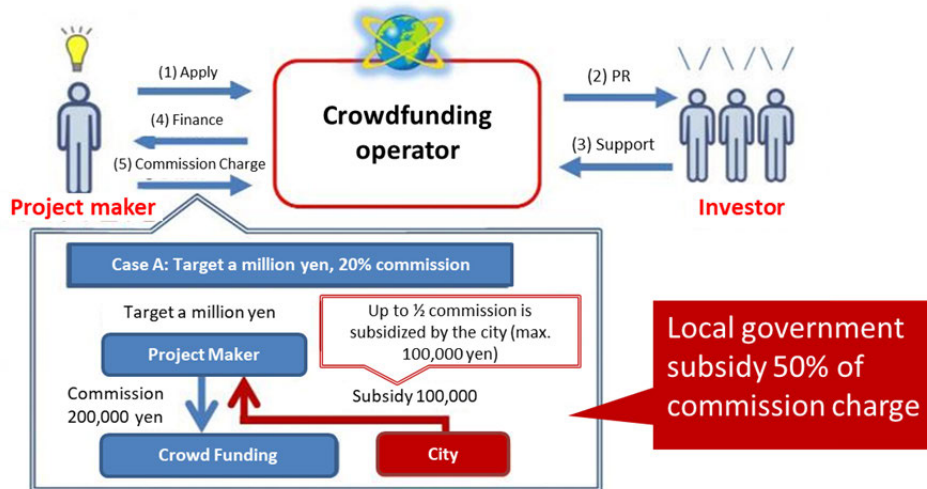
2. Delivering information based on crowdfunding portal site

Support for the management of the Kurabito Funding Portal Site (managed by an NPO) by compiling information on crowdfunding plans implemented in the city.

(Portal site for the Kurabito Funding)

13-20

Example

Creation of a fun place for people to gather through the rehabilitation of abandoned terraced buildings in Kawagoe

- House conservation – 80% (comprised of architects, real estate consultants, entrepreneurs looking to open restaurants, etc.)
- Leasing of ageing terraced buildings (built in 1955) for rehabilitation to be sub-leased to tenants working on revitalisation projects. Activities are conducted as DIY (Do It Yourself) as much as possible and there is no reliance on subsidies oriented towards rehabilitations.

Amount crowdfunded:	JPY 1,042,000 (target: JPY 600,000)
Achievement rate:	173%
Number of backers:	122

Example of amount of support and returns

Example: Crowdfunding in Kyoto City

Renaissance of *machiya* townhouses through crowdfunding: Abandoned house converted into an inn as the first project. A plan to renovate a *machiya* in Nishi-no-Kyo in Nakagyo Ward built in the Taisho era that is currently empty to a one-building rental was selected as the first "Crowdfunded project for *machiya* townhouses in Kyoto" initiated by the Kyoto City Landscape and the Town Planning Center this fiscal year in order to support the revitalisation of *machiya* townhouses in Kyoto by widely recruiting investment. An open workshop for tin crafts will also be built and used to revitalise the entire area on the south side of Nijo Castle.

<Overview of 3rd Project Tender>
- **Overview of support**
  - Support for initial costs: Up to JPY 1 million
  - Support for initial costs required to set up the fund
  - Support investment: Up to JPY 3 million (*includes fees for investment) Investment for the difference between the goal and the amount pledged, if an investment acquired is 1/2 or more of the goal through crowdfunding.
- **Number of projects backed:** Max. 4 (planned)
- **Recruitment period** (application period for selection of projects) April 28, 2017 to December 22, 2017

13.3.3 A Case Project Model for the Improvement and Management of a Specified Conservation Area

A project model in a specified conservation area from the projects implemented through collaboration between the public and private sectors was studied.

(1) Candidate target areas

The area and scene indicated in Figure 13.3.4 and Figure 13.3.5 can be considered as target areas under this study.
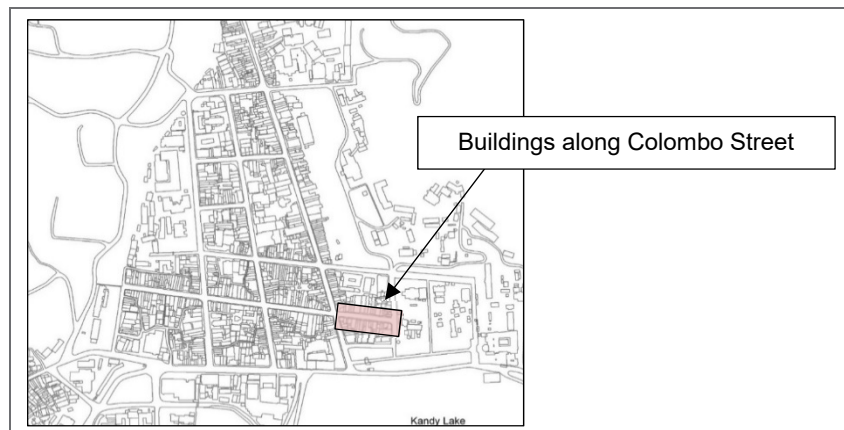
Source: The JICA Team

Figure 13.3.4   Candidate Sites for Streetscape Conservation Areas

COLOMBO STREET

DEVA ST.
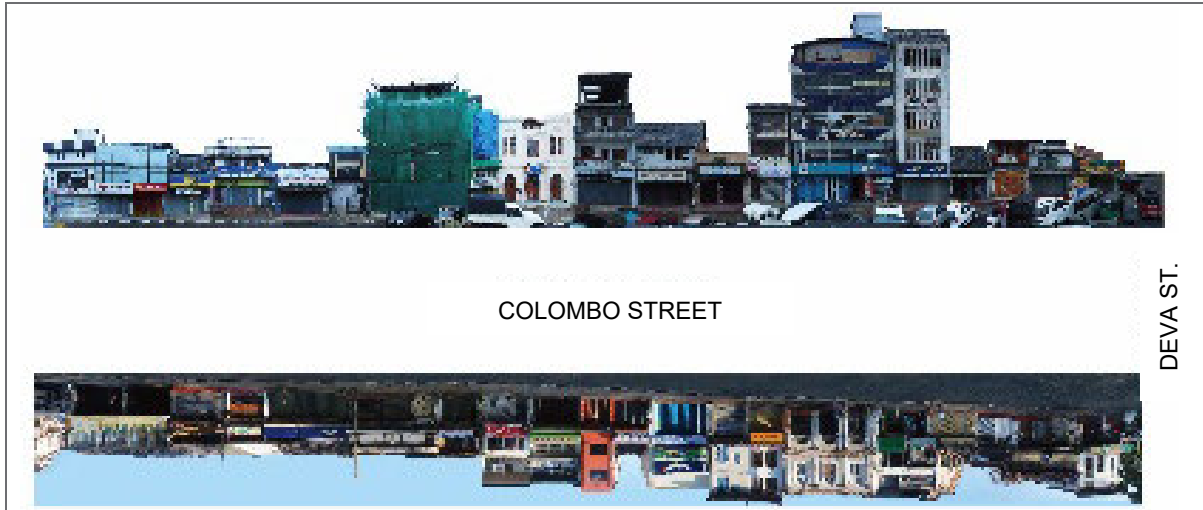
Source: The JICA Team

Figure 13.3.5   Current State of Area along Colombo Street

(2)   Procedure of the project

First, the project starts with building a cooperative organisation to coordinate between the owner and the government; next, the parties involved decide on the future image of the area and share it with the related stakeholders; then, the parties involved prepare an action programme necessary to realise the plan. Figure 13.3.6 and Table 13.3.1 show the image of project flow and the roles of each sector.

This action programme includes the rehabilitation measures to conserve historic buildings and replace/renew signboards and the provision of supporting measure such as grants or subsidies. By authorising this administratively, it will be a strong initiative to give out reasons for providing public support or as a means for attracting private investment.
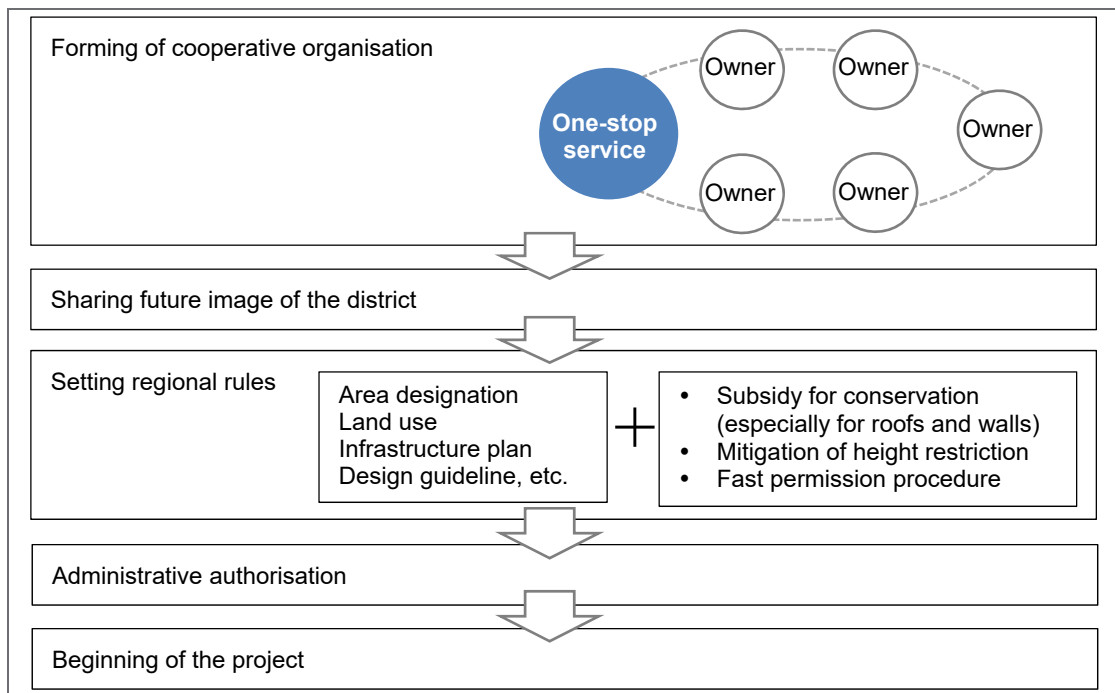
Source: The JICA Team

Figure 13.3.6   Image of Project Flow

Table 13.3.1   Roles of Each Sector

Sector	Roles of Each Sector
Public sector	• Designate area • Introduce system to ease regulations (partially ease regulations on building height) • Provide subsidies • Offer advice on building conservation and introduce other players, etc. • Financing support for residents (guarantee for lender – i.e. private bank, etc.) • Coordination between residents
Building owners	• Financing (non-subsidy based funding) • Creation and participation in joint organisation with residents in surrounding areas • Regular organisation of events, etc.
Investors	• Investment in projects of local financial institutions, etc. (requires back-up system by the government) • Support from investors in Sri Lanka and abroad (crowdfunding, other)

Source: The JICA Team

(3)   Project Cost

Table 13.3.2 shows the estimated cost of the model project. However, this serves only as reference, as it excludes personnel costs, such as those related to coordination with building owners, and the cost of renovating the exteriors of historical buildings which will differ greatly depending on the condition of each building.

Table 13.3.2   Approximate Cost Estimation of the Model Project

Cost item	Description
Approximate cost for rehabilitation of the exterior (façade and roof) of historic buildings	In case that 5 buildings are rehabilitated: 5 buildings x 3-5 million Rs. / building = 15-25 million Rs.* *: The amount excludes the labour cost for negotiation with building owners and the survey cost for rehabilitation
Approximate cost of signboard renovation (removal of illegal signboards and installation of new signboards)	40 buildings (20 buildings x two sides of the street) x 30,000 Rs. / building = approx. 1.2 million Rs.** **: The amount excludes the labour cost for negotiation with building owners.

Source: The JICA Team

CHAPTER 14   PILOT PROJECT

14.1   Purpose of the Pilot Project

As discussed, the general public has not much interest in the historic buildings built after the Kandyan Kingdom, and there has been no strong public constituency for supporting the authority's intention to preserve them. In fact, there is a saying "Urumaya is karumaya" (Heritage is a curse). It could be partly due to the lack of research and information on these resources, and the authority's failure to communicate properly with the people the significance of preserving relics of history and culture. Enforcing the people to preserve such buildings without legitimate reason or cause may not be effective. Rather, a better approach could be giving the people some background information on such resources and opportunity to experience such places. The JICA Team proposed to give them the chance to know and experience such heritage directly by conducting a pilot project with the support of counterpart agencies that include UDA, KMC, CCF, and DOA.

Three major purposes of the pilot project are as follows:

- Raising the awareness to the historic shophouse buildings which are listed as "heritage" but not well known to the general public

- Redefining such given "heritage" as their own by giving them interesting information of historic buildings and landmarks

- Technology transfer of preservation education to the authorities

14.2   Programme

The programme, planned to be implemented from 14th of June to 17th of June 2018, consisted of an exhibition and open house (architectural guided tour). Exhibition was held at the temporary set-up information centre; while the open house events were conducted by the four counterpart agencies: UDA, KMC, DOA, and CCF.

The exhibition had two parts: one was the explanation of the GKUP project and the other was called "Memories of the Old Buildings" wherein the project team explained the details to the visitors from the displayed panels during the four days programme. Another highlight was the "walking map" that shows three recommended routes that could enhance the circulation of tourists while on tour in the area.

14.2.1   Information Centre

Conveying appropriate and interesting information is indispensable to promote heritage and its preservation, communication, and education of the citizens and tourists, and a venue for such purpose should be open in the central part of the town.

(1)   Strategic Location: Selection of the Venue

For the pilot project, the building selected for the purpose was built during the Colonial era as this is the type of "heritage building" designated by authorities to preserve but the citizens seems not to have any sense of attachment. Also, such information centre should have good access from the major tourist destination, which is the Temple of the Tooth. For the project, the CCF building has been chosen as venue which is on the intersection of Colombo Street and Deva Vidiya and very close to the Temple. The building has already been rehabilitated and relatively in good condition for immediate use.

(2)   Function of the Information Centre ("Info Place")

The information centre has been named as "Info Place" since it is for communication and education purposes. Education can be achieved through the exhibition and distribution of relevant brochures and walking maps. Meanwhile, communication can be accomplished through the establishment of a café corner. In order to involve the merchants in Kandy and to impart the idea that the aesthetic of the historic buildings can be a good marketing tool for them, a couple of local cafés have been selected and invited to participate in the project.

Tables and chairs along with some greenery are to be placed in the venue to create a comfortable café space at the front porch of the building.

(3)   Signboard at the Information Centre

The signboard for the information centre was made in accordance with the "Signboard Guideline" which the JICA Team proposed in order to show a model for future replication. One of the few remaining hand-paint signboard artists had been commissioned for the work to convey the message that hand-painting signboard is one of the vanishing urban professions that went along with the degradation of heritage buildings. The JICA Team asked the artist to make the simple hand-painted signboard, which is encouraged in the historic neighbourhood, so as to blend with the view of the historic buildings.

Although the name of the pilot project event was titled "Kandy, Our Heritage 2018", the JICA Team had left out the year on purpose so that the authorities can continue this kind of advocacy event next year and onward using the same banner. Because of this intention and for the sake of ease of storage, the JICA Team had made a textile banner instead of regular metal board.

Source: The JICA Team

Figure 14.2.1   Special Banner for the Event

14.2.2 Exhibition and Booklet: Memories of the Old Buildings in the Grid City

(1)   Collecting stories and recollections from building owners and/or occupants

During the course of the project, owners of selected heritage buildings were interviewed. They were selected among building owners who rehabilitated well their historic buildings or whose buildings aesthetically stood out in the streetscape. There were also a couple of participants of the PCMs who owned the listed conserved buildings or occupied such buildings for a long time. All in all, twenty interviews were conducted.

The afore-cited process is important for the authorities (who are expected to replicate the process in the future) to create a relationship with the building owners and to give respect to them who have not been effectively included in the heritage conservation process so far.

(2)   Selection of the buildings

For the exhibition and brochure, ten conserved buildings were selected out of twenty in the list. The buildings were chosen based on the condition of the façade (relatively well maintained or rehabilitated or not covered by aluminium cladding). They have to be fully visible from the street level so that the people can enjoy looking at the building while reading a sign board or promotional poster displayed in front of it.

(3)   Drafting the stories

In the feature story for each building, the first page focused on the description of building architecture based on observation of the façade and information from the UDA list. The second page contained the story and memories about the occupants and photos of the building interior. Below are the types of information that were included in the feature story.

- Background of the occupants and their family
- How they came to Kandy or obtained the property
- Special memories of the building
- Their favourite features of the building. On the second page, the positive stories were highlighted to enhance the attractiveness of the property.
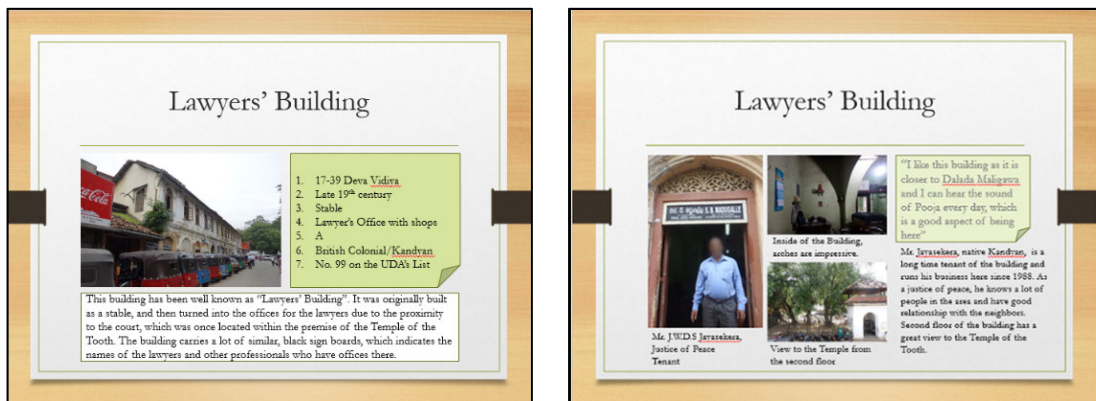
Source: The JICA Team

Figure 14.2.2   Sample Exhibit Brochure

(4)   Getting photos of the buildings and the people

To illustrate each story, photos of both exterior and interior of the building were taken. Not only the entire façade, but also the details or certain space that enhance the image of the buildings were captured. Also, photos of the occupant/family were included to highlight any historical feature of the building.

Source: The JICA Team

Figure 14.2.3   Examples of Architectural Photos Showing Entire Façade and Details (6 Cross Street)

(5) Getting permit from the building owners

View of the building from the street can be easily featured. But it is mandatory to ask for the owner's permission prior to release of interior photos and private stories of the occupants. This also works as an opportunity to show to the owner the feature story and revise any inaccuracy or error in the text. Based on experience of the GKUP Team, almost all the building occupants and owners approached were eager to release the information and some of them clearly showed gratitude for the project that highlighted something that people did not pay attention to in the past. Particularly, this is an effective way to get the cooperation of the business people for any future initiative as their buildings are advertised in this kind of brochure.

14.2.3 Walking Map: Tool to Create Tourists' Circulation to the Inner Part of the City, Enhancing Cultural Tourism

A walking map is a good tool to circulate the tourists' movement from the Temple of the Tooth Relic to other parts of the Heritage Area. Below are some guidelines to make such walking map. This is also to promote cultural tourism, along with the brochure, to familiarise the tourists with the local way of life in the historic neighbourhood. Recently, in several historic cities, pursuit of mass tourism depending on the shopping and eating experience causes the homogenisation of space that may cause commercial gentrification later. Showing the everyday life of Kandy as a tourist resource aims to prevent such negative side of mass tourism and to attract the intellectual and culturally oriented tourists who want to know the local culture.

a) Theme of the routes: It is recommended to prepare several routes that are based on a particular theme.

b) Check the safety of the route: For most tourists, it is difficult to get around Kandy. In particular, the traffic condition of each route needs to be checked for safety. So walking and checking the validity of routes prior to holding the activity is very important.

c) Check the duration of the route: Showing the approximate time requirement for the tour is important to tourists to help them planning their travel itineraries.

For this project, the JICA Team tried to include the following:

i. Buildings which were covered in the "Memories of the Old Building" booklet

ii. Privately owned heritage buildings which are relatively well maintained. Particularly the shops are included to show that their buildings, if properly maintained, can be good advertisement of their business. In order for the private owners to rehabilitate their buildings, the situation where their buildings are seen by the tourists need to be created. Additionally, inclusion of their properties to the map can benefit their business, for example, more customers are drawn to the shops (e.g., Bake House, Royal Bar and Hotel).

iii. Relatively unknown historic places (Meda Wasala, Garrison Cemetery)
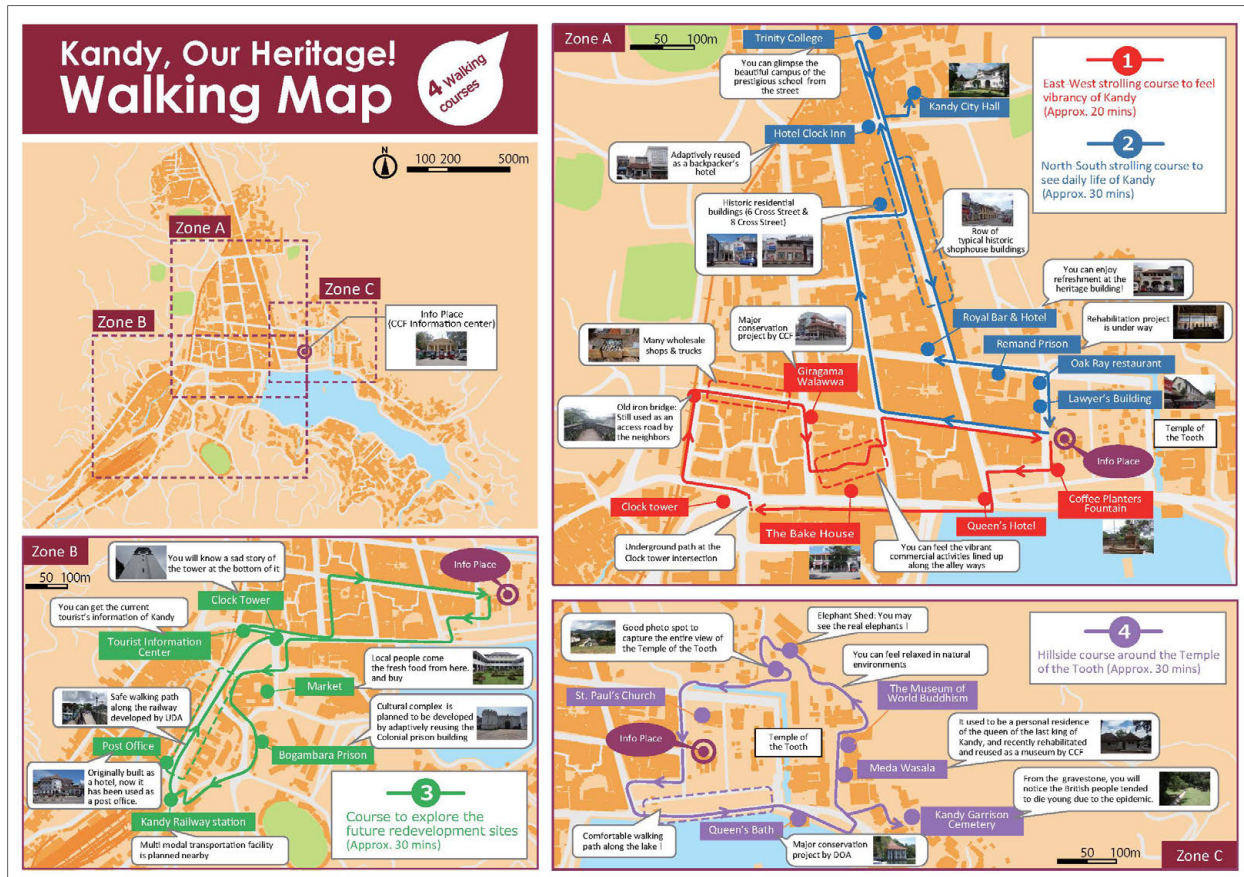
Source: The JICA Team

Figure 14.2.4   Examples of the Walking Map

14.2.4 Archi Tour Kandy

This is the event to make some landmark Colonial Buildings open to public to give chance to the residents and local and foreign tourists to understand and experience such historic buildings. The JICA Team requested four concerned authorities to give access to at least one building. They were asked to provide information for the architectural tours both in Sinhala and English.

Table 14.2.1 and Figure 14.2.5 provide information on the Archi Tour.

Table 14.2.1   List of Buildings Covered by the Archi Tour

Authority	Building
UDA	Bogambara Prison, Remand Prison
KMC	Kandy City Hall
DOA	Queen's Bath
CCF	Meda Wasala

Source: The JICA Team

Bogambara Prison	Remand Prison	Kandy City Hall
Queen's Bath	Meda Wasala	
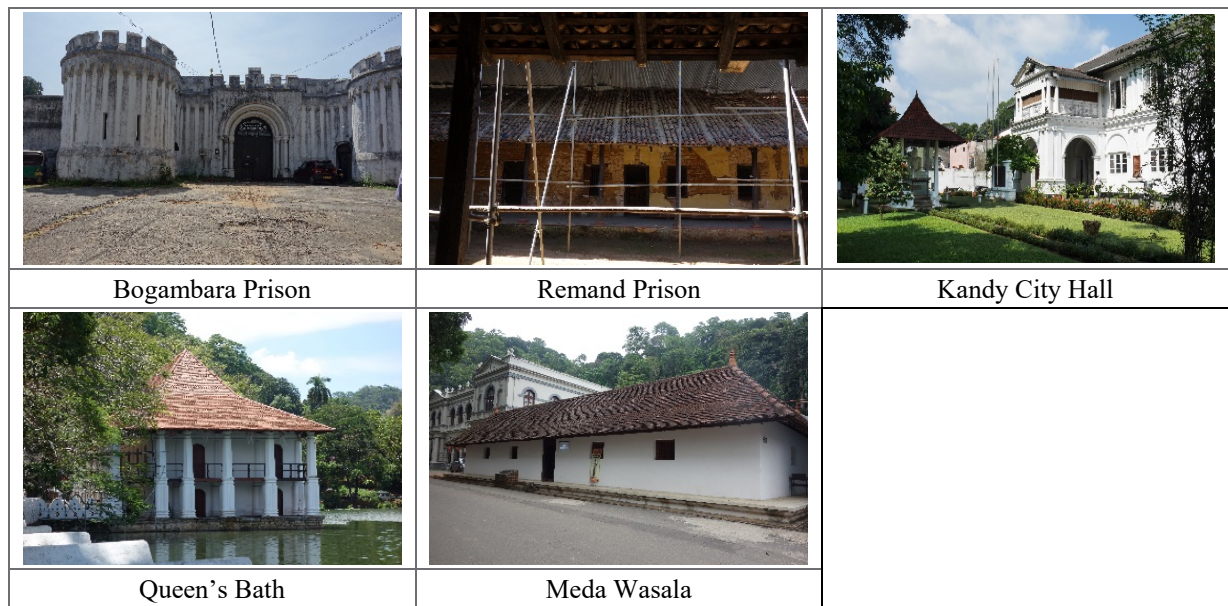
Source: The JICA Team

Figure 14.2.5   Photos of the Buildings for the Archi Tour

14.2.5 Tourist Maps

There are landmarks with tourism development potentials not only in the Heritage Area, but also in the Greater Kandy. However, there are few maps available to provide attractive tourist information, especially to foreign tourists.

As such, the JICA Team cooperated with the Department of Trade, Commerce and Tourism (DTCT) Central Province to produce tourist maps of Greater Kandy and Kandy's city centre. These maps include the introduction of the values of Kandy, attractions, maps with tourist spots, and heritage buildings with photos.

The JICA Team and the DTCT planned to distribute the maps at the Info Centre of the Pilot Project, but the preparation of the maps took more time than expected.

Finally, these maps will be printed and distributed to the participants at the concluding seminar of the GKUP on 9th August 2019. The DTCT will distribute these to foreign tourists as well as local visitors at their tourist information centres. These maps have been produced through the cooperation of the JICA Team and the DTCT, and these are still preliminaries of the first version. In order to promote tourism in the region, the DTCT committed to revise and improve the maps as needed.

Source: The JICA Team

Figure 14.2.6　Tourist Map of Greater Kandy

Source: The JICA Team

Figure 14.2.7   Tourist Map of the Kandy City Centre

14.3 Results of the Pilot Project

14.3.1 Opening Ceremony

The opening ceremony was held on the first day of the event.

The JICA Team had successfully invited the key figures in Kandy, including the newly elected mayor of Kandy, representatives of the four concerned authorities, JICA Sri Lanka office representatives, as well as the building owners who agreed to share the stories of the heritage buildings they owned. The ceremony attracted a lot of visitors.

Table 14.3.1 gives the programme of the opening ceremony.

Table 14.3.1   Opening Ceremony Programme

Time	Activity
8:30	Registration
9:00	Venue Opening: His Worship of the Mayor, KMC
9:05	Oil lamp lightening
9:10	Opening remarks: Director, Central Province, Urban Development Authority
9:15	Speech: JICA
9:20	Main speech: Mr. Kesara Senanayake, His Worship the Mayor, Kandy MC
9:25	Speech: Building Owner (The owner of the Bake House)
9:30	Speech: Building Owner (The owner of 4 Colombo Street building)
9:35	Vote of thanks: JICA Planning Team

Source: The JICA Team

Source: The JICA Team

Figure 14.3.1   Opening Ceremony Photos

Source: The JICA Team

Figure 14.3.2   Photos of Speeches

14.3.2 Info Place

During the four-day period, approximately 800 people visited the Info Place. Below is the total number of visitors at the Info Place per day. Due to tourism's low season in Kandy,

most of the visitors were local residents; there were some foreigners who happened to know the event that walked in.

Table 14.3.2   Number of Visitors at the Info Place

Date	Day	Note	Weather	No. of Visitors/Day
14-Jun	Thursday	Weekday, opening ceremony	Sunny, partly rainy	300
15-Jun	Friday	Holiday	Sunny, partly rainy	200
16-Jun	Saturday	Weekend	Rainy, partly sunny	96
17-Jun	Sunday	Weekend	Sunny, partly rainy	216
Grand Total				812

Source: The JICA Team

Source: The JICA Team

Figure 14.3.3   Photos of Visitors at the Info Place

14.3.3 Archi Tour

Approximately 180 people participated in the Archi Tour. Incidentally, there were 200 elementary school students on an educational trip from the other city who visited Kandy City Hall. If these students would be included in the statistics, approximately 380 people in all participated.

At the tours provided by DOA (Queen's Bath) and CCF (Meda Wasala), the detailed history and process of conservation works were summarised and explained using a PowerPoint presentation at the beginning of each tour which was well perceived by the participants.

There were about ten young people who joined four tours. There were also a couple of people coming from Colombo who came to know the opportunities through the GKUP Facebook advertisement.

Table 14.3.3   Number of Participants to the Archi Tour

Tour	Responsible	No. of Tours (both Sinhala and English)	No. of Participants (exclusive school excursion)	No. of Participants
Bogambara Prison	UDA	2	40	40
Remand Prison	UDA	2	41	41
Queen's Bath	DOA	8	74	74
Meda Wasala	CCF	3	22	22
Kandy Town Hall	KMC	2	5	205
Total		17	182	382

Source: The JICA Team

At Queen's Bath	At Kandy Town Hall	At Meda Wasala
At Bogambara Prison	At Remand Prison	
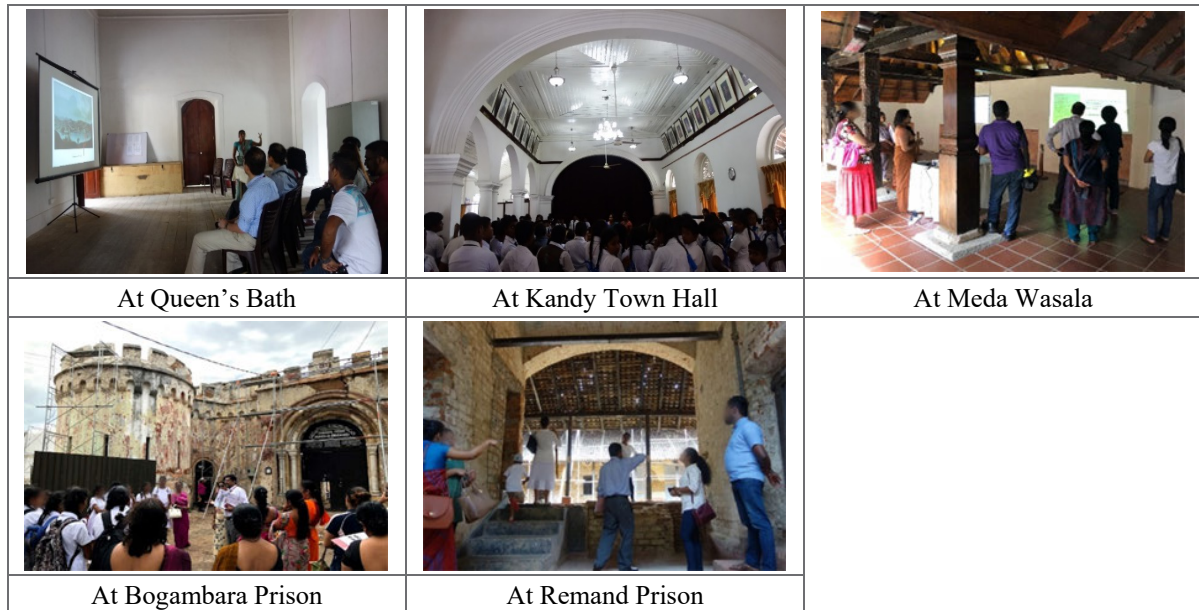
Source: The JICA Team

Figure 14.3.4   Photos of Archi Tours

14.3.4 Feedback from the Visitors

Several positive feedbacks were given to the pilot project through (1) the sign book at the reception of the Info Place and (2) GKUP staffs' conversation with the visitors at the Info Place and Archi Tours. Most of the guests simply appreciated the opportunity to know the buildings which they could have visited in the past but never appreciated and did not know their stories. Furthermore, the Team had noticed that the younger generation have accepted the historic Colonial buildings more positively. Some of the comments by the guests are shown as follows:

- "I was born and raised in Kandy but never had the chance to know the history of these buildings, and the event is very useful."

- "I have previously joined the Bogambara Prison tour, but at that time there was no tour guide. This time, it was good as we had someone who can explain the details of the building, and the tour became more informative."

- "It was good that each panel has text in three languages (English, Sinhala, and Tamil) and I appreciated that they were decent translation, which is rare in Kandy."

- "The tours led by DOA and CCF were particularly good with the informative presentations at the beginning of each tour. Their representatives are really knowledgeable of the resources they surveyed."

- "I was inspired by the walking map which shows a lot of places that I have never been, even though I have lived in Kandy for a long time. I spent more time in the Grid City area to explore."

PART 4: URBAN DEVELOPMENT PROGRAMMES

CHAPTER 15   URBAN DEVELOPMENT PROGRAMMES

CHAPTER 16   CONCLUSION

CHAPTER 15   URBAN DEVELOPMENT PROGRAMMES

15.1   General

15.1.1   Purpose of Urban Development Programmes

In the previous chapters, the development vision, goals, objectives, and strategies were established, and sector-wise strategies and projects were briefly explained. As discussed, many actions have to be taken to solve urban problems at the Greater Kandy Area. These are related in many aspects and often intertwined with one another. The GKUP in principle aims to transform the area based on a kind of domino effect. First, urban functions will be reallocated to balance growth among KMC and the cluster cites. And then, the vacated places and spaces created in the city centre will be utilised to provide amenity space, enhance disaster response capacity, promote tourism-related industries while preserving the heritage city. Overall, such activities will further enhance the economic growth potential of the whole area.

This chapter sorts out programmes for the GKUP focusing on urban development aspects with a package of projects that are thought to be taken as critical and priority to address issues toward achieving the vision and the five development goals.

As the GKUP covers the Greater Kandy Area to the central area of KMC, or the Heritage Area, area-wise development programmes are elaborated based on the five development goals and the three spatial (area) levels, namely (1) Greater Kandy Area, (2) Cluster Areas, and (3) Kandy City Centre Area. Furthermore, heritage preservation is an eminent issue to be addressed.   Correspondingly, programmes have been designed, namely: (1) Regional Development Programme, (2) Cluster Cities Strengthening Programme, (3) City Centre Revitalisation Programme, and (4) Heritage Preservation and Utilisation Programme.

Table 15.1.1 gives an overview of the interrelationship of the five development goals, the area-wise goals, and the coverage of the above-mentioned urban development programmes.
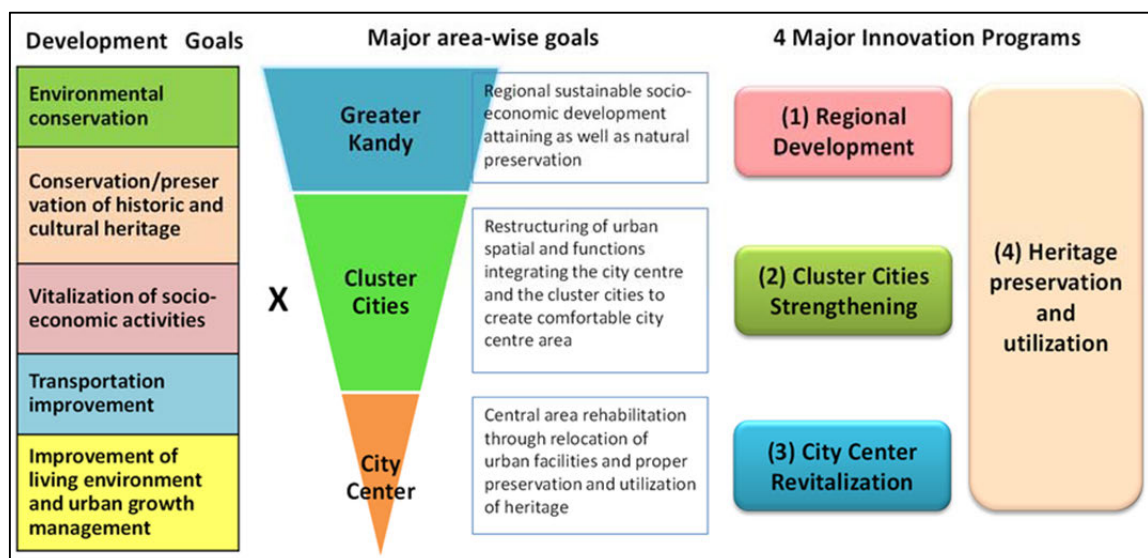
Source: The JICA Team

Figure 15.1.1   Framework for the Formulation of Development Programmes

Table 15.1.1　Development Goals, Objectives, and Coverage of Urban Development Programmes

Development Goals	Objectives	Areas	Greater Kandy	Cluster Cities	Kandy City Centre	Heritage Preservation and Utilisation
Environmental conservation and management		Proper conservation and utilisation of the rich natural environment	○	-	-	-
		Proper control of development	○	-	-	-
		Alleviation of environmental pollution	○	-	-	-
Conservation/ Preservation of historic and cultural heritage		Rediscovery and utilisation of the valuable heritage and cultural heritage	○	-	-	-
		Enhancement of attractiveness as a World Heritage	-	-	○	○
	Conservation of landscape, townscape and historic buildings	Heritage property preservation	-	-	-	○
		Institutional arrangement	-	-	-	○
		Promotion of community activities for heritage conservation	-	-	-	○
Vitalisation of socio-economic activities		Promotion of rural and local industries	○	-	○	-
		Promotion of high-value added and advanced industries and services	○	-	-	-
		Promotion of tourism-related industries	○	-	○-	-
		Promotion of socio-economic activities of the cluster cities	-	○	-	-
Transport improvement	Promotion of public transportation	Railway (double tracking)	○	○	○	-
		Railway station & station plaza	-	○	○	-
		Multimodal terminal, Park & Ride (P&R), bus terminal	-	○	○	-
	Development of a transportation network with a wide area coverage	Trunk and bypass road	○	○	△	-
		Area access road improvement	○	○	-	-
		Bridge development	○	○	-	-
	Securing smooth mobility within urban area	Traffic management	-	-	○	-
		Improvement of walking environment	-	-	○	-
		Logistics facilities	-	○	-	-
Improvement of living environment and urban growth management		Restructuring of urban functions and urban redevelopment and redevelopment	-	-	○	-
	Improvement of living environment	Station area development	-	○	○	-
		Improvement of substandard residential area	-	-	○	-
		Housing development	-	○	-	-
		Infrastructure development	○	-	○	-
		Proper disaster prevention based on disaster risk reduction principles	○	-	○	-
		Creation of amenity urban space in the city centre	-	-	○	-

Source: The JICA Team

15-2

15.1.2 Framework of Programme Components

(1) Programme objectives and components

Each of the Urban Development Programmes consists of the following components, which correspond to the development goals as shown in Table 15.1.2.

Table 15.1.2   Urban Development Programmes

Programme/Objective	Programme Components	Corresponding Development Goals
1. Regional Development		
Objective: To promote sustainable development of the whole Greater Kandy Area, to link the areas with an efficient transportation system to facilitate regional socio-economic development as well as protect and preserve the natural environment of the environmentally fragile Greater Kandy Area and strengthen its resilience in the event of disaster.	(1) Transportation improvement	Transportation improvement
	(2) Economic promotion	Vitalisation of socio-economic activities
		Conservation/preservation of historic and cultural heritage
	(3) Environmental and disaster management	Environmental conservation and management
		Improvement of living environment & urban growth management
2. Cluster Cities Strengthening		
Objective: To develop each cluster city by promoting public transport utilisation to ease traffic congestion both in Kandy city centre and cluster cities, to enhance station area development, and to reduce negative environmental impacts. In addition, by developing the cluster cities, redundancy of the urban functions, or back-ups for the urban functions are secured for the whole Greater Kandy Area.	(1) Transportation improvement	Transportation improvement
	(2) Economic promotion	Vitalization of socio-economic activities
	(3) Urban development	Improvement of living environment & urban growth management
3. City Centre Revitalisation		
Objective: To revitalise the central urban area of Kandy by restructuring the urban functions and improving the transportation system as well as urban development. Further, restructuring the city centre area could make it easier for disaster prevention, facilitating disaster response activities, with more space especially for evacuation activities.	(1) Transportation improvement	Transportation improvement
	(2) Economic promotion	Vitalisation of socio-economic activities
	(3) Urban development	Improvement of living environment & urban growth management
4. Heritage Preservation and Utilisation		
Objective: To preserve Kandy's historical and cultural heritage buildings and townscape. It should be emphasised that preserving heritage buildings and townscape will attract more tourists and contribute further to economic benefits through tourism and retail activities.	(1) Heritage property preservation	Conservation/preservation of historic and cultural heritage
	(2) Institutional arrangement	
	(3) Promotion of community-based activities for preservation and town improvement	

Source: The JICA Team

(2) Phases of the Programme

The programme has been designed in three phases:

- Short-term(within 5 years utilising existing infrastructure)
- Mid-term (within 10 years with new infrastructure)
- Long-term (10 to 20 years with large-scale infrastructure and development)

15.2 Regional Development Programmes

15.2.1 Objective and components

(1) Objective

This programme aims to promote sustainable development of the whole Greater Kandy Area, to link the areas with an efficient transportation system to facilitate regional socio-economic development as well as protect and preserve the natural environment of the environmentally vulnerable Greater Kandy Area and strengthen the resilience in the event of disaster.
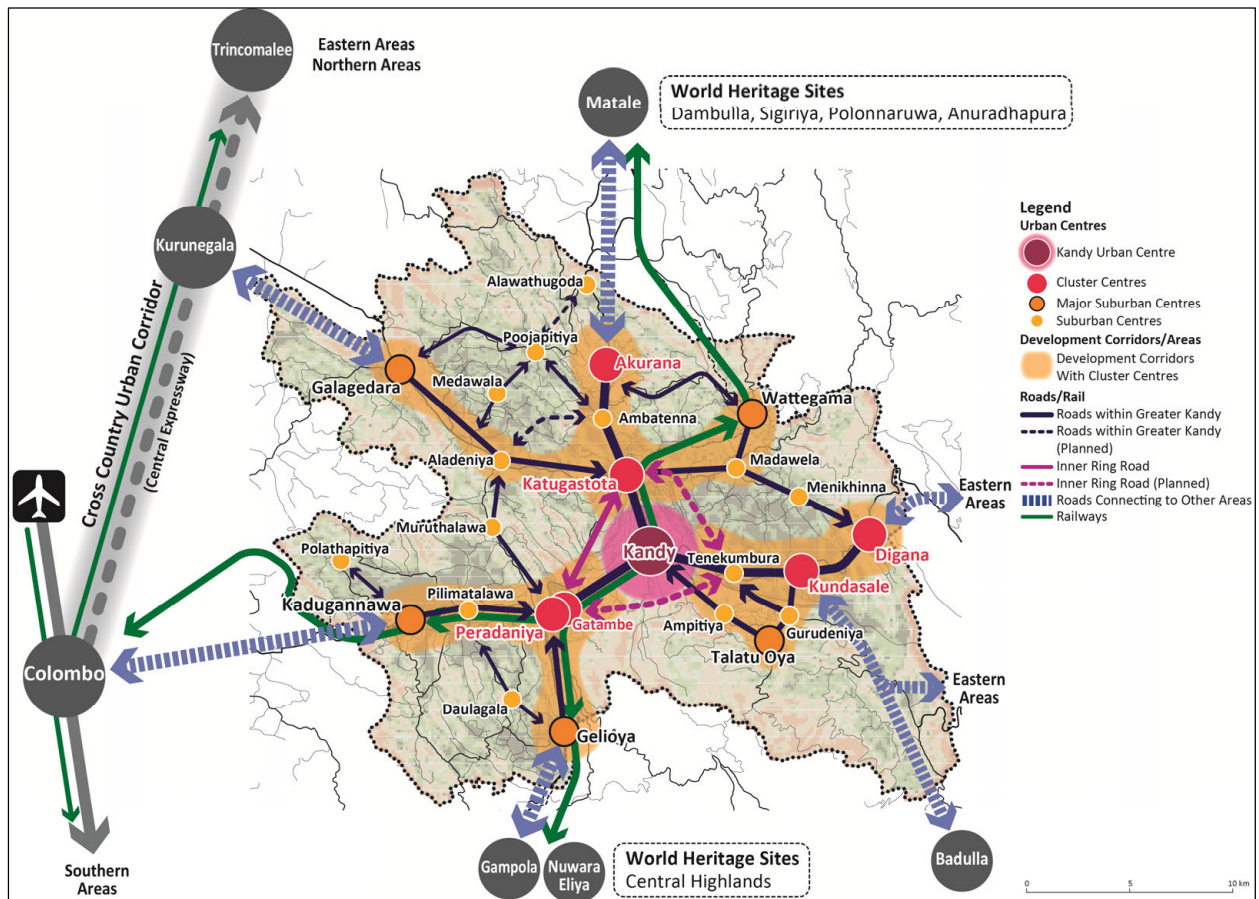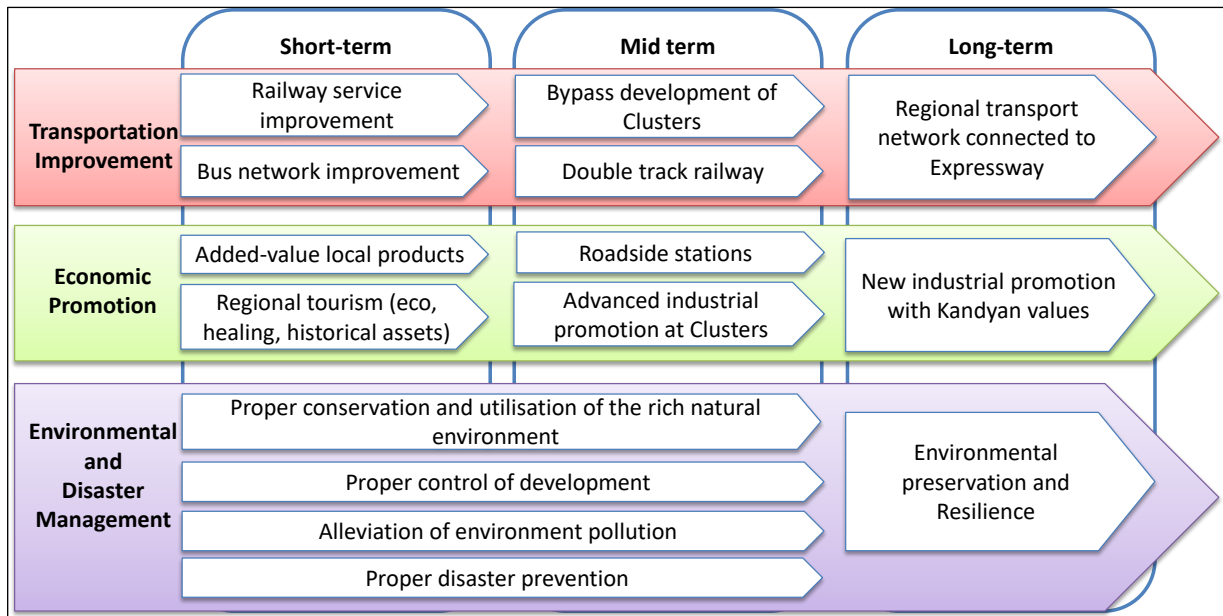

Source: The JICA Team

Figure 15.2.1   Urban Structure of the Greater Kandy Area

(2) Programme Components

Major components of the programme to achieve the objective above are (1) Transportation improvement, (2) Economic promotion, and (3) Environmental and disaster management as shown below.

Source: The JICA Team

Figure 15.2.2   Regional Development Programme Components by Phases

1)   Transport improvement

Transportation is an essential infrastructure to support regional socio-economic activities. In order to promote the socio-economic activities in the region, the following projects will be developed: alleviation of traffic bottlenecks; development of efficient road network connected to the newly developed Central Expressway, which is planned to be opened at Kurunegala in 2020, and further to Galagedara in early 2020s; and railway improvement including double tracking in the sections of Katugannawa – Peradeniya- Kandy-Katugastota - Wattegama, and Peradeniya - Gelioya.

The network will be developed to achieve (1) an effective public transport system as a main transportation mode, (2) a regional road network to enhance the potentials and attractiveness of Greater Kandy Area, (3) bypasses (ring roads and railways) to strengthen linkages between suburban cities, and (4) smooth mobility within the city and safe and comfortable pedestrian pathways.

2)   Economic promotion

It is vital to make the best and efficient use of the regional potential resources for economic promotion particularly the rural areas not only agriculture-related industry but also tourism, health, IT and other added value local products.

3)   Environmental and disaster management

The Greater Kandy area is designated as "Central Fragile Area" in NPP 2050. Towards sustainable development of the region, environmental and disaster management is pivotal to development based on carrying capacity. In disaster management in particular, Disaster Risk Reduction (DRR) oriented measures are required, which are strongly related to institutional approach of management and control of land use and development.
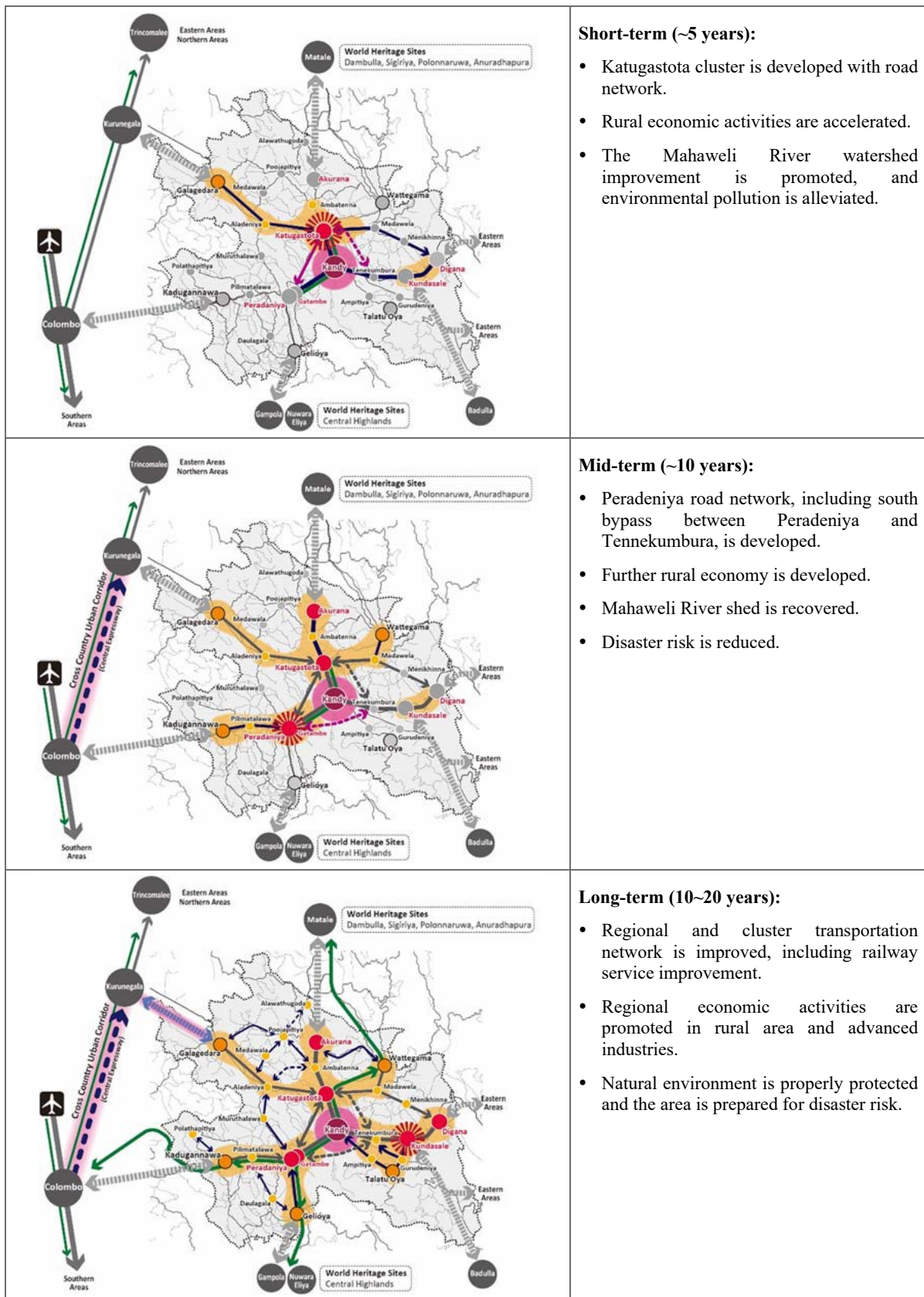
(3)   Phased Targets by Programme Components

To achieve sustainable and innovate regional development based on the values of Kandy and public involvement, the programme components have the phased targets as shown in Table 15.2.1 and Figure 15.2.3.

Table 15.2.1 Phased Targets of Regional Development Programme Components

Components (Code)	Short-term (~5 years)	Mid-term (~10 years)	Long-term (10~20 years)	Target
Transport Improvement (R-T)	Katugastota cluster is developed in priority with the road network and bridges in connection with the opening of the Central Expressway	Peradeniya road network, including a south bypass between Peradeniya and Tennekumbura, is developed.	Transportation network is improved in the region, including railway service improvement.	Regional transportation network is developed linking the national highway corridor and connecting town centres.
Economic Promotion (R-Ec)	Rural economic activities are accelerated.	Further rural economy is developed.	Vibrant economic activities are attained with self-sustained rural economy and new industrial development is promoted.	Regional economic activities are promoted in rural area and advanced industries
Environmental and Disaster Management (R-Ev)	To initiate the proper environmental management and disaster management	The Mahaweli River shed is recovered. Environmental pollution is alleviated. Disaster risk is reduced.	The damaged environment is restored and properly protected. Disaster risk is reduced.	Environment in the environmentally vulnerable area is properly protected and the area is prepared for disaster risk.

Source: The JICA Team

The following diagrams illustrate the future picture of the Greater Kandy Area by phases.

Short-term (~5 years):

- Katugastota cluster is developed with road network.
- Rural economic activities are accelerated.
- The Mahaweli River watershed improvement is promoted, and environmental pollution is alleviated.

Mid-term (~10 years):

- Peradeniya road network, including south bypass between Peradeniya and Tennekumbura, is developed.
- Further rural economy is developed.
- Mahaweli River shed is recovered.
- Disaster risk is reduced.

Long-term (10~20 years):

- Regional and cluster transportation network is improved, including railway service improvement.
- Regional economic activities are promoted in rural area and advanced industries.
- Natural environment is properly protected and the area is prepared for disaster risk.

Source: The JICA Team

Figure 15.2.3   Regional Development by Phases

15.2.2 Projects for Transportation Improvement of Regional Development Programme

Projects for the transportation improvement component of the Regional Development Programme are listed as follows:

Table 15.2.2 Projects of Transportation Improvement of Regional Development Programme

Project No.	Project	Outline/Activity	Phase	Imple-menting agencies	Finance source	Status 1:ongoing 2:planned 3: new proposal
1. Promotion of Public Transportation						
(1) Railway service improvement						
R-T-1	Increase railway operation frequency	Increase railway operation frequency for better service to promote railway usage	Short	SLR	-	1 (SLR)
(2) Bus service improvement						
R-T-2	Feeder bus service provision	Provide feeder service (mini bus, van, etc.) from bus terminal to rural centres	Short	Bus operator[1]	-	3
R-T-3	Introduction of a new ticket system	Study and apply discount transfer tickets at bus terminals to promote public transport	Short	Bus operator	-	3
R-T-4	Rerouting of bus routes and service coverage	Rerouting bus route and the service coverage considering KMTT and other bus terminals to reduce unnecessary bus traffic in the Kandy City centre area	Short	Bus operator[1]	-	3
(3) Railway Double Tracking/Rehabilitation						
R-T-5	Feasibility Study of double tracking	Study feasibility and environmental impact of double tracking of the sections between Matale-Wattegama- Katugastota-Kandy-Peradeniya-Kadugannawa; Peradeniya-Gelioya-Gampola (**will start in 2018)	Short	MOT	public	1 (MOT)
R-T-6	Double tracking between Kandy-Peradeniya	Double tracking between Kandy – Peradeniya, part of the land required has been acquired already and the acquisition of the remaining land is on-going by SLR. As such, the double tracking of this section could be done early.	Short	SLR	Public	2 (MOT)
		Land acquisition of double tracking between Kandy-Katugastota: Based on the above feasibility study (R-T-5), land shall be acquired for double tracking and station	Short to Mid	MOT SLR	Public	2 (MOT)
R-T-7	Double tracking between Kandy-Katugastota	Double tracking between Kandy –Katugastota	Mid	MOT SLR	Public	1 (SLR)
R-T-8	Double tracking between Peradeniya - Katugannawa	Acquisition of land: Based on the study (R-T-5) acquire land for double tracking for sections of : Peradeniya-Katugannawa	Mid to long	MOT SLR	Public	2 (MOT)
		Development of double tracking Peradeniya-Katugannawa railway to serve the western part of the Greater Kandy	Mid to long	MOT SLR	public	2 (MOT)
R-T-9	Double tracking / rehabilitation between Peradeniya - Gampola	Acquisition of land: Based on the study (R-T-5) acquire land for double tracking for sections of Peradeniya-Gelioya-(Gampola)	Mid to long	MOT SLR	Public	2 (MOT)
		Development of double tracking or rehabilitate Peradeniya-Gelioya-Gampola to serve the southern-west part of the Greater Kandy	Mid to long	MOT SLR	Public	2 (MOT)
R-T-10	Rehabilitation between Katugastota – Matale	Rehabilitate Katugastota-Wattegama – (Matale) to serve the norther part of the Greater Kandy	Mid to long	MOT SLR	Public	2 (MOT)
		Acquisition of land: Based on the study (R-T-5) acquire land for double tracking for sections of: Katugastota-Wattegama – Matale	Mid to long	MOT SLR	Public	2 (MOT)
(4) New Railway Line						
R-T-11	Study of the new railway line between Katugasutota-Kundasale	Conduct feasibility and environmental study of a new railway line running on the eastern side of the Mahaweli River to connect	Long	MOT UDA	-	3

| Project No.	Project	Outline/Activity	Phase	Imple-menting agencies	Finance source	Status 1:ongoing 2:planned 3: new proposal
		Katugastota and Kundasale				
2. Transport Network Development						
(1) Development of road connecting Cluster cities						
R-T-12	Improvement of Katugastota-Galagedara road	Upgrade road of A 10 between Galagedara to Katugastota to connect the Central Express way (13 km) to 4 lanes (* FS on-going by Indian EX bank)	Short to mid	RDA	Public	2 (RDA)
R-T-13	Improvement of Katugastota-Digana road	Rehabilitate and improvement Katugastota-Digana road : B205 (Katugastota-Madawala, 6.25km) and B256 (Madawala-Digana, 8.1 km)) (*** on-going by SCDP)	Short (on-going)	RDA SCDP	Public	1 (SCDP)
R-T-14	Upgrading of Katugastota-Peradeniya road	Upgrading of Katugastota-Halloluwa-Peradeniya road (B365, 7.5km) to function as bypass road to connect Katugastota and Peradeniya	Short	RDA	Public	2 (RDA)
R-T-15	Upgrading/ development of Tennekumbura-Madawala road	Upgrading/ development of Tennekumbura-Madawala road to function as bypass road to connect Kundasale and Katugastota	Mid	RDA	Public	2 (RDA)
R-T-16	Study on construction of southern bypass road	Study on the southern bypass road connecting Peradeniya and Kundasale based on scientific transport data in consideration of cluster cities development, including the review of the existing feasibility study (*A tunnel feasibility was studied by a Korean consultant.)	Short	RDA	Public	1 (RDA) 3
(2) Improvement of regional roads connecting town centres						
R-T-17	Improvement of Poojapitiya-Alawatugoda road	Improvement of Poojapitiya Alawatugoda Road (B377, 8km) to enhance the norther area transportation network	Mid to long	RDA	Public	2 (RDA)
R-T-18	Improvement o Hedeniya - Poojapitiya Road	Improvement of Hadeniya - Poojapitiya Road (B150, 8km) to enhance transportation network connecting to A10	Mid to long	RDA	Public	2 (RDA)
R-T-19	Improvement of Aladeniya -Peradeniya Road	Improvement of Aladeniya – Eriyagama Road (B5, 9.65km) to enhance transportation network connecting A1 and A10	Mid to long	RDA	Public	2 (RDA)
R-T-20	Improvement of Ambathenna – Bokkawala-Arambakade road	Improvement of Ambathenna - Bokkawala-Arambakade road (B15, 19.9km) to enhance transportation network connecting A10 to A9 through Poojapitiya	Mid to long	RDA	Public	2 (RDA)
R-T-21	Improvement of Ampitiya-Thhalathuoya road	Improvement of Ampitiya -Tharathuoya road (B195)	Mid to long	RDA	Public	1 (RDA, China fund)

1) Bus operators include NTC, RPTA as regulatory agencies, and SLTB and private bus companies as operators.

Source: The JICA Team
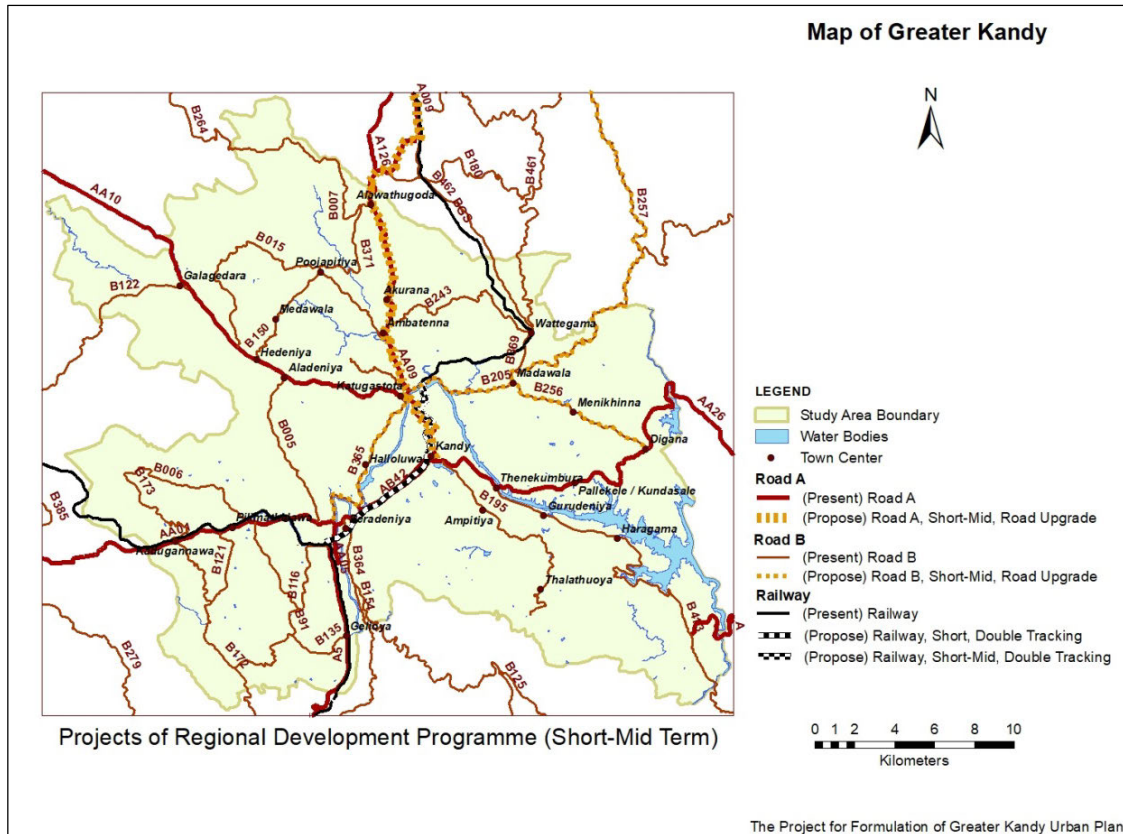
Source: The JICA Team

Figure 15.2.4   Projects of Regional Development Programme (Short-mid term)
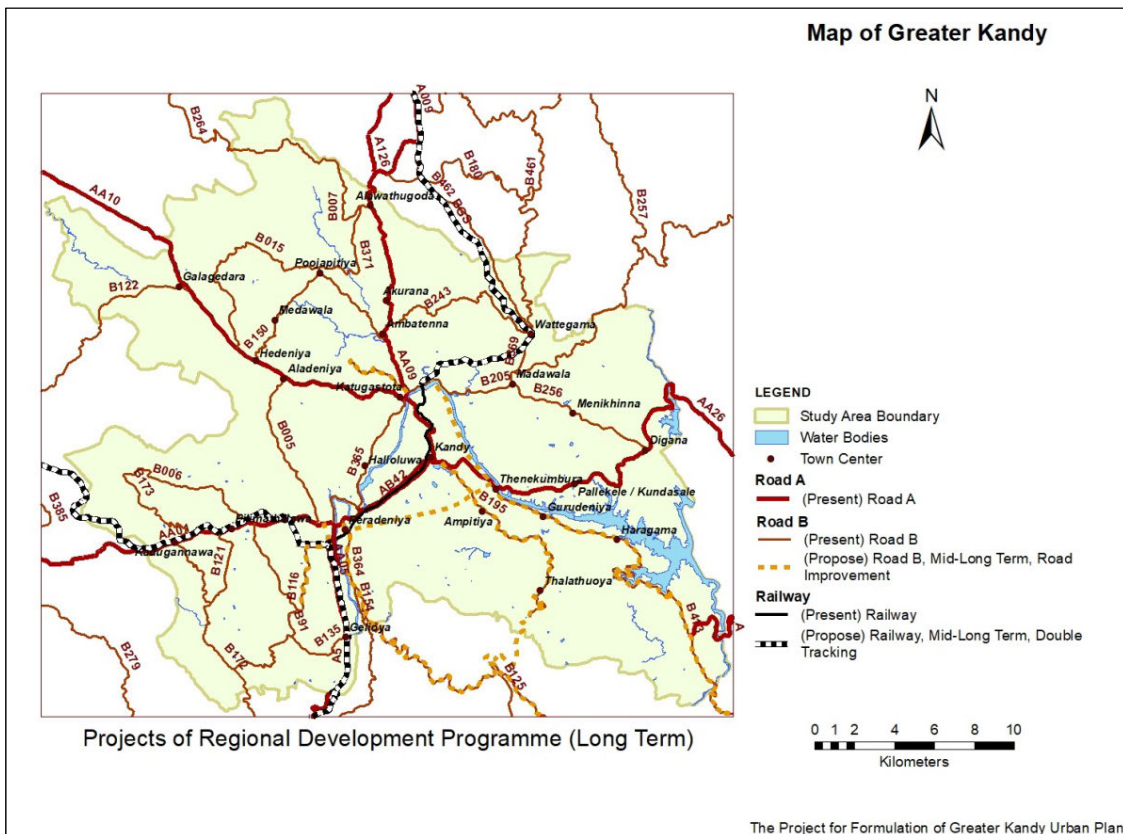
Source: The JICA Team

Figure 15.2.5   Projects of Regional Development Programme (Long term)

15.2.3 Projects for Economic Promotion of the Regional Development Programme

Projects for the economic promotion components are listed as follows:

Table 15.2.3 Projects for Economic Promotion of the Regional Development Programme

Project No.	Project	Outline/Activity	Phase	Imple-menting agencies	Finance source	Status 1:ongoing 2:planned 3: new proposal
1. Promotion of rural and local industries						
R-Ec-1	Formulate regional investment and industry policy	Set regional investment and industry policy with target industries, such as pharmaceutical, precision metal, biochemical, fiber material, medical devices, and e-TukTuk	Short	MRECO MIC MPI MOA KMC	-	3
R-Ec-2	Conduct roadshow to potential investors	Conduct roadshow to approach potential investors who already invested in other areas in Sri Lanka	Short	MODSIT	Public	3
		Conduct roadshow to approach potential investors (international)	Mid	MODSIT	Public	3
R-Ec-3	Designate the special economic zone with special privileges	Designate the special economic zone with special privileges to attract investors	Mid	MODSIT MIC	-	3
R-Ec-4	Enhancement of SMEs' support system	Establish a support system for micro and small enterprises which accounts for more than 90 % of the establishments, and more than half in employment in the Greater Kandy Area in (1) marketing, (2) technical assistance, (3) material, (4) finance and credit, and (5) skills training, as most of the rural industries are micro and small enterprises in need of support.	Short to Mid	MIC MSDVT KMC	Public	3
2. Promotion of high value added and advanced industries and services						
R-Ec-5	Utilise University of Peradeniya and NIBM as the centre of excellence	To promote advanced and IT industries, utilise the University of Peradeniya which covers various faculties including IT and management, and equipped with the IT Centre which could function as the centre of excellence	Short	MOE MYASD UoP NIBM MIC	**-**	**3**
R-Ec-6	Organise working group among selected industries, Government, and academic institutions	For promotion of partnership among public-private-academic institutions, organise working group among selected industries, Government, and academic institutions for promotion of high value and knowledge-based industries	Short	MIC UoP REDA KMC CoC Business Association	**-**	**3**
R-Ec-7	Collaborate with existing IT firm,	Collaborate with the existing IT firms in the KIP to attract IT companies	Short	MTDI SLASSCOM	**-**	3
R-Ec-8	Set up the showroom and/or e-commerce site to reach the consumers directly	Set up the showroom and/or e-commerce site to reach the consumers directly to enhance the business potential and market	Mid	MODSIT MTDI MIC SLASSCOM	Public	3
R-Ec-9	Access to the international supply chain	In order to streamline the distribution from production to retail, access to and accelerate the international supply chain	Mid	MODSIT	-	3
R-Ec-10	Promote start-ups	Prepare incubating functions and incentives for start-ups	Mid	MIC KMC	Public	3
3. Promotion of Tourism and Tourism-related industries						
(1) Tourism promotion plans and packages						
R-Ec-11	Formulation of tourism promotion policy	In order to utilise the untapped tourism potentials of the Greater Kandy, a Tourism Strategic Promotion Plan will be set up, focusing on the tangible and intangible values of Kandy (cultural, natural, historical, and religious)	Short	MTDCRA REDA DTCT KMC	-	3
R-Ec-12	Promotion of tourism destinations	Study potential tourist destinations and promote them	Short	MTDCRA DTCT REDA	-	3
R-Ec-13	Set up DMO for tourism promotion	Set up Destination Management Organisation (DMO) with relevant groups	Short	REDA DTCT	-	3

Project No.	Project	Outline/Activity	Phase	Imple-menting agencies	Finance source	Status 1:ongoing 2:planned 3: new proposal
		and the private sector to promote tourism in the region		MIC		
R-Ec-14	Promotion of historic and cultural tourism	Study historic and cultural assets for tourism promotion	Short to mid	DTCT REDA DOA CCF	-	3
R-Ec-15	Promotion of eco-and rural tourism	Promote eco-tourism and rural tourism using rich nature, especially around the Victoria reservoir, the Mahaweli River, the Hulu River, as well as rural villages	Short to mid	REDA DTCT CEA	-	3
R-Ec-16	Promotion of handicraft industry	Identify handicraft villages and develop these as tourist destinations with product marketing study for sales promotion	Short to Mid	REDA DTCT MIC	-	3
R-Ec-17	Development of tourism package	Organise tourism packages to explore the tourism potentials of the widely spreading historic heritage and assets in the region along with the improvement of tourism roads for better access.	Short to mid	REDA DTCT KMC	-	3
R-Ec-18	Discover and utilise historical roads	Promote improvement of ancient/historic roads of which many heritages are located, such as northern roads between Kadugannawa, Pilimatalawa, and Peradeniya.	Mid to Long	DTCT REDA RDA	Public	3
(2) Promotion of health-related industries						
R-Ec-19	Attract more accommodations, hospitals, and spas	Encourage existing international and local hotels, hospitals, and spas in Sri Lanka to set up branch in Kandy	Short	MSDT MTDCRA MHNIM	-	3
R-Ec-20	Set up DMO for health-related industry promotion	To promote health-related industries, including traditional and local medicines such as Ayurveda, set up a Destination Management Organisation (DMO) composed of related organisations	Short	REDA DTCT MHNIM	-	3
R-Ec-21	Set up of special tourist area for health-related industry	Formulate a tourist complex development plan to accommodate health-related industries.	Short to Mid	UDA REDA DTCT MIM	-	3
		Procure land and develop the health-related industries, e.g., set up a tourist complex for the purpose			Public	3
R-Ec-22	Set up Ayurveda Research Centre	Set up branch of National Institute of Traditional Medicine or Ayurveda Research Institute in Kandy	Mid	REDA	Public	3
(3) Enhancement of tourism transportation						
R-Ec-23	Improvement of tourism bus services	Construction of bus bay and bus parking around tourism destinations for convenience of tourists	Mid	UDA RDA Bus Operators	Public	3
R-Ec-24	Development of roadside stations	Develop roadside stations to promote local industries along major trunk roads for direct sale and purchase between producers and consumers, and for provision of resting place and various information to users	Mid	REDA UDA RDA Dep't. Agri	Public	3

Note) MRECO: Ministry of Rural Economy, MPI: Ministry of Primary Industry, MOA: Ministry of Agriculture (Department of Export Agriculture), MODSIT: Ministry of Development Strategies and International Trade, MSDVT: Ministry of Skills Development and Vocational Training, MOE: Ministry of Education, MYASD: Ministry of Youth Affairs and Skills Development, MTDI: Ministry of Telecommunication and Digital Infrastructure, MTDCRA: Ministry of Tourism Development and Christian Religious Affairs, MIM: Ministry of Indigenous Medicine (Department of Ayurveda), SLASSCOM: Sri Lanka Association of Software and Service Companies

Source: The JICA Team

15.2.4 Projects for Environmental and Disaster Management of the Regional Development Programme

Projects for the Environmental and Disaster Management component are listed below.

Table 15.2.4 Projects for Environmental and Disaster Management of the Regional Development Programme

Project No.	Project	Outline/Activity	Phase	Imple-menting agencies	Finance source	Status 1:ongoing 2:planned 3:new proposal
1. Proper conservation and utilisation of the rich natural environment						
R-Ev-1	Formulation of forest protection plan	Conduct scientific research on forest resources, which will be the basis of an integrated forest protection plan. This plan will address both the existing illegal use and control the future illegal actions, including control on illegal settlements and relocation plan, monitoring system and organisation, reforestation, and planting activities, signs about the forest protection.	Short	CEA	-	3
R-Ev-2	Reforestation and replanting	Based on the plan (R-Ev-1), tree planting/reforestation in the watershed of the Mahaweli River shall be conducted	Long	CEA MASL	Public	3
R-Ev-3	Strengthening patrol for forest protection	Based on the plan, ranger and patrol system shall be strengthened for watching the forest, including wild animals	Short to mid	CEA	Public	1 (CEA)
R-Ev-4	Formulation of Mahaweli River Watershed Management Plan	Study on watershed management of the Mahaweli River for water resource, including physical structure development such as sabo dam (mud slide and erosion control structure)	Short to mid	CEA MASL	-	3
R-Ev-5	Construction of physical structure to protect the river shed of the Mahaweli River	River shed management with physical instalment for protection structure based on the study (R-Ev-4)	Mid to long	CEA MASL	Public	3
R-Ev-6	Formulation of guidelines to control the rivershed	Formulate and inplement the regulation to control the river shed, in order to control illegal use (i.e., informal settlement, farmland) in the river shed	Mid	CEA MASL LAs	-	1 (CEA)
R-Ev-7	Relocation of illegal users/occupants in the water shed	Based on the relocation plan, the illegal users/occupants (settlement, farming, and others) should be resettled.	Mid to long	CEA LAs Police	Public	3
R-Ev-8	Environmental awareness and education	Establishment of public awareness and education programme, including a guideline for public awareness and education	Short	CEA	Public	1 (CEA)
2. Proper control of development						
R-Ev-9	Establishment of proper land use zoning system	Formulation of land use zoning in the development plans for the local authorities in the Greater Kandy area, based on environmental sensitive zoning, covering protected and disaster-prone areas	Short	UDA CEA NBRO	-	3
		Authorization and gazetting: For legal validation, authorise and gazette the land use zoning with due regulations	Short	UDA	-	3
R-Ev-10	Proper and strict enforcement of land use and development control	Set up a proper system to control and monitor illegal development, construction, and encroachment of lands not to be covered by development	Short to mid	UDA LAs CEA	-	3
3. Alleviation of environmental pollution						
(1) Reduction of water pollution						
R-Ev-11	Strengthening of enforcement of water quality standards	Strengthening of enforcement of water quality standards	Short	CEA	Public	2 (CEA)
R-Ev-12	Strengthening of water quality monitoring	Strengthening of water monitoring network	Short	CEA	Public	2 (CEA)
R-Ev-13	Strengthening inspection system on the industry sector	Strengthening industrial inspection (EPL: environmental protection license) in collaboration with CEA	Short	CEA LAs	Public	1 (CEA)
R-Ev-14	Construction of sludge treatment plant	In order to prevent contamination of groundwater, construct a sludge treatment plant in each LA. It is also needed to collect the septic tank sludge properly and dispose this at the sludge treatment plant.	Mid	NWSDB LA	Public	3

Project No.	Project	Outline/Activity	Phase	Imple-menting agencies	Finance source	Status 1:ongoing 2:plannied 3:new proposal
R-Ev-15	Development of sewage system in major cities and towns	To prevent groundwater contamination, develop a sewage system in major cities and towns in the future	Mid to long	NWSDB LA	Public	3
R-Ev-16	Establishment of on-site treatment system (septic tank)	To prevent contamination of groundwater, develop an on-site septic tank treatment system in low-density areas.	Short to mid	NWSDB LA	Public	3
R-Ev-17	Promote the use of lined septic tank	Many households install their own unlined septic tanks which can easily contaminate the groundwater. It is recommended to utilise lined septic tanks to reduce groundwater contamination in the area.	Mid	NWSDB LA UDA	Public	1 (NWSDB)
(2) Air pollution						
R-Ev-18	Strengthening of enforcement of air quality standards	Strengthening of enforcement of air quality standards	Short	CEA	Public	2 (CEA)
R-Ev-19	Strengthening of air quality monitoring	Strengthening of water monitoring system	Short	CEA	Public	2 (CEA)
R-Ev-20	Strengthening car inspection	Strengthening car inspection with legal enforcement	Short	LA	Public	1 (LA)
(4) Proper solid waste management						
(a) Disposal Site						
R-Ev-21	Lifespan extension of existing disposal site	Extend lifespan of disposal site through provision of equipment such as bulldozer and compactor.	Short	LA CEA	Public	3
R-Ev-22	Improvement of the disposal site to become a sanitary landfill site	Upgrading to sanitary disposal site with wastewater treatment	Short to mid	LA CEA	Public	3
R-Ev-23	Establishment of recycle centre at the disposal site	Construction of a recycle centre at the major disposal site	Short to mid	LA CEA	Public	1 (LA)
(b) Regional waste disposal						
R-Ev-24	Construction of regional disposal site	Formulation of plan for a regional waste disposal system, then acquire the land, and construct regional waste disposal site with integrated management scheme, particularly for the area centred around KMC.	Short to mid	CEA LAs	Public	3
R-Ev-25	Construction of waste treatment facility for medical waste	Introduction of treatment facility for medical waste following a medical waste management guideline	Short to mid	CEA LAs	Public	3
R-Ev-26	Introduction of waste incineration plant	Study the construction of incineration plant for waste burning to generate energy	Mid	CEA LAs	Public	3
(c) Community-based solid waste management						
R-Ev-27	Community- based waste management for city beautification	Establishment of community group for waste management, including training and workshop for the members; and provision of guidance to community-based solid waste management	Short	CEA LAs	Public Private	3
R-Ev-28	Promotion of source separation at household level	Provide guidance of source separation and introduce charging system in waste separation and recycling	Short	CEA LAs	Public	1(KMC) 2(CEA)
(d) Strengthening legal enforcement with proper monitoring						
R-Ev-29	Introduction and improvement of waste monitoring	Monitoring system to quantify/determine waste collection, disposal volume, movement, other solid waste statistics, and treatment status	Short	LA	Public	3
R-Ev-30	Strengthening legal enforcement in solid waste management	To strengthen solid waste management, re-formulate legal framework , introduce patrol to watch illegal dumping, and collect waste fee to improve financial status	Short	LA	Public	3
(e) Awareness raising for waste management						
R-Ev-31	Public awareness-raising on solid waste management	Strengthen public awareness and education programmes, including guideline for public awareness and school education materials. This shall also cover the generation of guideline for waste reduction and recycling and promotion of 4Rs (Reduce, Reuse, Recycle and Refuse).	Short	CEA LA	-	1(CEA)
4. Proper Disaster Prevention based on disaster risk reduction principles						
(1) Development Control for DRR						
R-Ev-32	Establishment of proper zoning plan	Formulation of land use zoning regulations in the development plan for the LAs, based on the hazard map prepared by the NBRO as well as landslide and flood-prone maps	Short	UDA NBRO DOIr	-	3

Project No.	Project	Outline/Activity	Phase	Imple-menting agencies	Finance source	Status 1:ongoing 2:plannied 3:new proposal
		Authorisation and gazetting of the development plans for the related LAs.	Short to mid	UDA	-	3
(2) Reduction of Landslide Risk						
R-Ev-33	Establishment of regulation to prevent slope failure or debris flow caused by land development	Development control on the slope area and introduction of land use control category in the risky area where the identified steep slope in site level.	Short to mid	NBRO DMC UDA LA	-	3
R-Ev-34	Identification of landslide types	Identify landslide type as part of the landslide assessment to fix appropriate countermeasures in risky areas.	Short to Mid	NBRO DMC UDA	-	2
R-Ev-35	Introduction of countermeasures for slope stabilisation	Introduce countermeasure design to cope with slope stabilisation/mitigation	Short to Mid	NBRO RDA UDA	-	3
R-Ev-36	Identification of landslide hazardous area based on site level assessment	Compilation of local area hazard information to grasp the risk of landslide in site level scale in addition to the hazard map of the entire area to prepare measures for disasters	Short	NBRO	-	3
(3) Reduction of flood risk						
R-Ev-37	Enhancement of canal /drainage capacity in Akurana	Widening/protecting embankment of the canals and dredging the canal and drainage in identified flood critical areas, especially, Akurana	Mid to long	DOIr LA	Public	3
R-Ev-38	Enhancement of canal /drainage capacity in KMC	Widening/protecting embankment of the canals and dredging the canal and drainage in identified flood critical areas at Meda Ela (on going by SCDP	short	DOIr LA SCDP	Public	1 (SCDP)
R-Ev-39	Strict control and prohibition of construction in the river and creek beds	Strictly inspect and prohibit the construction in the river and creek beds which could increase the risk of flooding and inundation.	Short	LA UDA	-	3
R-Ev-40	Awareness raising campaign for clean drainage	Conduct a campaign to raise people's awareness about the importance of keeping the drainage clean to avoid the risk of inundation and flood so that people do not throw garbage into the river or creek bed.	Short	DOIr LA	-	3
R-Ev-41	Relocation of houses in the disaster-prone or high-risk places to a safer place	Formulate a relocation plan for the houses on the river channels which are prone to disasters	Short	LA DMC UDA	-	2 (DMC)
		Procure a safe relocation place for houses on the river channel	Mid	LA DMC UDA	Public	2 (DMC)

Note: DOIr: Department of Irrigation

Source: The JICA Team

15.3　Cluster Cities Strengthening Programme

15.3.1　Objective and Components

(1)　Objective

As the development orientation of the cluster cities was discussed in Chapter 8, Kandy and the three cluster cities of Katugastota, Peradeniya, and Kundasale-Digana form an urban core of the Greater Kandy Area centred around Kandy.

This programme aims to revitalise the central urban area of Kandy by restructuring the urban functions and improving the transportation system as well as urban development. Further, restructuring the city centre area could make it easier for disaster prevention, facilitating disaster response activities, with more space especially for evacuation activities.. Toward the above concept, transport network, comprised of road and public transportation facilities, plays a pivotal role and will be developed as illustrated in Figure 15.3.1.
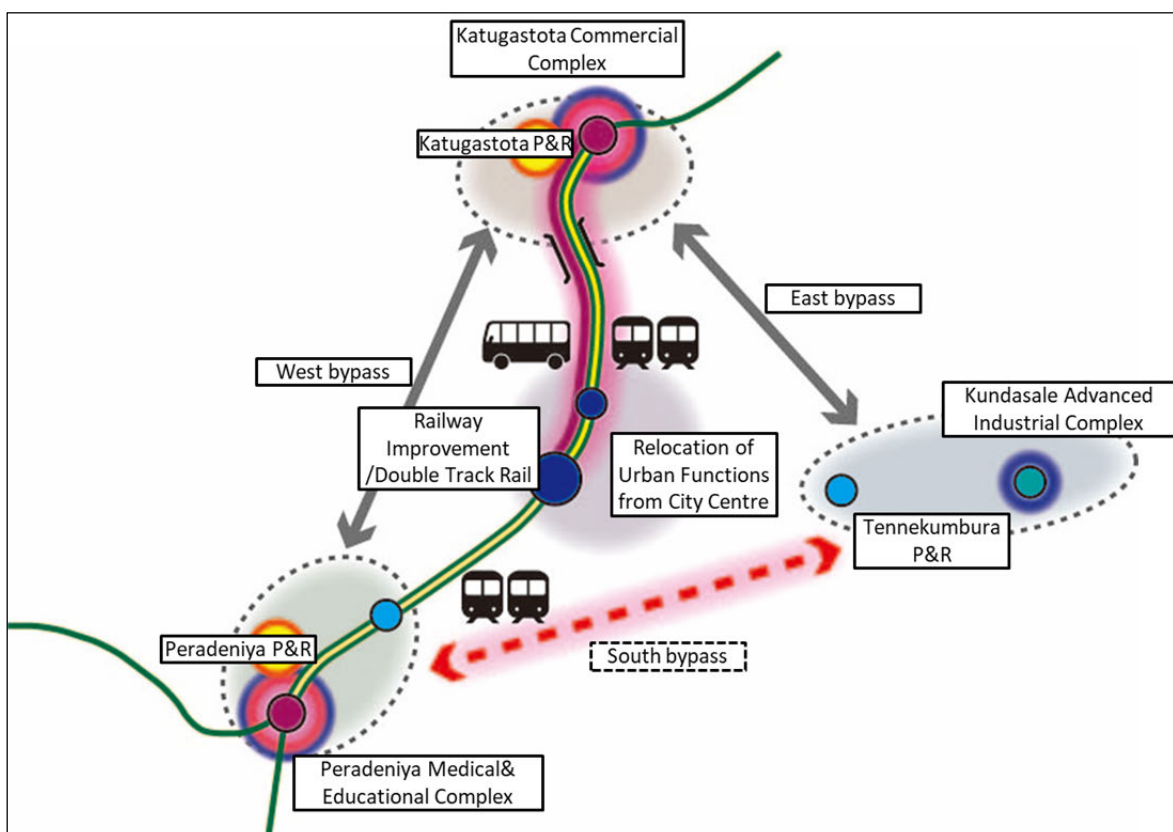
Source: The JICA Team

Figure 15.3.1　Schematic Diagram of Cluster Cities Strengthening Program

(2)　Programme Components

This programme consists of the components of (1) Transportation improvement, (2) Economic promotion, and (3) Urban development with three phases: short-term (~5 years), mid-term (~10 years), and long-term (10~20years).

Source: The JICA Team

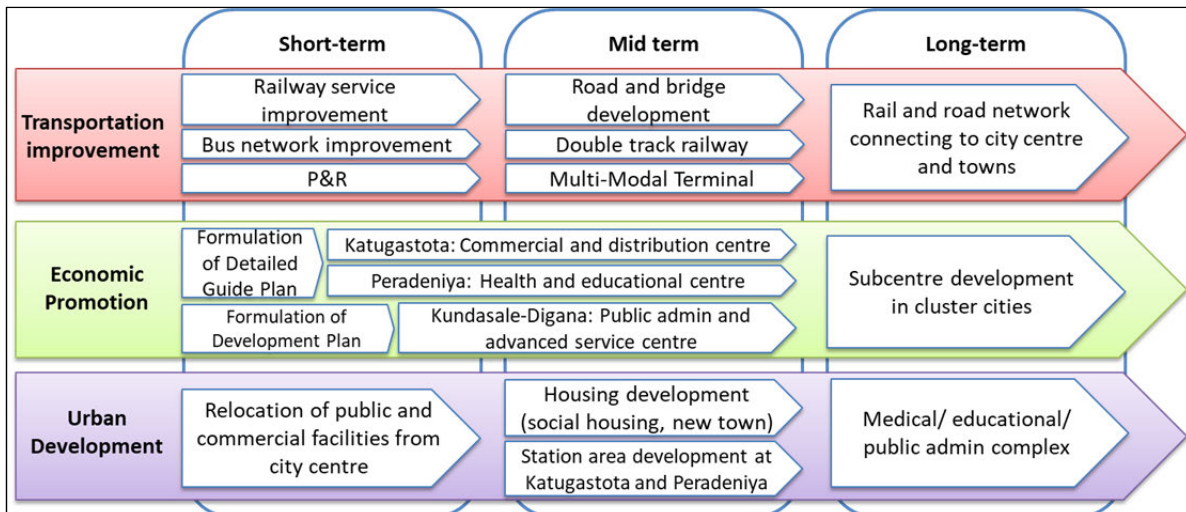**Figure 15.3.2   Cluster Cities Strengthening Programme Components by Phases**

1)   Transportation improvement

Improvement of railway and bus service is promoted to strengthen accessibility to the city centre, especially after the relocation of urban functions (public facilities) from the city centre to the cluster cities. Development of the double track railway with Park & Ride (P&R) and multimodal terminals at Katugastota and Peradeniya Stations are strategically implemented together with station area development to enhance the urban functions of these cluster cities.

2)   Economic Promotion

To identify the necessary urban and economic functions of the three cluster cities and to formulate projects and regulations, the Detailed Guide Plans of Katugastota and Peradeniya, the Development Plan for Kundasale PS and the Detailed Guide Plan of Kundasale-Digana are required. As for the promotion of sub-centre development at the cluster cities, Katugastota will be a commercial and distribution centre, Peradeniya will be a health and educational centre, and Kundasale- Digana will be a public administration and advanced service centre by maximising present economic development potentials as well as incubating new-added economic values.

3)   Urban Development

To relocate urban functions from the city centre, urban development of the cluster cities shall be promoted to ensure that the right facilities are at the right locations. One of the potential areas for this in Katugastota and Peradeniya is the railway station area, which is adjacent to the present locations of paddy fields and public lands. Once the station area development is promoted together with public transport facilities and services, these areas will become a main complex with new urban services mentioned above, mixed with new housings and open space.

Targets by phase for the whole cluster development are summarised in the table below.
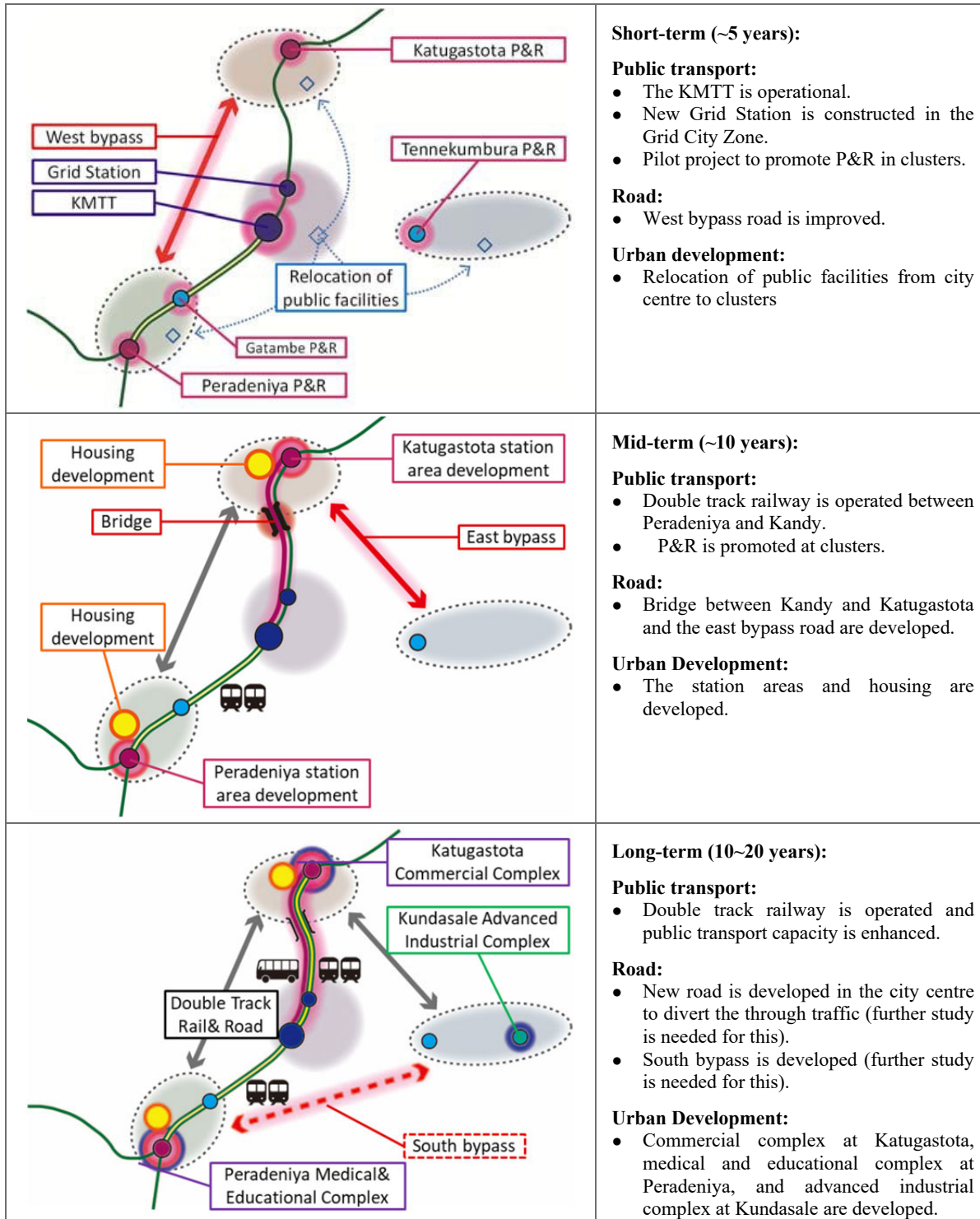
Table 15.3.1 Targets by Phase for Cluster City Strengthening Programme

Component (Code)	Short-term (~5 years)	Mid-term (~10 years)	Long-term (10 ~ 20years)	Target
Transportation Improvement (Cl-T)	- Katugastota cluster is developed by priority together with road network and bridges in connection with the Central Expressway Opening - Bypass road development - Land acquisition around the stations	- Peradeniya road network, including south bypass between Peradeniya and Tennekumbura, is developed - Station Plaza is developed along with the railway double tracking at Katugastota and Peradeniya	- Transportation network is improved in the region, including railway service improvement.	- Kandy and the cluster cities are connected by an efficient public transportation system - Katugastota and Peradeniya are developed by TOD in concomitant with the railway service improvement, including railway double tracking and station plaza development
Economic Promotion (Cl-Ec)	- Promotion of economic activities in the same pace as the regional transportation network improvement and urban function relocation	- Expansion of economic activities to create more jobs	- Well balanced socio-economic allocation in the Cluster Cities area of KMC and the three Cluster Cities, as the core of the Greater Kandy Area	- Well-balanced socio-economic allocation in the Cluster Cities area of KMC and the three Cluster Cities, as the core of the Greater Kandy Area
Urban Development (Cl-U)	- Proper relocation/ reorganisation of urban functions within Kandy and the cluster cities. - Redevelop the vacated land	- Progress of station area development together with transport network and public transport development	- More urban development is progressed around station area development, including commercial and residential development	- Urban areas are developed in Katugastota (as commercial centre), Peradeniya (as medical and education centre), and Kundasale – Digana (as Public administration and advanced industry) - Traffic congestion in the Heritage Area is alleviated.

Source: The JICA Team

(3) Phased Development of the Cluster Cities

Phased development in Cluster Cities area is shown as follows:

	Short-term (~5 years): **Public transport:** • The KMTT is operational. • New Grid Station is constructed in the Grid City Zone. • Pilot project to promote P&R in clusters. **Road:** • West bypass road is improved. **Urban development:** • Relocation of public facilities from city centre to clusters
	Mid-term (~10 years): **Public transport:** • Double track railway is operated between Peradeniya and Kandy. • P&R is promoted at clusters. **Road:** • Bridge between Kandy and Katugastota and the east bypass road are developed. **Urban Development:** • The station areas and housing are developed.
	Long-term (10~20 years): **Public transport:** • Double track railway is operated and public transport capacity is enhanced. **Road:** • New road is developed in the city centre to divert the through traffic (further study is needed for this). • South bypass is developed (further study is needed for this). **Urban Development:** • Commercial complex at Katugastota, medical and educational complex at Peradeniya, and advanced industrial complex at Kundasale are developed.

Source: The JICA Team

Figure 15.3.3   Development of the Cluster Cities and Kandy by Phases

15.3.2 Projects for Transportation Improvement of the Cluster Cities Strengthening Programme

Projects for the Transportation Improvement Component are listed as follows:

Table 15.3.2 Projects of Transportation Improvement of the Cluster Cities Strengthening Programme

| Project No.	Project	Outline/Activity	Phase	Imple-mnting agencies	Finance source	Status 1:ongoing 2:planned 3: new proposal
1. Promotion of Public transportation						
(1) Railway service improvement						
Cl-T-1	Increase in railway operation frequency	Increase the frequency of the train operation to improve the service level	Short	SLR	-	1 (SLR)
Cl-T-2	Traffic management around stations	Traffic management for all feeder services (bus, private bus, three-wheelers, private vehicle, etc.) around stations		KMC Police		3
(2) Bus network improvement						
Cl-T-3	Bus route rerouting and new routes	Reroute bus routes to expand bus service operation area and to alleviate the traffic congestion in the city centre	Short	Bus operators[1]	-	3
(3) Double tracking of the railway						
Cl-T-4	Double tracking	Development of double tracking between Katugastota- Kandy-Peradeniya	Short to mid	MOT SLR	Public	1 (SLR) 2 (MOT)
		Operation of double track railway	Long	SLR		2 (SLR)
(4)Multimodal Terminal and P&R Development						
(a) Multimodal Terminal and P&R Development in Katugastota						
Cl-T-5	Formulation and authorisation of development plan of station plaza, multimodal and P&R facilities	Formulate detailed guide plan, covering station plaza, multimodal facility, and P&R facility at Katugastota and authorise and gazette the plan.	Short	UDA SLR	-	2 (UDA)
Cl-T-6	Land acquisition for multimodal terminal at Katugastota	Land acquisition for multimodal and P&R facilities at Katugastota station Area	Short to Mid	UDA	Public	3
Cl-T-7	Development of multimodal terminal and P&R	Develop and operate the multimodal terminal and P&R	Mid	UDA Operator	Public	2 (SCDP, UDA)
(b) Multimodal Terminal and P&R Development in Peradeniya						
Cl-T-8	Formulation and authorization of development plan of station plaza, multimodal and P&R facilities	Formulate Detailed guide plan including station plaza, multimodal facility and P&R facility at Peradeniya, and authorize and gazette the plan.	Short	UDA SLR	-	2 (UDA)
Cl-T-9	Land acquisition for multimodal terminal at Peradeniya	Land acquisition for multimodal and P&R facilities at Katugastota station Area	Short to mid	UDA	Public	2 (UDA)
Cl-T-10	Development of multimodal terminal and P&R	Develop and operate the multimodal terminal and P&R	Mid	UDA Operator	Public	2 (SCDP, UDA)
(c) P&R Development in Tennekumbura						
Cl-T-11	Formulation and authorisation of development plan of P&R facilities	Formulate detailed guide plan including develop multimodal facilities and P&R facilities at Tennekumbura-Kundasale; and authorise and gazette the plan.	Short	UDA	-	2 (UDA)
Cl-T-12	Land acquisition for multimodal terminal at Peradeniya	Land acquisition for multimodal and P&R facilities at Katugastota Station Area	Short to mid	UDA	Public	2 (UDA)
Cl-T-13	Development of multimodal terminal and P&R	Develop and operate the multimodal terminal and P&R	Mid	UDA Operator	Public	2 (SCDP, UDA)
Cl-T-14	Social experiment for the promotion of P&R	Social experiment for the P&R at Katugastota and Peradeniya railway station, and secure land at Tennekumbura to promote public transportation usage	Short	KMC Police UDA	Public	3

2. Development of Transport Network						
(1) Road improvement in Cluster City areas						
Cl-T-15	Improvement of roads in Katugastota Cluster area	Road improvement connecting A10 – Manikkumbura Economic Centre & A9 – Katugastota Railway Station & B205–Mawalmada Halt – B365 for better access around Katugastota station	Mid	RDA	Public	3
Cl-T-16	improvement of roads in Peradeniya Cluster area	Develop roads connecting between A1- B365, and A1- B116 Widen/improve A5 and B505 for better access around Peradeniya station	Short to mid	RDA	Public	3
Cl-T-17	Improvement of roads in Kundasale Cluster area	Improvement of roads in Tennekumbura/ Kundasale: B311, B195, B413	Mid	RDA	Public	3
Cl-T-18	New road development	New road development between Tennekumbura to Polgolla	Mid	RDA	Public	3
(2) Bridge development in Cluster City areas						
Cl-T-19	Development of road bridge connecting Kandy and Katugastota	Study and formulate new bridge development plan for Kandy-Katugastota	Short	RDA	-	3
		Develop three (3) road bridges over the Mahaweli River	Mid to long	RDA	Public	3
Cl-T-20	Development of road bridge development connecting Kandy and Peradeniya	Study and formulate new bridge development plan for Kandy-Peradeniya	Short	RDA	-	3
		Develop pedestrian bridge and walkway between Peradeniya Station and Sarasavi Uyana Halt	Mid to long	RDA SLR	Public	3
Cl-T-21	Development of road bridge connecting Kandy and Kundasale	Study and formulate new bridge development plan for Kandy-Katugastota	Short	RDA	-	3
		Develop two road bridges over the Mahaweli River	Mid to long	RDA	Public	3
(3) Enhancement of logistics traffic in Cluster City areas						
Cl-T-22	Development of logistics facilities in Katugastota	Formulation and authorisation of logistic facilities development plan at Katugastota: For the smooth cargo movement to and from Kandy, logistics facilities in the outskirt of Kandy should be planned, authorised, and developed based on the scientific cargo movement survey.	Short	UDA RDA	-	3
		Acquire land and develop the logistics facility as planned and authorised	Short	UDA KMC RDA	Public	3
Cl-T-23	Development of logistics facilities in Peradeniya	Formulation and authorisation of logistic facilities development plan at Peradeniya: For the smooth cargo movement to and from Kandy, logistics facilities in the outskirt of Kandy should be planned and authorised and developed based on the scientific cargo movement survey.	Mid	UDA RDA	-	3
		Acquire land and develop the logistics facility as planned and authorised	Mid to long	UDA KMC RDA	Public	3
Cl-T-24	Development of logistics facilities in Kundasale	Formulation and authorisation of logistic facilities development plan at Kundasale: For the smooth cargo movement to and from Kandy, logistics facilities in the outskirt of Kandy should be planned, authorised, and developed based on the scientific cargo movement survey.	Mid	UDA RDA	-	3
		Acquire land and develop the logistics facility as planned and authorised	Mid to long	UDA RDA	Public	3

Source: The JICA Team
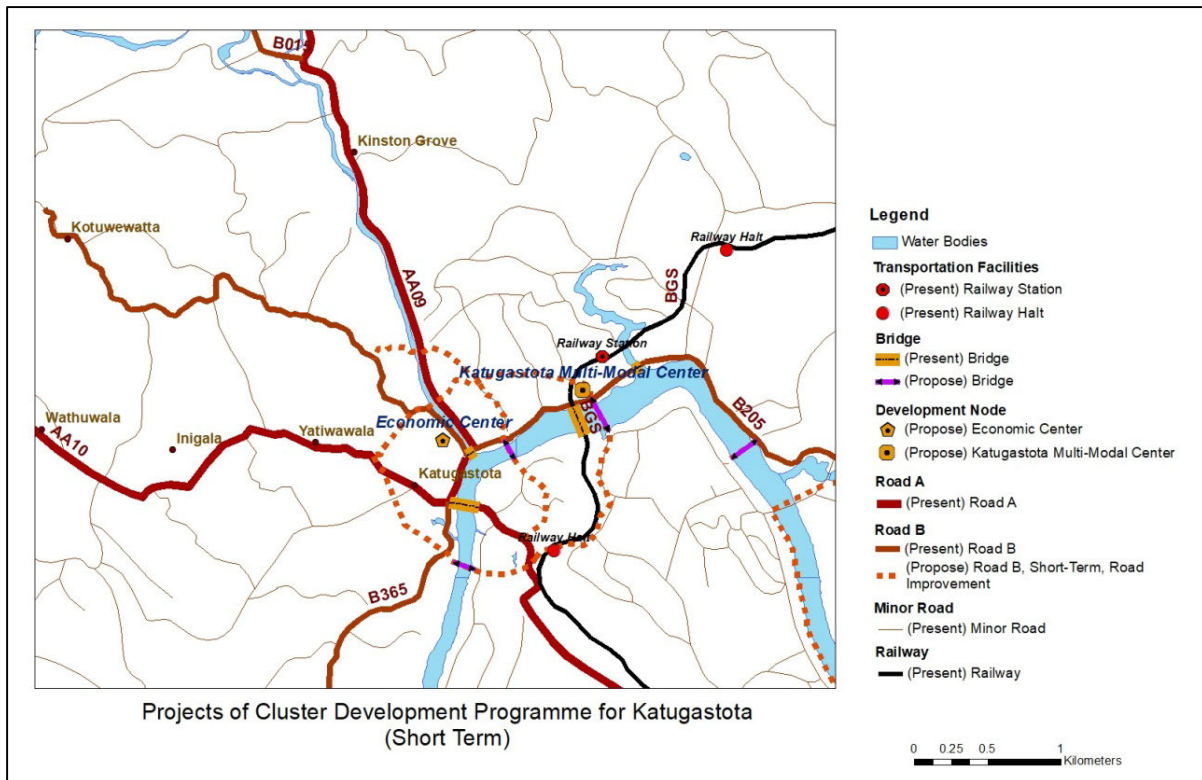
Source: The JICA Team

Figure 15.3.4   Projects of Cluster Development Programme for Katugastota (Short-term)
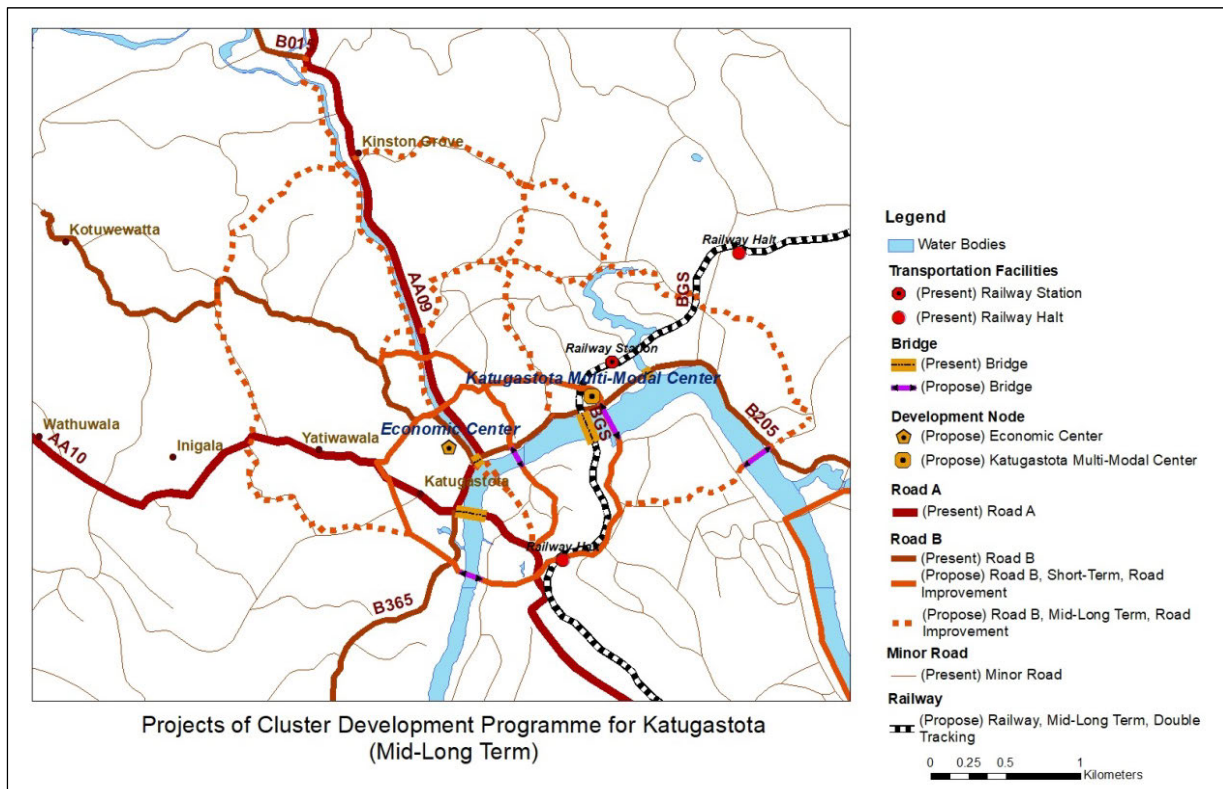
Source: The JICA Team

Figure 15.3.5   Projects of Cluster Development Programme for Katugastota (Mid, long-term)

Source: The JICA Team

**Figure 15.3.6   Projects of Cluster Development Programme for Peradeniya
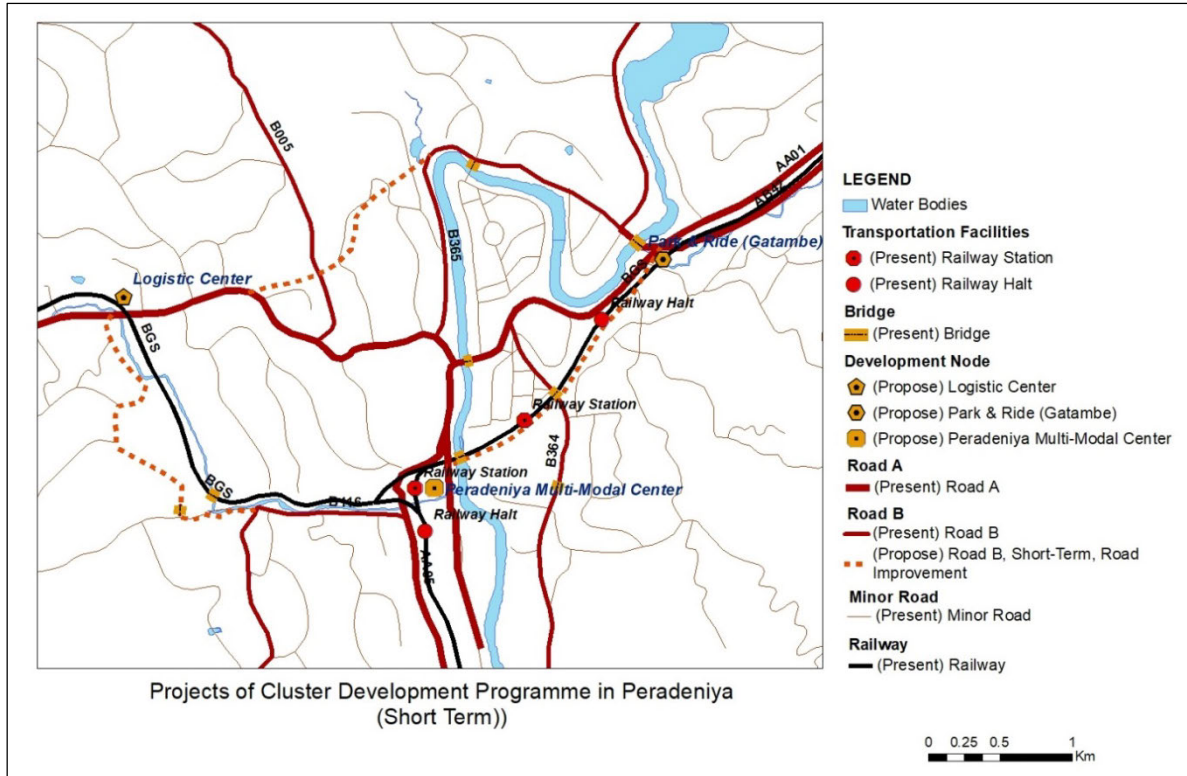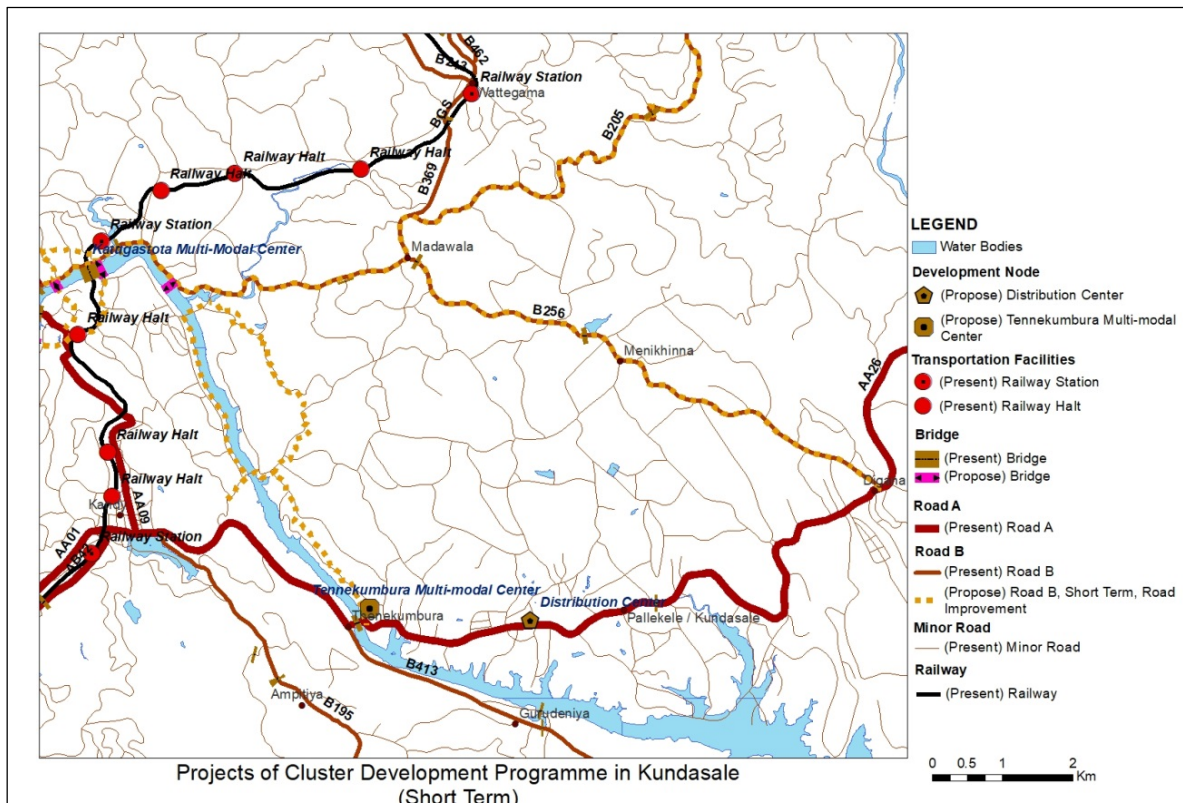(Short-term)**

Source: The JICA Team

**Figure 15.3.7   Projects of Cluster Development Programme for Kundasale-Digana
(Short-term)**
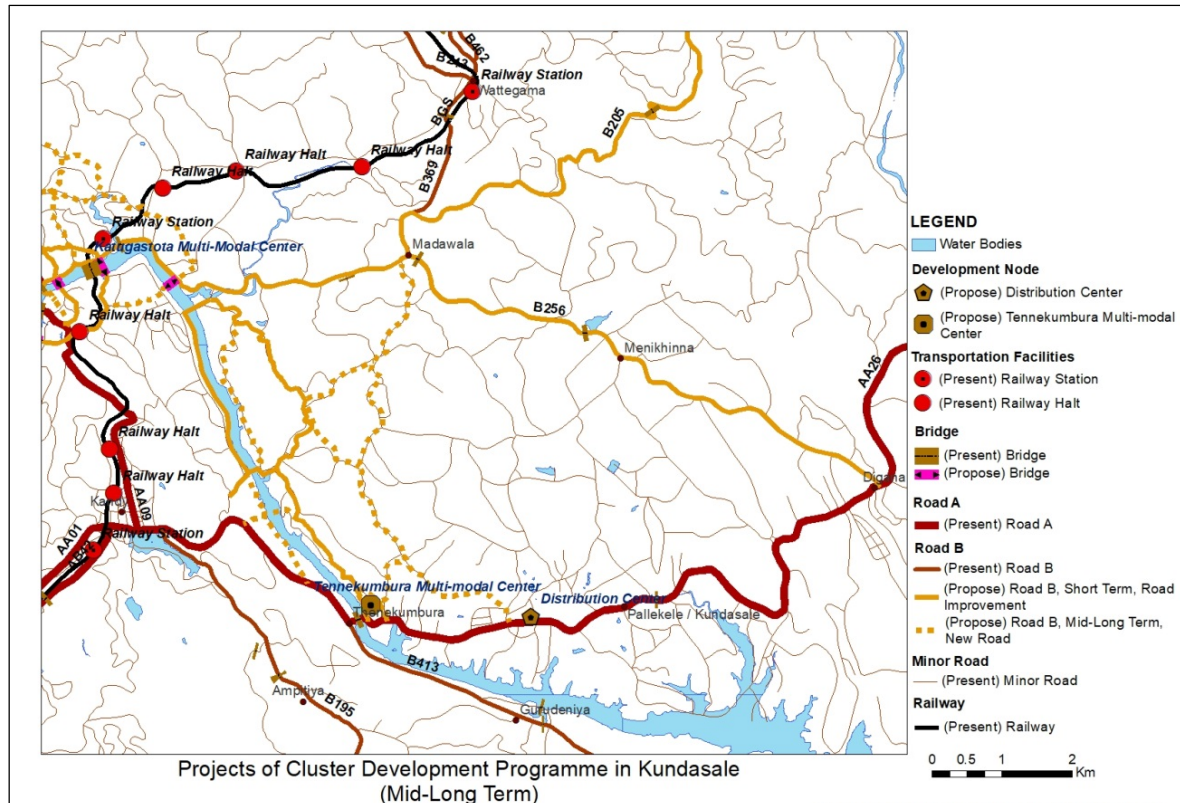
Source: The JICA Team

Figure 15.3.8   Projects of Cluster Development Programme for Kundasale-Digana (Mid-long term)

15.3.3 Projects for Economic Promotion of the Cluster Cities Strengthening Programme

Projects for Economic Promotion of the Cluster Cities Strengthening Programme are listed below.

Table 15.3.3   Projects for Economic Promotion of the Cluster Development Programme

Project No.	Project	Outline/Activity	Phase	Imple-menting agency	Finance Source	Status 1:ongoing 2:planned 3: new proposal
1. Development of Katugastota						
Cl-Ec-1	Formulation and authorisation of Detailed Guide Plans of Katugastota	Formulate the Detailed Guide Plan of Katugastota for the development of the area as commercial hub, covering station area and multimodal terminal development, establishment of a logistics centre, and the relocation of urban functions from the Kandy City Centre area	Short	UDA	-	2 (UDA)
Cl-Ec-2	Development of commercial and distribution centre at Katugastota	In order to develop Katugastota area as commercial and distribution centre, rehabilitation of Manikkumbura Economic Centre as a new commercial centre with proper access roads, together with a logistic centre	Mid	UDA	Public Private	3
2. Development of Peradeniya						
Cl-Ec-3	Formulation and authorisation of Detailed Guide Plan for Peradeniya	Formulate the detailed guide plan of Peradeniya to establish the area as medical and educational hub, covering station area and multimodal terminal development, putting up of MICE facility, and the relocation of urban function from the Kandy City Centre	Short	UDA	-	2 (UDA)

Project No.	Project	Outline/Activity	Phase	Imple-menting agency	Finance Source	Status 1:ongoing 2:planned 3: new proposal
Cl-Ec-4	Development of health and educational centre at Peradeniya	Develop Peradeniya cluster as health and educational centre: - Develop medical and healing facilities - Attract higher education institute and R&D functions - Develop convention function (MICE)	Mid to long	UDA	Private	3
Cl-Ec-5	Promotion of knowledge and technology	Promote knowledge and technology of Peradeniya University surrounded by natural environment of Peradeniya Botanical Garden and the Mahaweli River.	Mid	U of Peradeniya	-	3
3. Development of Kundasale-Digana						
Cl-Ec-6	Formulation of Development Plan for Kundasale	Development plan for Kundasale which is being formulated to be finalised and authorised.	Short	UDA	-	2 (UDA)
Cl-Ec-7	Development of Kundasale-Digana	- Develop Kundasale-Digana cluster as public administration and advanced service centre - Digana as the gateway to the eastern area	Mid	UDA	Public Private	3
Cl-Ec-8	Eco- and rural tourism	Promotion of eco-tourism or rural tourism utilising rich natural environment, especially those protected along the Mahaweli River	Short to Mid	REDA DCTC	-	3
Cl-Ec-9	Advanced industry	Promote advanced industries such as IT, R&D, and health-related industries to Kandy Industrial Park (KIP)	Mid to long	BOI KIP	Private	3

Source: The JICA Team

15.3.4 Projects for Urban Development of the Cluster Development Programme

Projects for Urban Development of the Cluster Development Programme are listed as follows:

Table 15.3.4   Projects for Urban Development of the Cluster Development Programme

Project No.	Project	Outline/Activity	Phase	Imple-menting agency	Finance source	Status 1:ongoing 2:planned 3: new proposal
1. Relocation of urban functions from the city centre						
Cl-U-1	Relocation of urban functions and facilities from the city centre to the cluster cities	Formulate guide plans for Katugastota and Peradeniya station area development, including study on the relocation and reorganisation of facilities in the city centre area	Short	UDA	-	2
		Relocate urban functions from the city centre area: Move facilities that should not necessarily be located in the city centre area, such as Sinha Regiment and police barrack.	Short	UDA	Public	3
		Relocate urban functions from the city centre area: Move facilities that should not necessarily be located in the city centre area, such as Kandy District Office and other regional and national level government offices.	Mid to long	UDA	Public	3
		Shift the urban centre to the station area gradually for public transport promotion as well as relocation of public facilities from the Kandy city centre.	Mid to long	UDA Private	Public Private	3
Cl-U-2	Promotion of development of area service and commercial facilities	So that cluster cities will function as service centre, office facilities where people frequent will be established in these areas. Examples of such facilities are government branch offices, school branches, health facilities, including channelling centres as well as regional commercial facilities	Mid to long	UDA KMC Private	Public Private	3

Project No.	Project	Outline/Activity	Phase	Imple-menting agency	Finance source	Status 1:ongoing 2:planned 3: new proposal
2. Housing development in cluster cities						
Cl-U-3	Housing development in Katugastota	Based on the future framework, housing development plan shall be formulated by the UDA for Katugastota, based on the development plan for KMC and the detailed guide plan	Short	UDA Private	Public Private	3
		Develop new housing area in Katugastota	Mid to long	UDA, Private	Private	3
Cl-U-4	Housing development in Peradeniya	Based on the future framework, housing development plan shall be formulated by UDA for Peradeniya based on the development plan for KMC and the detailed guide plan	Mid,	UDA Private	-	3
		Develop new housing area in Peradeniya	Mid to long	UDA, Private	Private	3
Cl-U-5	Housing development in Kundasale-Digana	Based on the future framework, housing development plan shall be formulated by the UDA for Kundasale - Digana based on the development plan for Kundaasle, considering the MASL's development projects	Mid	UDA MASL Private	-	3
		Develop new housing area along B256 in Kundasale based on the development plan and housing development plan	Mid to long	UDA, MASL Private	Private	3
Cl-U-6	Social housing	Provide social housing for low-income families	Mid to long	UDA	Public	3
3. Station Area Development						
(1) Station Area Development of Katugastota						
Cl-U-7	Development of station buildings and multimodal facilities at Katugastota	Formulate and gazette the detail guide plan for Station Area development of Katugastota Station	Short	UDA	-	3
		Acquire land around the stations of Katugastota, including Sri Lanka Railway (SLR) and private paddy fields	Short	UDA	Public	3
		To enhance services provided at the station area, station plaza, and buildings are to be developed together with multimodal terminals at Katugastota Station	Mid	UDA	Public Private	3
Cl-U-8	Development of urban centre at Katugastota	Develop new urban functions, commercial and public service centre for Katugastota, based on the detailed guide plan by inviting private investors	Mid to Long	UDA SLR MOT KMC Private	Public Private	3
(2) Station Area development at Peradeniya						
Cl-U-9	Development of station buildings and multimodal facilities at Peradeniya	Formulate and gazette the detailed guide plan for Station Area development at Peradeniya Junction Station	Short	UDA	-	3
		Acquire lands (e.g., SLR and private paddy fields) around the stations of Peradeniya Junction,	Mid	UDA	Public	3
		Development of station buildings and multimodal facilities at Peradeniya To enhance services provided at the station area, station plaza and buildings are to be developed together with multimodal terminals at Peradeniya Junction Station	Mid	UDA	Public Private	3
Cl-U-10	Development of urban centre at Peradeniya	By inviting private investors, develop new urban functions (i.e. commercial and public service centre) for Peradeniya based on the detailed guide plan	Mid to Long	UDA SLR MOT KMC Private	Public Private	3

1) Bus operators include NTC, RPTA as regulatory agencies, and SLTB and private bus companies as operators.

Source: The JICA Team

15.4 City Centre Revitalisation Programme

15.4.1 Objective and Components

(1) Objective

As described in Chapter 8, the centre area of Kandy City should be revitalised as the urban core of Central Region harmonised with historic and cultural values and socio-economic activities, creating Sacred Area for preservation, the Grid City for revitalisation, and the Civic Hub for innovation by restructuring the area by (1) development integrated with the adjacent cluster cities, (2) restructuring of urban functions in the city centre area, (3) preservation and rehabilitation of historic and cultural assets, and (4) creation of pedestrian friendly space.

For these purposes, the following strategies shall be taken: (1) Transport network improvement, (2) Preservation of human-scale historic streetscape: focusing on the Heritage Area, (3) Revitalisation of urban functions: introduction of new urban functions and development of open spaces by reorganisation of public lands, which further provide a space for amenity and also for disaster prevention, (4) Tourism development: tourism service and information provision, etc., and (5) Improvement of living environment, including redevelopment of degraded residential areas, social housing, and infrastructure development.

"**Railway corridor**" development is a catalyst to improve both transport and urban conditions, and to integrate the Heritage Area between north and south by public transport services. It is expected that from railway stations, citizens and visitors will walk around the Heritage Area.

To integrate various projects and share the common image of the Heritage Area, "**Spiritual Street**" is proposed as a concept to be shared among citizens, worshippers, and tourists to improve the walking environment of said area. Along the Spiritual Street in the Civic Hub, there are many public facilities which will be relocated or rehabilitated. New urban facilities will be opened to public, and people will be able to enjoy walking and resting. For this, "Spiritual Street" connects and integrates various projects and urban facilities.
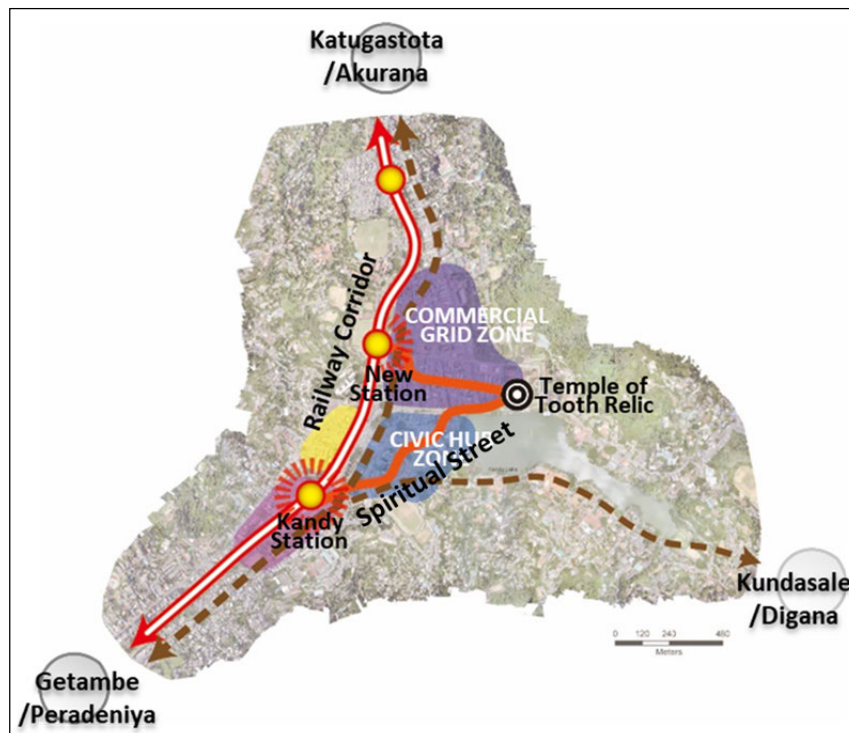
Source: The JICA Team

Figure 15.4.1   Urban Structure of City Centre

(1) Programme Components

This programme aims to revitalise the central urban area of Kandy by restructuring the urban functions and improving the transportation system as well as urban development. Further, restructuring the city centre area could make it easier for disaster prevention, facilitating disaster response activities, with more space especially for evacuation activities.
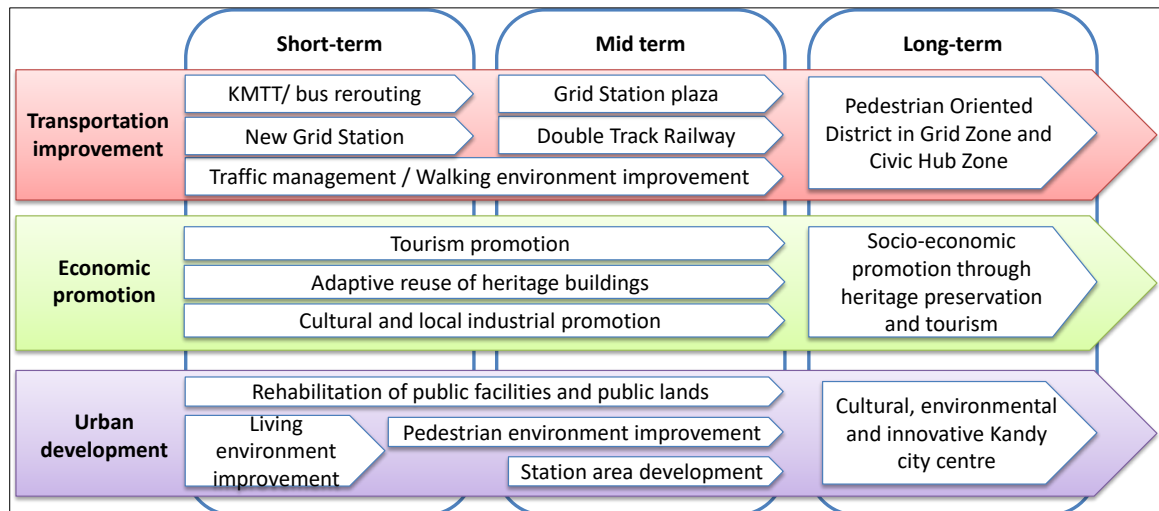
Source: The JICA Team

Figure 15.4.2   Programme Components and Phases of City Centre Revitalisation Programme

1)   Transportation Improvement

In parallel with the KMTT construction with bus rerouting, it is expected to conduct traffic management and walking environment improvement in the city centre. A new station and station plaza at the Grid City will be developed at the Sinha Regiment to function as a new gateway for those who use the railway to visit to the Temple of the Tooth Relic and other facilities.

2)   Economic Promotion

Tourism is one of the major industries of Kandy; thus, local products and tourism services and facilities shall be improved strategically. Through proper adaptive reuse and rehabilitation, heritage buildings are potential resources for tourism promotion and local socio-economic development.   By utilising many public facilities and spaces in the Civic Hub Zone, cultural and local industries will be promoted along with the Spiritual Street.

3)   Urban Development

Living environment improvement of Meda Ela and Mahaiyawa shall be prioritised to provide appropriate urban facilities and services for community development. After the relocation of public facilities from the city centre to the cluster cities, the existing public facilities will be rehabilitated and transformed to other publicly open facilities such as a local industrial promotion centre, local food market, cultural theatre, etc. Pedestrian environment in the city centre is improved with these urban development projects.

The following figure illustrates the phased development in the City Centre Area.

	Short-term (~5 years) • Traffic management and relocation of public facilities are conducted in the Grid City and the Civic Hub Zones. • Land along the railway is acquired. • Living environment improvement along Meda Ela area is initiated.
	Mid-term (~10 years) • A new station and station plaza is developed in the Grid City. • Spiritual Street is ensured with a local industrial centre and a walkable open space in the Civic Hub.
	Long-term (10~20 years) • Pedestrian-Oriented District is ensured in the city centre with double-track railway and new road in the Grid City. • Kandy's station area development is promoted.

Source: The JICA Team

Figure 15.4.3   Development of the City Centre Area by Phases

15.4.2 Projects for Transportation Improvement of the City Centre Revitalisation Programme

Projects for the Transport Improvement of the City Centre Revitalisation Programme are as shown in Table 15.4.1.

Table 15.4.1 Projects for Transportation Improvement of the City Centre Revitalisation Programme

Project No.	Project	Outline/Activity	Phase	Imple-menting agency	Finance source	Status 1:ongoing 2:planned 3: new proposal
1. Promotion of Public Transport						
(1) Promotion of Public Transportation services						
Ci-T-1	Development of KMTT	Develop KMTT on schedule (SCDP on-going)	Short (by 2022)	SCDP	Public	1 (SCDP)
Ci-T-2	Bus rerouting	Reroute bus operation to alleviate traffic congestion in the city centre	Short	Bus operators[1]	-	2 (SCDP)
(2) Improvement of railway transportation						
(a) Development of station and station plaza						
Ci-T-3	Development of Kandy Station and Station Plaza	Formulation of Kandy Station and Station Plaza development plan: In connection with the KMTT, Kandy station area development plan should be formulated as part of the detailed guide plan of the Civic Hub and Public Transit zones which will form the "Spiritual Street"	Short	UDA SLR SCDP	-	3
		Authorisation and gazette the Kandy Station Area Development Plan	Short	UDA SLR	-	3
Ci-T-4	Development of a new station and station plaza at Grid City	Formulate a new station and station plaza development plan: Develop a new station and station plaza at the Sinha Regiment area, tentatively named Grid City Station, to enhance the transport capacity of the Grid Zone. These comprised of a station plaza with loading and unloading spaces for bus, three-wheelers, private vehicles as well as open space for the public	Short to mid	UDA SLR	Public	3
		Land Acquisition Acquire land around the existing Siha Regiment Area, in addition to agreed designated land	Short to mid	UDA SLR	Public	3
		Construction of station	Short to mid	SLR	Public	3
		Construction of station plaza	Mid	SLR	Public	3
(b) Double tracking						
Same as CL-T-5	Double tracking of railway (Phase1)	Double tracking between Kandy-Peradeniya to enhance railway capacity at the sections of Kandy -Peradeniya	Short	SLR	Public	1 (SLR)
Same as CL-T-6	Double tracking of railway (Phase2)	Double tracking between Katugastota-Kandy to enhance railway capacity at the sections of Katugastota- Kandy	Short to mid	MOT	Public	2 (MOT)
2. Road development						
(1) Improvement of existing roads						
Ci-T-7	Improvement of Dharmasoka Mawatha	Improvement of Dharmasoka Mawatha as east inner bypass (ongoing by SCDP)	Short	RDA	Public	1 (SCDP)
(2) New road development along the railway						
Ci-T-8	Development of a new road on the railway	Study on a new road development on the west side of the Grid City on the railway ROW, including necessity and structure (at-grade, elevated, underground) and alignment	Short	RDA MOT	Public	3
		Land acquisition along the railway	Mid	RDA MOT	Public	3
		Construction of the new road with double-track railway	Mid to Long	RDA MOT	Public	3

3. Traffic management and walking environment improvement						
(1) Traffic Management						
Ci-T-9	Improvement of intersections and introduction of traffic lights	Improvement of intersections and introduction of traffic lights	Short to mid	RDA	Public	2 (SCDP)
Ci-T-10	Parking management	Application of parallel parking in the Grid City	Short	KMC	-	3
Ci-T-11	Introduction of E-circular vehicle in the Grid City	Installation of electric cars to provide the access mode to the destination for public transport users and to reduce air pollutants	Mid	Bus operator	Public Private	3
Ci-T-12	Introduction of Electric 3 wheeler	Study on the introduction of Electric 3-wheeler in the hilly Kandy	Mid	3 wheelers	Public Private	3
Ci-T-13	Establishment of information management system	Establishment of information management system to provide information about traffic congestion, timetable of bus and railway operation, traffic accidents, etc. at bus terminals, P& R, and multimodal terminals	Mid to long	Bus operators	Public	3
(2) Walking environment improvement						
Ci-T-14	Improvement of pedestrian walkway	Rehabilitation of sidewalk of existing main roads	Short to mid	KMC	Public	3
Ci-T-15	Development of Spiritual Street	Improve pedestrian spaces and public facilities between Kandy Railway Station to the Temple of Tooth Relic	Mid to long	KMC	Public	3
Ci-T-16	Control parking	Charge higher parking fees in the city centre to encourage parking out of the centre	Short	KMC	-	2 (KMC)
Ci-T-17	Vehicle control of trucks	Control on entry of transports of logistics (trucks)	Short	Traffic police	-	3
Ci-T-18	Vehicle control of school transportation	Control on entry of school transportation	Short	Traffic police Schools	-	3
Ci-T-19	Social experiment of traffic management	Social Experiment to promote traffic management measures - bus re-routing, - one-way system, - Park & Ride	Short	Traffic Police, Bus operators[1]	-	3
Ci-T-20	Promotion of community-run school bus	Operation of school bus services by community groups	Short	UDA	-	3
Ci-T-21	Promotion of walkability between the public transport and schools	To promote use of public transportation among students, the walkability and comfortable walkway need to be developed.	Short to mid	UDA MOT	Public	3
Ci-T-22	Development of pedestrian-oriented station plaza at Kandy Station	Develop a Kandy railway station pedestrian plaza as a gateway to Spiritual Street	Short	SLR UDA	Public	3
Ci-T-23	Development of station plaza at the new Grid City Station	Develop a station plaza in front of the new Grid Station (Sinha Regiment land) to enhance a transport capacity of the Grid Zone and improve accessibility (parking development is planned by UDA and KMC)	Short, Mid	SLR	Public	3

1) Bus operators include NTC, RPTA as regulatory agencies, and SLTB and private bus companies as operators.

Source: The JICA Team

15.4.3 Projects for Economic Promotion of the City Centre Revitalisation Programme

Projects for the economic promotion of the City Centre Revitalization Programme are shown as follows:

Table 15.4.2   Projects for Economic Promotion of the City Centre Revitalization Programme

Project No.	Project	Outline/Activity	Phase S: short M:mid L:long	Imple-menting agency	Finance source	Status 1:ongoing 2:planned 3: new proposal
1. Tourism promotion						
Ci-E-1	Improvement of tourist information centre	Improve tourism information centres for the convenience of tourists by providing more informative materials	Short	REDA DTCT KMC	Pubic	3
Ci-E-2	Improvement of tourism promotion materials	Improve tourism promotion materials, which at present are rather poor, to show local attractions. These materials for tourist will be preferably distributed free of charge.	Short	DTCT KMC	Pubic	3
Ci-E-3	Introduction of qualified tourist guides	Introduction of qualified tourist guides with IDs	Short	DTCT KMC	Pubic	3
Ci-E-4	Improve tourists bus management	Improve tourist bus management, including stopping and parking lots,etc.	Short	Tour operator KMC	Pubic	3
2. Adaptive reuse of heritage buildings						
Ci-E-5	Identification of cultural and historic assets	Identify and preserve properties with cultural and historic values in the city centre	Short to mid	UDA KMC DOA CCF	-	3
Ci-E-6	Promotion of adaptive reuse of heritage buildings	Promote rehabilitation and adaptive reuse of heritage buildings for various uses (e.g., tourism information centre, café, shop)	Short to mid	UDA CCF KMC Private	Public, Private	3
3. Cultural and local industrial promotion						
Ci-E-7	Local industrial promotion	Formulate a development plan of local industrial centre in the Civic Hub zone along Spiritual Street	Short to mid	UDA KMC REDA	-	3
		Identify and promote added-value local industries for tourism and daily use	Short to mid	KMC REDA	-	3
		Develop a local industrial centre with public open space along Spiritual Street	Mid	UDA Private	Public Private	3
Ci-E-8	Development of Cultural area in Civic Hub	Formulate and authorize a plan for the integration and innovation of the Cultural Area in the Civic Hub, integrating and innovating the public facilities and space in the Civic Hub.	Short to Mid	UDA KMC Public facilities	-	3
		Develop integrated improvement/ rehabilitation of public facilities with cultural and historical values along Spiritual Street	Mid to long	UDA KMC Private	Public Private	3

Source: The JICA Team

15.4.4 Projects for Urban Development of the City Centre Revitalisation Programme

Projects for Urban development of the City Centre Revitalisation Programme are shown below.

Table 15.4.3 Projects for Urban Development of the City Centre Revitalisation Programme

Project No.	Project	Outline/Activity	Phase	Imple-menting agency	Finance source	Status 1:ongoing 2:planned 3: new proposal
1. Rehabilitation of public facilities and public lands						
Ci-U-1	Relocation of public facilities and redevelop public lands	Formulate and authorize a relocation plan for public facilities in the Civic Hub area through discussion with relevant organisations	Short to mid	UDA RDA KMC	Public	3
		Relocate the public facilities along the Spiritual Street in the Civic Hub to make the area more comfortable, connecting and integrating various projects and urban facilities such as police barrack and other public facilities	Mid to long	UDA Police	Public	3
Ci-U-2	Rehabilitation of public facilities	Formulate and authorize a rehabilitation plan for public facilities in the Civic Hub area through discussion with relevant organisations.	Short to mid	UDA KMC	Public	3
		Rehabilitate public facilities along Spiritual Street in the Civic Hub to make the area more comfortable, connecting and integrating various projects and urban facilities such as Bogambara Prison and the public market	Short to Mid	UDA KMC Private	Public Private	3
2. Living environment improvement						
Ci-U-3	Residential area improvement	Formulate redevelopment of degraded residential areas (such as Mahaiyawa and other low-income areas) through provision of social housing, access road, infrastructure, etc. (in line with railway station area development), and this will undergo consultation with the community	Short	UDA	Public	3
		Development of the improvement projects	Mid to long	UDA	Public Private	3
Ci-U-4	Improvement of parks and open space	Upgrading of parks and open space, such as De Silva Park, rooftop of the city car parking (SCDP, on-going)	Short to mid	KMC UDA	Public	1
Ci-U-5	Improvement of sanitation	Upgrading of public toilets in the Civic Hub zone (JICA Sewage Project, on-going)	Short	KMC	Public	1 (JICA)
Ci-U-6	Improvement of firefighting capacity	Securement of pump cars and rescue cars, and increase in the number of firefighters accordingly (used pump cars to be sent from Japan)	Short to mid	KMC	Public	2
		Enhancement of the maintenance of existing facilities at the Fire Brigade Unit to promote appropriate response	Short to mid	KMC	Public	3
		Procurement of training facilities in the Fire Unit	Short to mid	KMC	Public	3
Ci-U-7	Improvement of drainage	Improvement of Meda Ela (*SCDP, on-going)	Short	NWSDB	Public	1 (SCDP)
Ci-U-8	Improvement of sewage	Improvement of Sewage (*JICA, on-going)	Short	KMC NWSDB	Public	1 (JICA)
Ci-U-9	Reduction of Non-Revenue Water (NRW)	Reduce non-revenue water that accounts for around 30% of the produced water, by establishing a district metered area (DMA) to periodically analyse, monitor the level of leakage and NRW, and introduction of SCADA (Supervisory Control and Data Acquisition) system for comprehensive data for production water amount, flow, valve status, and reservoir water level.	Mid to long	KMC NWSDB	Public	3
Ci-U-10	Improvement of water purification system	Introduce new technology like osmosis to purify water that cannot be purified by the traditional methods.	Mid	KMC	Public	3
Ci-U-11	Promotion of 4Rs	To reduce solid waste from households, 4R (Reduce, Reuse, Recycle and Refuse) should be promoted by awareness raising campaign.	Short	KMC	-	2 (KMC)

Project No.	Project	Outline/Activity	Phase	Imple-menting agency	Finance source	Status 1:ongoing 2:planned 3: new proposal
3. Improvement of pedestrian environment						
Ci-U-11	Underground pass development	Underground pedestrian pass development	Short	RDA	Public	1 (RDA)
Ci-U-12	Formulation of pedestrian priority area at Grid Zone	Utilise Yatinuwara Veediya as three-lane road by reducing on-street parking, and turn one lane of D.S. Senanayake Veediya into sidewalk-	Short	SCDP	Public	2 (SCDP)
		Develop a pedestrian priority street (i.e., Colombo Street) by (1) introducing parallel parking, (2) widening the sidewalk, (3) improving the pavement, and (4) installing street furniture	Short to mid	KMC	Public	3
		Secure pedestrian walkway on Yatinuwara Veediya and Kotugodella Veediya by developing a road on the west edge of the Grid City and parking control within the Grid City area.	Mid to long	RDA	Public	3
Ci-U-13	Development of Spiritual Street of the Heritage Area	Improve existing sidewalks, pedestrian underpass, and parks	Short	KMC, RDA, SCDP	Public	1 (KMC, SCDP)
		Develop pedestrian space by redeveloping / rehabilitating the public facilities along the Spiritual Street	Mid	UDA RDA SCDP	Public Private	2 (SCDP)
		Designate the Civic Hub Zone as the Pedestrian Priority Zone	Long	KMC	Public	3
4. Station area development						
Ci-U-14	Station area development at Kandy Station	Formulate the urban development plan around Kandy Station, considering the KMTT and its related development plan, with the urban design orientation for the Station Plaza Area	Short	UDA	-	3
		Authorise Kandy Station the area development	Short	UDA	-	3
		Acquire land around Kandy Station for development purposes	Short to mid	UDA	Public	3
		Development of Kandy Station Area	Mid to long	UDA SLR	Public private	3
Ci-U-16	Station Area development at the new Grid City station	Formulate the redevelopment plan around the New Grid City Station area to create pedestrian-oriented zone in the Grid City.	Short	UDA	-	3
		Authorise the station area development of the new Grid City Station area	Short	UDA	-	3
		Acquisition of more land from Sinha Regiment	Short to mid	UDA	Public	3
		Acquire more land around the Kandy Station for development	Mid to long	UDA	Public	3
		Redevelopment of the Grid City Station area	Long	UDA Private	Public Private	3
Ci-U-17	Improvement of roads around the station	Road improvement around stations (access road, road widening, intersection improvement, etc.)	Short to mid	RDA	Public	3
Ci-U-18	Traffic management of feeder transportation around the stations	Traffic management for all feeder transportation services (bus, private bus, three-wheelers, private vehicle, etc.) around stations	Short to mid	Traffic police, KMC	-	3
Ci-U-16	Development of underground walkways	Improvement of pedestrian environment such as underground walkway, etc.) (some projects are on-going, SCDP)	Short to mid	RDA, KMC SCDP	Public	1 (RDA)

Source: The JICA Team
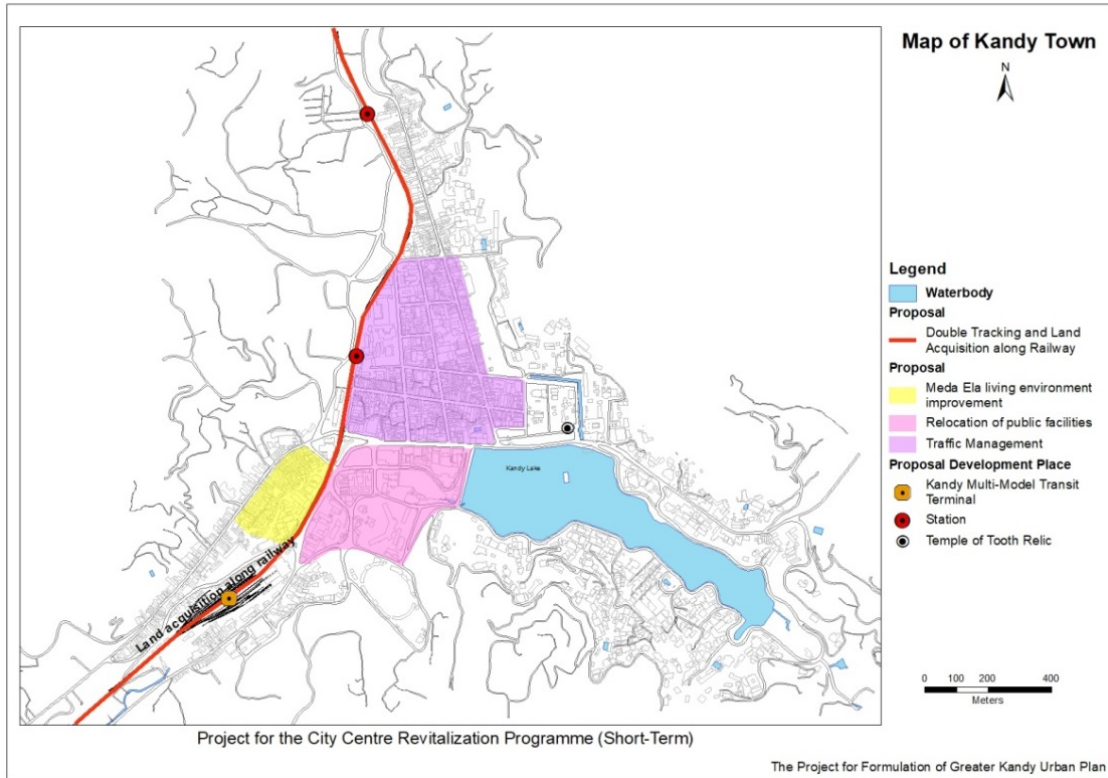
Source: The JICA Team

Figure 15.4.4   Projects of City Centre Revitalization Programme (Short term)
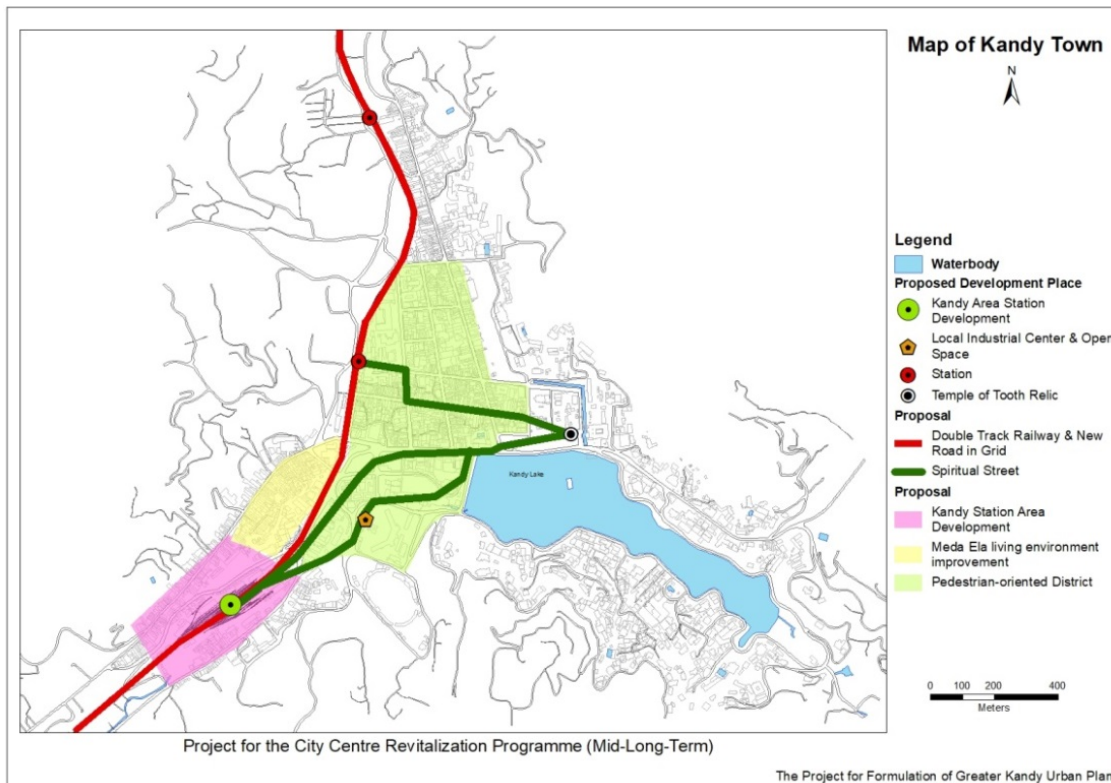
Source: The JICA Team

Figure 15.4.5   Projects of City Centre Revitalization Programme (Mid-Long term)

15.5 Heritage Preservation and Utilisation Programme

15.5.1 Objective and Components

(1) Objective

This programme aims to preserve Kandy's historical and cultural heritage buildings and townscape. It should be emphasised that preserving heritage buildings and townscape will attract more tourists and contribute further to economic benefits through tourism and retail activities.

(2) Programme Components

Programme components and targets are shown in Figure 15.5.1. Programme is composed of Heritage three components: (1) Heritage property preservation, (2) Institutional arrangement, and (3) Promotion of community-based activities for preservation and town improvement.
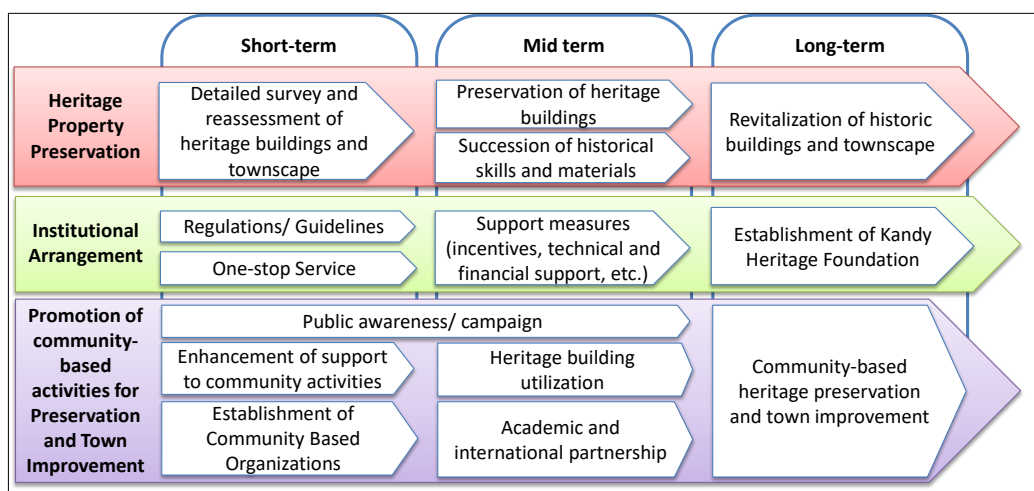
Source: The JICA Team

Figure 15.5.1   Programme Components of Heritage Preservation and Utilisation Programme by Phases

1) Heritage Property Preservation

Heritage buildings should be re-evaluated based on a detailed survey and re-listed according to the amended regulations of the Development Plan for KMC, together with appropriate supporting measures for preservation and rehabilitation.

2) Institutional Arrangement

Regulations under the Development Plan for KMC will be revised and gazetted for a proper enforcement and monitoring system. To improve the present inappropriate administration for heritage conservation, a One-Stop Service will be established with functions of (1) management, (2) research and advocacy, (3) financing, and (4) revitalisation.

3) Promotion of Community-based Activities for Preservation and Town Management

To enhance awareness and participation of local communities for heritage preservation and town management, various activities will be conducted such as lectures, arch-tour, interviews with heritage owners, etc. For enhancement of community activities, the local government will provide technical and financial support for them and conduct collaboration activities such as beautification, greening and PR campaign, etc. Community groups can establish

officially registered Community-based Organisations (CBO) and develop collaborative partnerships with NGOs, the private sector, academic and international community organisations. Heritage building utilisation (adaptive reuse) is one of the major actions for both heritage preservation and town management initiated by local governments, building owners, communities, and investors.

15.5.2 Projects for Heritage Property Preservation of the Heritage Preservation and Utilisation Programme

Projects for Heritage Property Preservation under the Heritage Preservation and Utilisation Programme are shown below.

Table 15.5.1   Projects of the Heritage Property Preservation of the Heritage Preservation and Utilisation Programme

Project No.	Project	Outline/Activity	Phase	Imple-menting agency	Finance Source	Status 1:ongoing 2:planned 3: new proposal
1. Detailed survey and reassessment of heritage buildings and townscape						
H-H-1	Conduct of detailed survey of heritage buildings	Conduct detailed survey for evaluation of the heritage buildings	Short	DOA, CCF	Public	3
H-H-2	Re-evaluation of Heritage buildings	Re-evaluate the currently listed heritage buildings base on the survey results	Short	DOA CCF	-	3
H-H-3	Relisting of the heritage buildings	Amend the development plan for KMC to relist the re-evaluated heritage buildings	Short	UDA	-	3
		Authorise and gazette the new list of the heritage buildings	Short	UDA	-	3
2. Preservation of heritage buildings						
H-H-4	Promotion of tiled roof of public facilities	Replace the roofs of public facilities, most of which are asbestos, into tiled roof	Short	Public sector	Public	3
3. Succession of historical stills and materials						
H-H-5	Establish skills maintenance system	Establish programmes for the succession of heritage material production and heritage traditional skills	Short to mid	CCF DOA	Public	3

Source: The JICA Team

15.5.3 Projects for Institutional Arrangement of the Heritage Preservation and Utilisation Programme

Projects for Institutional Arrangement of the Heritage Preservation and Utilisation Programme are shown below.

Table 15.5.2   Projects for Institutional Arrangement of the Heritage Preservation and Utilisation Programme

Project No	Project	Outline/Activity	Phase	Imple-menting agency	Finance source	Status 1:ongoing 2:planned 3: new proposal
1. Regulation and guidelines						
H-I-1	Establishment of regulations	Prepare guidelines and regulations to preserve heritage buildings: Regulations on new buildings: Regulations on (1) street line (set forward regulation, new regulation), (2) segmentation of façade design (new regulation), (3) building colour (new regulation), (4) Signs applied to (a) small-scale historic buildings, (b) large-scale historic buildings, and (c)non-historic buildings (amendment to the existing regulation),and (5) Regulation on heritage buildings: Regulation on additional back portion of conserved building (relaxation of existing non-gazetted rule)	Short	UDA DOA CCF	-	3

Project No	Project	Outline/Activity	Phase	Imple-menting agency	Finance source	Status 1:ongoing 2:planned 3: new proposal
		Authorise and gazette the regulations above	Short	UDA	-	3
H-I-2	Establishment of guideline	Guideline for living space improvement in informal settlement area and urban development in Lake Around Zone	Short	UDA	-	3
H-I-3	Enforcement and monitoring system for heritage preservation	Strengthen enforcement and monitoring of the heritage preservation regulation	Short	UDA KMC	-	3
H-I-4	Establishment of public monitoring system for heritage building	Introduction of public monitoring system for heritage building preservation. The information to be included are as follows: name of owner, name and contact information of the architect, address of the property, date of approval, site plan, and elevation	Short	KMC UDA Citizens	-	3
H-I-5	Establishment of public monitoring system for the signboards	Introduction of public monitoring system for the signboards to maintain good streetscape.	Short	KMC Citizens	-	3
2. Establishment of one-stop service operation and support measures						
(1) One-stop service						
H-I-6	Introduction of One-Stop service	Rearrange the preservation functions among the relevant organisations and start on-stop service operation with the service window at UDA.	Short	UDA KMC DOA CCF	-	3
		Establishment of proper mechanism for heritage preservation, including the functions of (1) management, (2) financing for heritage preservation, (3) research and advocacy, and (4) revitalisation. The Heritage Committee serves as the advisory body.	Mid	UDA KMC DOA CCF	Public	3
(2) Support measures						
H-I-7	Establishment of incentives	Establish incentives to preserve the exterior (roof and walls) and interior of the heritage buildings, including subsidy, and if possible, taxation incentive	Short to mid	DOA KMC UDA	Public	3
H-I-8	Strengthening of Financial support	Establish financial support system for conservation of historic buildings to collect and manage a wide range of financing methods, including: grant, subsidy, finance loan, equity finance, crowdfunding, donation, Mécénat (patronage or sponsorship for promotion of arts and culture), cross subsidy by revenue accrued from other urban development projects.	Short to mid	DOA CCF KMC UDA	Public Private	3
H-I-9	Establishment of Special Fund for heritage building conservation	This is a fund from the organisation that would serve as a source of a broader range of options for funding from within Sri Lanka and overseas and one that would also play a role in the proper allocation of funds to the heritage building owners. This special fund will receive a variety of funds such as (1) the governmental grant; (2) foreign countries' assistance (ODA money); (3) grant from offshore funds including World Heritage Fund, NPOs, World Buddhism fund, etc., (4) investment from private investors including crowdfunding. It will give (1) financial support (grant), incentives (tax exemption, etc.), and materials, etc. to the registered heritage building owners.	Mid to long	DOA CCF KMC UDA	Public Private	3
H-I-10	Technical support	Establishment of a technical support system for heritage preservation, including recommendations of skilled workers, appropriate designers, builders, etc., and provision of materials for the rehabilitation of heritage buildings	Short to mid	DOA CCF	-	3

Source: The JICA Team

15.5.4 Projects of Promotion of Community-based Activities for Preservation and Town Improvement Component of the Heritage Preservation and Utilisation Programme

Projects for Community-based preservation and town improvement are shown below.

Table 15.5.3   Projects for the Community-based preservation and town improvement of the Heritage Preservation and Utilisation Programme

Project No.	Project	Outline/Activity	Phase	Imple-menting agency	Finance source	Status 1:ongoing 2:planned 3: new proposal
1. Public awareness raising/campaign						
H-Co-1	Formulation of awareness-raising programmes for heritage preservation	Formulate awareness-raising activities and campaigns for town planning, environment, and heritage preservation with targets such as citizens and schoolchildren, types of awareness-raising materials, methods, etc.	Short	UDA KMC DOA CCF	-	3
H-Co-2	Implementation of information dissemination activities	Implement information dissemination activities for people to explore and understand the heritage in Kandy, such as information centre for heritage buildings. (see Chapter 14 Pilot Project. Information Centre-InfoPlace for reference)	Short	UDA KMC DOA CCF	-	3
H-Co-3	Conduct of open house	Conduct open house event to show people the heritage buildings of Kandy for their better understanding (see Chapter 14 Pilot Project, Arch-tour for reference)	Short	UDA, KMC, DOA, CCF	-	3
H-Co-4	Conduct of open lectures	Conduct open lectures and seminars to citizens by relevant organisations	Short	UDA, KMC, DOA, CCF	-	3
H-Co-5	Conduct of awareness raising through PR media	Conduct awareness-raising campaign using public relations media, including TV, radio, newspaper, Internet, SNS, billboards, etc.	Short	UDA, KMC, DOA, CCF	-	3
H-Co-6	Conduct interviews with heritage building owners	Young people who are interested in heritage buildings conduct interviews with building owners, and this consists of the following steps: (i) interview with the owners, (ii) archival research to back up the testimonies of the citizens, and (iii) presentation of the results in books or exhibition to disseminate the survey results. Information to be collected are: information about the building (i.e. owner, building history, family history, etc.), information about business, interviewee's perception about Kandy, etc.	Short	One-stop service (UDA, KMC, DOA, CCF) Citizen	-	3
2. Enhancement of community activities for heritage preservation						
(1) Enhancement of support to community activities						
H-Co-7	Establishment of support to community activities	Study a system to support community activities for heritage preservation and town planning in terms of technical, financial, materials, meeting space, etc.	Short	KMC	-	3
		Establish a community activity support section in KMC with a recurrent budget	Short	KMC	-	3

Project No.	Project	Outline/Activity	Phase	Imple-menting agency	Finance source	Status 1:ongoing 2:planned 3: new proposal
		Continue supporting community activities, especially for awareness-raising campaign, city beautification, and greening activities	short	KMC	-	3
(2) Establishment of community-based organisation						
H-Co-8	Establishment of community-based organisation	Prepare and establish Community-based organisations for heritage preservation and town planning of Kandy	Short	Community	-	3
		Register the organisation as voluntary service group under Divisional Secretariat Division, submitting the constitution and the annual activity plan	Short	Community	-	3
		Implement community activities according to the activity plan, including awareness-raising campaign, city beautification, and greening activities, with KMC consultation	Short to long	Community	-	3
		Continue community activities and report these to the DSD to which the organisation is registered, and to KMC which supports the organisation	-	Community	-	3
(3) Establishment of partnership with NGOs, the private sector, academe, and international organisations						
H-Co-9	Establishment of partnership among various organisations for community activities	Initiate collaborative partnership relation with various entities such as NGOs, private companies, academe, and international organisations for town planning and heritage preservation, with both domestic and international entities	Short to mid	Community KMC UoP NGOs	-	3
		Establish the partnerships and exchange issues, activities, and human resources, etc.; maintain these partnerships	Short to mid	Community KMC UoP NGOs	-	3
		Extend partnerships with other organisations	Short to mid	Community KMC UoP NGOs	-	3
3. Heritage building utilisation						
H-Co-10	Lease of abandoned heritage buildings by the government	The government leases the abandoned or unused heritage buildings, and renovates (adaptive reuse) and lease them out to the private sector.	Short to Mid	UDA, KMC, DOA, CCF	Public	3
H-Co-11	Improvement and management of specified conservation area	Designate and authorised a certain block as "conservation area," where concentrated improvements will be guided for that prioritised area, rather than improvements carried out in a dispersed manner.	Short to Mid	UDA,	-	3
		Form a cooperative organization between the owners and the government, with rules and building guidelines, grant of subsidies, etc.	Short to Mid	UDA Building owners Investors	Public Private	3
H-Co-12	Renovation of Senkadagalapura	Renovate the Senkadagalapura owned by KMC for the heritage information centre and/or a community activity support centre as well as cafe, shops and other uses.	Short	KMC SCDP	Public	2 (SCDP)

Source: The JICA Team

15.6 Necessary Actions for Implementation of the GKUP Programmes

GKUP proposals are not only limited to urban plan formulation, but also institutions, and promotion of onsite activities especially community involvement. For this, institutional arrangement is indispensable for effective implementation of the plan.

Hence, necessary actions should be taken for the realisation of the GKUP proposals, including urban plan approval and project implementation, institutional arrangement, and onsite activities (see Figure 15.6.1). It is recommended that the proposed actions shall be taken by relevant organizations within their statutory responsibility and authority.
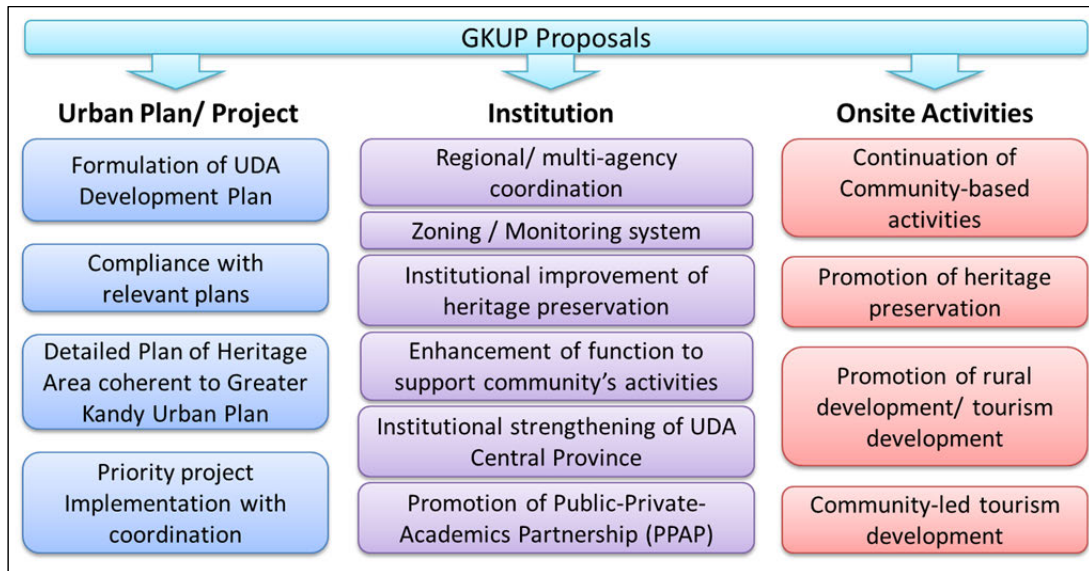
Source: The JICA Team

Figure 15.6.1   Necessary Actions to Materialise Greater Kandy Urban Plan

15.6.1   Urban Plan Approval and Project Implementation

Formulation of UDA Development Plan: GKUP has studied and formulated a regional plan for an area of 10 DSD or 13 LAs, which is thought as a coherent planning unit. At present, UDA, as a main urban planning and project implementation body, has formulated and amended Development Plans including that for KMC in compliance with the UDA Law. It is expected that GKUP proposals will be reflected in these plans (see Figure 15.6.2).

Present Urban Plan Hierarchy			Proposed Plans and Legal Basis	
National	**National Physical Plan**	National Physical Plan (NPP) 2030 (Gazzeted) → under revision to NPP 2050	**National Physical Plan Sector Plans**	**Town & Country Planning Ordinance Act**
	Structure Plan for Province	Not formulated yet for Central Province		**Housing and Town Improvement Ordinance**
Regional	**Plan for Regional Level**	**Greater Kandy 2020** by UDA Central Province Office **Kandy City Region Strategic Development Plan (SCDP) 2030** by MMWD& World Bank **Greater Kandy Master Plan** by UDA	**Greater Kandy Urban Plan**	**UDA Act**
Local	**Development Plan for Local Authorities**	**Development Plans for Local Authorities (Zoning Plans)** *only KMC Development Plan is gazzeted by UDA Central Province Office		
KMC	**Area Guide Plan**		**Detail Plan for the Heritage Area**	**UDA Planning and Building Regulation**

Source: The JICA Team

Figure 15.6.2   Urban Plan Hierarchy and Relationship with GKUP

Compliance with relevant plans: It is indispensable for UDA to make this plan consistent with the National Physical Plan and other sector plans at national level to be able to authorise and implement this plan. The NPP designates the Greater Kandy Area as "environmentally vulnerable area" which requires the GKUP to contain environmental protection measures; and at the same time, the GKUP has proposed infrastructure development including railway and road, industrial development and attraction, and heritage preservation and utilisation, which are required to be reflected and incorporated into the plans at national level.

Detail plan of Heritage Area coherent to Greater Kandy Urban Plan: In addition to the urban spatial regulation stipulated in the Area Guide Plan, the Detail plan for the Heritage Area has proposed urban spatial restructuring and improvement, the guidelines, institutional system and fund for heritage building preservation. Improvement of the urban spaces in the central area requires treating not only the Heritage Area but also the adjacent Cluster cities as a coherent planning unit whose linkages should be strengthened. As such, it is favourable to position the Detail plan as part of the Greater Kandy Urban Plan and authorise both at the same time.

Priority project implementation with coordination: Since there are new vision and strategies, various proposals and strategic projects which inter-agency and regional coordination are required, MMWD shall coordinate overall process of urban plan formulation, approval, and implementation. GKUP proposed the urban development programme including project lists (short-term, mid-term, and long-term).

In regional level, cluster development especially Katugastota is prioritised to promote shifting urban function of the city centre, and to reduce traffic congestion. Cluster development with public transport development, including P&R, railway capacity improvement (double track railway), station area development, industrial development shall be catalysts to preserve the Heritage Area as well as regional development.

Some of the plans and projects overlap, which indicate that they are not fully coordinated (cf. transport project and urban infrastructure project). For efficient and effective implementation, plans and projects in the Heritage Area should be coordinated in Development Plan for Kandy Municipal Council, based on the GKUP. It is proposed to discuss necessity and study feasibility of these strategic projects among relevant agencies. For example, MOT shall

conduct feasibility study of double-track railway project, so it is recommended to take into consideration GKUP proposals of road development along railway as well as Grid Station development, as part of its railway project. A comprehensive guide plan shall be formulated in the Civic Hub where there are many individual urban redevelopment projects, such as Bogambara Prison, Police Barrack, and library, to ensure "spiritual street", as a comfort public space to enjoy walking through the cultural and spiritual atmosphere of Kandy.

Conduct of surveys and social experiments: Although the SCDP has planned targeting the Greater Kandy area, the plan focuses on the project in the Kandy city centre area and the plan does not have a comprehensive transport-related data for the Greater Kandy. Thus, for the Greater Kandy area, such transportation survey should be done to conduct traffic demand analysis which is a basis for project feasibility.

Traffic management or mobility management is one of the key issues to be addressed in the City Centre area. Many transport improvement projects proposed in this plan need people's understanding for their implementation, such as promotion of modal shift to public transport, school traffic management, P&R, parking management, etc.

15.6.2 Institutional Arrangement

Regional/ Multi-Agency Coordination: The Greater Kandy Area, with a population of a little more than one million, aims to form the coherent conurbation area as one unit where people can live and work vividly and peacefully, although the area has limited land for development due to its geographical terrain. To this end, an urban core at a certain scale is required to hold a certain level of population and maintain socio-economic activities by driving economic growth, accumulating and strengthening of higher urban functions, and improving urban services functions related to everyday life.   To form such an urban core, it is needed to integrate the Kandy and the cluster cities with centricity linking with smaller towns through compact and networking city forms.

In order to discuss the regional development, linkages and networking, and facilitate the implementation of the relevant plans, programmes, and projects including the GKUP, it is preferable to coordinate with representatives from UDA, NPPD, RDA, PRDA, Sri Lanka Railway, Central Provincial Government, Kandy DS, and relevant local authorities under the initiative of the UDA which is an organisation that authorises development plans for local authorities. At least, a discussion on setting up of such an organization should be started soon.

At this moment, at the central government level, there is a Ministerial Committee on Kandy City Development, led by the Chairman of the Committee, Minister of Special Assignments, and Minister of Social Empowerment, Welfare and Kandyan Heritage. This committee focuses more projects in Kandy City, and the expansion roles of this committee to cover the Kandy's regional development issues could be an option.

Zoning and Monitoring System: It is found that implementation mechanism is not established, while the contents of present zoning plan are good in principle. GKUP proposed to apply guidelines and conservation/renovation procedures which shall be applicable for heritage building owners and acceptable to government, private sector, and citizens. It is indispensable to discuss these contents with heritage owners as well as local communities and business entities. In addition, lack of proper monitoring and law enforcement in development control and heritage preservation are often pointed out, so that practical monitoring and law enforcement system based on the capacity of the competent agencies needs to be established.

Institutional Improvement of Heritage Preservation: Although the human-scale streetscape created by historic buildings is the important cultural and historical assets for the World Heritage City Kandy, there are many institutional issues for heritage conservation as indicated below:

- The regulation on historic building conservation should be relaxed which owners

accept to follow within their capacities.

- Review of criteria of heritage buildings and reassessment of the existing 488 listed conservation buildings.

- Improvement of institutional systems for historic building conservation with clear demarcation and role sharing among organisations (UDA, KMC, CCF, and DOA) as well as the Heritage Committee.

- Establishment of technical and financial support system for historic building rehabilitation and conservation.

Considering the above situation in the Heritage Area, before implementing the urban and transportation plans, the institutional frameworks for urban development and heritage building conservation have to be improved as the most important and prioritised actions.

Enhancement of function to support community's initiatives and activities: Since the main actors of the town comprised the local community, town planning and improvement activities shall be initiated by the community, supported by the government and private sectors. Onsite activities shall be further promoted, including community's initiatives for heritage preservation and socio-economic development. As a result of PCM of GKUP, it is found that public consultation and community participation are effective to motivate communities to have interests of preservation and development and pay more attention to Kandyan values and significance of heritage preservation. In the case of Japan, local government is a main agency to support such community activities and facilitate public consultation. In case of Sri Lanka, it is proposed that local governmental organizations shall have functions/ human resources to support community activities. A good relationship of trust among public, private, and citizens is a key of success for urban plan and project implementation.

Institutional Strengthening of UDA Central Provincial Office: UDA is mandated to prepare "development plan" for local authorities in the Urban Development Area designated by the Urban Development Authority Law. At present, the UDA Central Provincial Office has to prepare development plan for 28 LAs. With this mandate of UDA Central Provincial Office, its planning team is understaffed to fulfil the mandated tasks. Planning staff of the UDA Central Provincial Office is around 30, with only five (5) qualified senior town planners and the others are assistant planners and supporting staff.

Considering this situation, planning capacity of UDA Central Province should be enhanced by provision of more planning staff, short-term support staff from UDA HQ in Battaramulla, introduction of advanced planning technologies like GIS and other computerised techniques for efficient planning work, skill and human resources development programme.

Promotion of Public-Private-Academic Partnership: In various aspects of the urban plan, public sector alone cannot do much. In the context of planning the Greater Kandy area, especially for regional economic promotion and heritage conservation, community-based activities, it is recommended to promote partnership of the public sector, the private sector, and the academic sector to collaborate and coordinate. For making urban plans and implementation, the government alone can do little, rather they need a lot of cooperation from the outside. The following cooperative relations should be established.

- Establishment of faculty of architecture, city planning, and transport planning in addition to civil engineering at Peradeniya University,

- Co-research in heritage building and architecture,

- Promotion of Public-Private-Academic Partnership for medical and environmental fields, etc.

Furthermore, community-based town planning and heritage preservation are mainstreamed in the world. During GKUP representatives' training in Japan, they were impressed by institutional system, organisation, and experiences of historic cities in Japan (Nara, Ise, Kawagoe, etc.). Furthermore, Kandy City has a friendship city relationship with Usuki City, Oita prefecture, Japan in relation to their Buddhism features. By establishing cooperative relationship with local authorities and/or Machi-dukuri (town planning) centres abroad, community-based activities in Kandy will be strengthened.

15.6.3 Onsite Activities with Community Initiatives

Continuation of community-based activities: Community people are encouraged to continue their activities for town planning (e.g., meetings, city walk, greening activities, beautification activities) which have already been raised as community activities by the community people through the PCM.

Promotion (e.g., city walk, identification of valuable assets, discovering the history, campaign for citizens' awareness about the heritage assents should be continued, and probably to involve students and children.

Raising Public Awareness: Monitoring and law enforcement are often pointed out to be needed for better urban development and heritage conservation. Without appropriate understanding of the significance of heritage preservation, it is difficult to expect law-abiding spirits and behaviour of citizens. For this, advocacy and education events such as exhibitions and architectural tours shall be conducted periodically to raise public awareness and give the community participation opportunity for heritage preservation and town planning.

Community-led tourism development: Tourism is one of the main economic sectors in the city centre of Kandy. Local economic activities shall be linked to tourism, such as regional tourism development by networking World Heritages, natural environmental spots, craft villages, and local economic promotion events in the city centre to sell local foods, handicraft, etc. Local communities in rural and urban areas shall be able to participate in tourism development since they are the ones who know the values of Kandy the most. Tourism development of the Heritage Area shall lead to socio-economic development of Greater Kandy.

CHAPTER 16   CONCLUSION

The vision for the plan was decided based on the four essential values of Kandy – religious, historical, cultural and natural – to come up with the vision, "***Greater Kandy shall be Sri Lanka's repository of historic, natural, cultural and religious values***".   Through GKUP, it is found that these values can be further promoted and innovated.

To materialise the GKUP, as previously mentioned, it is expected that various stakeholders – including public, private, academic, local communities and international organisations – shall continue to participate in urban planning and project implementation, institutional arrangement and onsite activities for heritage preservation and socio-economic development.

It is expected that GKUP will contribute towards sharing a common understanding of the values of Kandy; promoting Greater Kandy's potential for sustainable development; and preserving the Kandy Heritage Area.

The main concept of the Greater Kandy Urban Plan (GKUP) is "to review and respect the values of history, nature and culture of Kandy and to propose the future of Kandy for the next generation". Kandy does not possess only these values, but also includes the people's heart as its spiritual value. In this plan, these values of history, nature, culture and people's heart as well as the present issues are overlaid to reflect the time dimension and the spatial aspect of the plan toward achieving the vision.

In order to restore what Kandy – regarded[1] as "one of the most beautiful cities in the most beautiful region in the world" – had in the past, GKUP has proposed solutions to enhance the economic value of the region by utilising the values of Kandy. In particular, urban functions such as wholesale and public administration located in the Heritage Area need not be necessarily there. Thus, it is proposed to relocate them to the clusters of Katugastota, Peradeniya, and Kundasale-Digana; and comfortable spaces will be revitalised in the vacated area in the Heritage Area for the communities and tourists to enjoy its socio-economic values, in which the area is planned to form a pedestrian-oriented space known as "Spiritual Street".

Ise City, located in Japan's Mie Prefecture, is a historic town in which the Ise Grand Shrine (Ise Jingū)[2]is located. The characteristics of the city are similar to Kandy with the Temple of the Tooth Relic. In Ise – thanks to the efforts and collaboration between the citizens and local government – the historic townscape has been rehabilitated, and the number of visitors to Ise has increased more than nine times. In many historic towns in Japan, local communities and governments enjoy economic benefits by recovering the historic townscape to visually express an ideal situation in which the civilisation, culture, nature and human society are harmonised.

Nowadays, cities throughout the world are at a turning point to diversify from production and consumption to environmental preservation and sustainable livelihood of the community. Kandy can be a model of a sustainable city as prescribed in the 17 SDGs (Sustainable Development Goals) of the United Nations. In this time of city transformations, cities which are harmonised with the economy, environment as well as people's inner peace are required.

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[1] Davy, J, 1821, An account of the Interior of Ceylon and of its Inhabitants with Travels in that Island, London: Longman, Hurst, Rees, Orme and Brown.

[2] Ise Jingu, officially 'Jingu', includes 125 jinja (Shinto shrine) centred around Kotaijingu (Naiku) dedicated to Amaterasu-Omikami, and Toyo'uke-daijingu (Geku) dedicated to Toyo'uke-no-Omikami.   More than 1,500 rituals are conducted yearly to pray for the prosperity of the Imperial family, the peace of the world, and the huge harvest.

In the process of formulating this GKUP, local communities participated in a series of meetings continuously, and their proposals were carefully studied and reflected in the GKUP. This is also a significant effort and a valuable step for Kandy. For this, partnerships between communities and governments are indispensable to revitalise the *brand* of Kandy and to promote the regional development of Greater Kandy based on its natural, historic, cultural and spiritual values.

APPENDICES

A. Meeting Minutes (9th Sept 2016)

B. Record of Discussions (10th October 2016)

C. Steering Committee Meetings

A. Meeting Minute (9th September 2016)
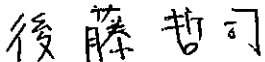
MINUTES OF MEETINGS
BETWEEN
THE JAPAN INTERNATIONAL COOPERATION AGENCY
AND
URBAN DEVELOPMENT AUTHORITY
ON
THE JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT FOR FORMULATION OF GREATER KANDY URBAN PLAN

In response to the request from the Government of the Sri Lanka (hereinafter referred to as "GOS"), the Detailed Planning Survey Team (hereinafter referred to as "the Team") organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") and headed by Mr. Tetsuji GOTO, visited the Democratic Social Republic of Sri Lanka from August 25th to September 9th, 2016 for the purpose of working out the details of the technical cooperation for development planning "The Project for Formulation of Greater Kandy Urban Plan" (hereinafter referred to as "the Project").

During its stay in Sri Lanka, the Team exchanged views and had a series of discussions with Urban Development Authority (hereinafter referred to as "UDA") and the authorities concerned (hereinafter referred to as "the Sri Lanka side") on the detailed plan of the Project and necessary measures to be taken by the Sri Lankan side and JICA for the successful implementation of the Project.

As a result of the discussions, both sides agreed upon the mattes referred to in the documents attached hereto.
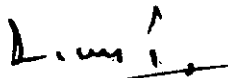
Colombo, September 9th, 2016
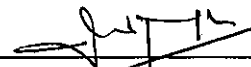
_____
Mr. Tetsuji GOTO
Team Leader
Detailed Planning Survey Team
Japan International Cooperation Agency

_____
Mr. Priyantha Ratnayake
Director General
Department of External Resources
Ministry of National Policies and Economic Affairs

_____
Mrs. K.W.P. Dayaratne
Acting Secretary
Ministry of Megapolis and Western Development

_____
Dr. Jagath Munasinghe
Chairman
Urban Development Authority

1

ATTACHED DOCUMENTS

1. Record of Discussions (R/D)

   Sri Lankan side and the Team (hereinafter referred to as "Both Sides") had a common understanding of the draft of R/D, as shown in ANNEX 3. Both sides likewise understood that the detailed contents of the R/D are subject to change based on further internal consideration by both sides and their mutual agreements. It will be agreed and signed among JICA and the Sri Lankan authorities after approval from JICA Headquarters and authority of the Sri Lankan side.

2. Output of the Project

   Both Sides confirmed that the output of the Project is Greater Kandy Urban Plan (hereinafter referred to as "the Plan") and used as concept plan for future development of the target area. It will include, at least, the following items;

   1) Urban Development Vision for Kandy Metropolitan Area
   2) Detail Plan for the heritage area of Kandy (boundaries of which will be finalized as part of the Project)
   3) Recommendation for the implementation including a strategic investment proposal for the Greater Kandy Urban Plan

3. Purpose of Urban Development Vision

   Both Sides confirmed that the Urban Development Vision to identify the following items;

   - Population framework in Kandy Metropolitan Area in conformity with National Level Development Policies
   - Population allocation to each Divisional Secretary in Kandy Metropolitan Area with adequate sensitivity to the carrying capacities of the environmental systems.
   - Urbanization promotion area along with needy infrastructure development.

4. Responsibility of formulating Zoning Plan

   Both Sides confirmed that the responsibilities of formulating Zoning Plan as followings;

   - Necessary data collection for current usage and size of buildings for formulating Zoning Plan (by UDA)
   - Formulating Zoning Plan (by UDA)
   - Necessary recommendation and technical input for Zoning Plan (by JICA

- Mission)
- Finalize and Gazette of Zoning Plan (by UDA)

Target area should be identified outside of Kandy Municipality after starting the Project with approximately limited km^2.

5. Purpose of Detail Plan

Both Sides confirmed that the Detail Plan to include the following items;
- Preservation of the important Vistas
- Formulate appropriate the building heights and set backs
- Provide building lines and facade treatments principle
- Strategies to provide necessary facilities and public infrastructures
- Conservation mechanism for heritage buildings (public and private owned)
- Strategies for the conservation of the historic character of the area while promoting suitable business activities

6. Endorsement of the Proposed Plan and its Approval Procedure

Sri Lankan side explained to the Team that the Plan to be developed and proposed under the Project will be endorsed by UDA, and its approval procedure is as follows;
1) Draft plan to present for the views of the Local Authority
2) Open for public views for 60 days
3) Amended plan by incorporating viewing as above will be presented to UDA main planning committee.
4) Amended again if there are as above 3) and forward to approval of Board of management of UDA
5) Gazetting the final plan affect translating into 3 languages (English, Sihala, Tamil)

Sri Lankan side also committed with sincerity that the UDA takes all the necessary measures to endorse the output of the Project for effective urban development once the Project completes successfully.

7. Target Area

Both Sides agreed that the planning area as defined in followings and ANNEX 2.

(1) Urban Development Vision

Urban Development Vision covers Kandy Metropolitan Area which consists of ten

Divisional Secretary Area; Gangawata Korale, Udunuwara, Yatinuwara, Harispattuwa, Thumpane, Poojapitiya, Akurana, Pathadumbara, Kundasale, and Pathahewaheta (which shown in ANNEX 2-1) with approximately 600 km².

(2) Detail Plan

Detail Plan covers the heritage area of Kandy (which shown in ANNEX 2-2) with approximately 2 km².

8. Target Year

Both sides confirmed that the target year for the Plan is the year 2035 as same as period of National Physical Plan 2017-2035.

9. Steering Committee and Technical Working Group

Both sides agreed to set up the Steering Committee (SC) and the Technical Working Group (WG).

The SC will execute the decision making power when necessary. The SC will comprise the following ministries and organizations with possible inclusion of others if UDA and JICA considers necessary.

(1) Secretory, Ministry of Megapolis and Western Development (Chair)

(2) Chief Representative, JICA Sri Lanka Office (Member)

(3) Leader of the Mission, JICA (Member)

(4) Chairman, UDA (Member)

(5) Mayor (Commissioner in absence of Mayor), Kandy Municipality (Member)

(6) Representative, Strategic Cities Development Project (Member)

(7) Representative, Heritage Committee (Member)

(8) Representative, University of Peradeniya (Member)

(9) Representative, Ministry of Water Supply and City Planning(Member)

(10) Representative, National Building Research Organization (Member)

(11) Representative, Central Cultural Fund (Member)

(12) Kandy District Secretary

(13) Representative, Ministry of Transport

(14) Representative, Ministry of Environment & Mahaweli Development

(15) Representative, Ministry of Highways & Higher Education

(16) Representative, Ministry of Education

(17) Representative, Central Environmental Authority

The WG will be established in order to secure the smooth implementation of the Project. WG may be subdivided to some smaller groups based on theme, namely "Urban Development Vision" and "Detail Plan" while other sub-groups may be formulated if deemed necessary. The theme will be discussed and set between JICA mission and UDA after the Project commences. The tentative members of WG need to be assigned from the following organizations before the commencement of the Project.

[Urban Vision]
-UDA
-Kandy Municipality
-Other Predeshiya Sabhas
-Central Provincial Council
-Central Environment Authority
-National Building Research Organization
-Mahaweli Authority
-Department of Irrigation
-Transport Authority
-Central Transport Board
-Sri Lanka Railway
-Kandy District secretariat
-National Water Supply & Drainage Board
-Strategic Cities Development Project
-University of Peradeniya
-Chief Secretary, Central Province
-Kandy District Chamber of Commerce
-Road Development Authority
-Ceylon Electricity Board
-Sri Lanka Telecom
-Central Cultural Fund
-Department of Archaeology
-JICA mission

[Detail Plan]
-UDA
-Kandy Municipality
-Kandy Divisional Secretariat

- National Water Supply & Drainage Board
-Department of Archaeology
-Central Cultural Fund
-Heritage Committee
-Road Development Authority
-Kandy Traders / Business Association
-JICA Misson

10. Coordination with/ Participation of Stakeholders
    The Team emphasized the importance of stakeholders' participation and coordination with them in the process of making the Plan in order to secure a smooth implementation in later date. Sri Lankan side confirmed that the UDA will coordinate all the related ministries, concerned bodies, development partners and local residents and take the lead, with assistance of the JICA mission, in carrying out the seminars/conferences/workshops/meetings where the progress and outputs of the Project will be shared with stakeholders.

11. Project Director
    The Team requested UDA to designate the name of Project Director until the signing of the Record of Discussion.

12. Harmonization with plans/projects ongoing and/or under preparation
    The Team confirmed that there are several plans/projects ongoing and/or under preparation related to the Project, such as done by Sri Lankan government or cooperation by the World Bank, UNESCO, etc. Both sides confirmed that the Project needs to be harmonized with those plans/projects not only to avoid duplication of work but also to enhance synergetic effect.

13. Basic Resource for Mapping (Map preparation for Plan)
    Sri Lankan side confirmed that UDA will provide all the plans available in digital form. Maps which are not available with UDA will have to be obtained from other sources.

14. Scale of Planning
    Both sides confirmed that the scale used for; urban development vision is 1:50,000, detail plan is 1:10,000.

15. Information Disclosure

Both sides agreed that the final report will be open to public after the approval by S/C.

16. Capacity Development

Both sides confirmed the importance of human as well as institutional capacity development through the Project, and requested three types of trainings, which are (1) On-the-Job Training, (2) Seminars or Workshops for specific themes related to urban development, and (3) counterpart training in Japan for the purpose of the smooth transfer of technology during the Project. The Team recognized the importance of capacity development, and agreed to include a component of trainings in the Project as far as the budget allocated for the Projects allows. Details of trainings will be discussed and determined during the implementation of the Project.

17. Methods of Japanese Technical Cooperation

Upon the explanations by the Team, UDA understood the philosophy of Japanese Technical Cooperation. JICA in turn, will understand the necessity of guiding JICA Mission to work with local situations, development needs, and the development plan preparation and implementation processes established by relevant statutes of Government of Sri Lanka. In particular, JICA does not simply fund the Project to employ the consultant, but to work together with Sri Lankan counterparts which contributes to enhancement of the partnership between both sides and the capacity development of the counterparts. In this context, both sides confirmed that Sri Lankan side assigns an appropriate number of counterparts for the Project after starting the Project. The core members of the counterparts will be assigned from UDA and Kandy Municipality, and be informed to JICA before commencement of the Project. UDA explained that UDA's funding support will be limited to its own employees those who engage as counterparts for the Project.

18. Continuous consultation for the heritage conservation

The Team confirmed that the UDA follow the "Operational Guidelines for the Implementation of the World Heritage Convention, 08 July, 2015, World heritage Center, UNESCO" and whenever it necessary, the UDA consult with UNESCO office in Colombo.

19. Stakeholder Meetings

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The Project includes Stakeholder Meetings initiative by the UDA. The Study team is in the position to support stakeholder meetings in line with the JICA Guidelines for Environmental and Social Considerations.

<u>1) In the course of formulating a Urban Development Vision</u>
Consultation meeting among relevant institutions.
(1) Timing (at the commencement, interim, and draft final report.)
(2) Objectives of each meeting (explanation of the contents of the Project, reflection of ideas and opinions to interim report, and reflection of ideas and opinions to draft final report.)
(3) Candidate agencies may be as follows (but not limited to);
 -UDA
 -Related local authorities in Kandy Metropolitan Area including Kandy Municipality within Ten Divisional Secretary Division; (Gangawata Korale, Udunuwara, Yatinuwara, Harispattuwa, Thumpane, Poojapitiya, Akurana, Pathadumbara, Kundasale, and Pathahewaheta)
 -Government Institution for Infrastructure
 -Government Institution for Heritage Conservation and Utilization
 -Government Institution for Environmental Conservation
 -Government Institution for Social Affair
 -Government Institution for Disaster Prevention
 -Government Institution for Industry
 -Government Institution for Water Resource
 -Representative from academic
 -Representative from each religious leadership
 -Representative from each Business groups
 -NGOs
 -Representative from citizen

<u>2) In the course of formulating Detail Plan</u>
Public Consultation meeting at the target area (the heritage area of Kandy).
Basically, Public Consultation should be opened to everybody.
(1) Timing to hold meeting (to be decided in the course of formulating Urban Development Vision written above 1, but should be frequently)
(2) Objectives of meeting (reflection of ideas and opinions to the draft Detail Plan)
(3) Candidate stakeholders may be as follows (but not limited to);
Stakeholders shall be finalized in the course of formulating Urban Development

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Vision written above 1.
- UDA
- Kandy Municipality
- Member of the heritage committee
- Local residents

ANNEX 1: LIST OF PARTICIPANTS

ANNEX 2: TARGET AREA

ANNEX 3: DRAFT OF THE RECORD OF DISCUSSIONS

List of Participants:

Ministry of Megapolis & Western Development

Name	Post	
Nihal Rupasinghe	Secretary	Ministry of Megapolis & Western Development
Anura Dassanayake	Project Director	Strategic Cities Development Project

UDA

Name	Post	
Dr. Jagath Munasinghe	Chairman	UDA
Eng. S. S. P. Rathnayaka	Director General	UDA
M. P. Ranatunga	Director	Central Provincial Office, UDA
H. W. Somarathne	Deputy Director (Planning)	Central Provincial Office, UDA
Genumu N. Premawardhana	Deputy Director (Projects)	Central Provincial Office, UDA
A.M.D.B. Athawuda	Planning Officer	Central Provincial Office, UDA
Sudesh Athauda	Architect	Central Provincial Office, UDA

The Team

Name	Post	
Tetsuji GOTO	Leader	JICA HQ
Yasuhiro SUHARA	Cooperation Planning	JICA HQ
Toshiaki KUDO	Urban Planning / District Planning	Oriental Consultants Global
Hiroyuki DOI	Environmental and Social Consideration /Heritage Conservation	Q. O. Life, do. Co., Ltd.

JICA Sri Lanka Office

Name	Post	
Shingo FUJITA	Representative	JICA Sri Lanka
Namal Ralapanawe	Senior Project Specialist	JICA Sri Lanka

1. Target area for Urban Development Vision : Kandy Metropolitan Area (colored)
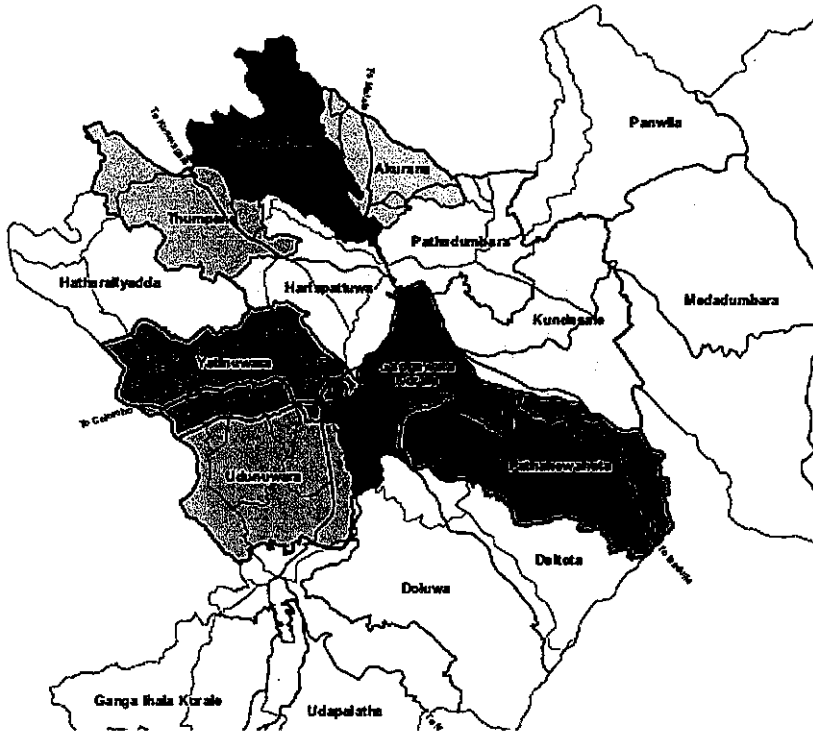
2. Target area for Detail Plan : The heritage area of Kandy

The boundary of heritage area should be finalized after starting the Project based on the boundary of following picture.
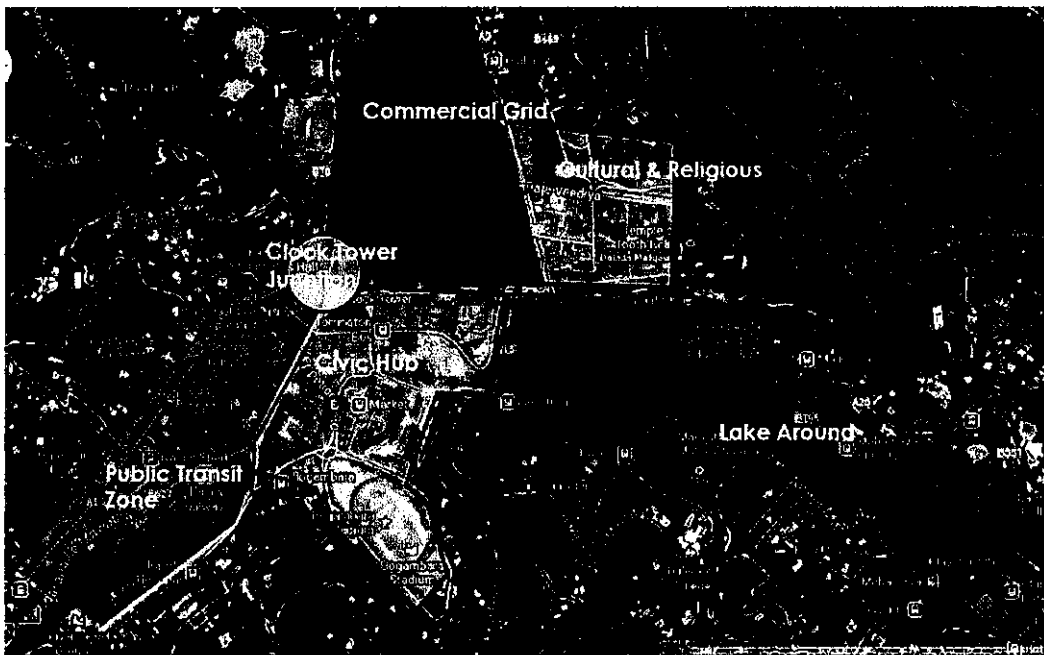
B. Record of Discussions (10th October 2016)
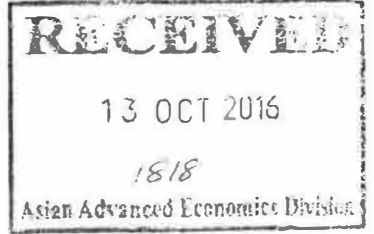
RECORD OF DISCUSSIONS

ON

THE PROJECT FOR FORMULATION OF GREATER KANDY URBAN PLAN

IN

DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA

AGREED UPON BETWEEN

URBAN DEVELOPMENT AUTHORITY

AND

JAPAN INTERNATIONAL COOPERATION AGENCY

Kandy, 10th October, 2016

Mr. Toru KOBAYAKAWA
Senior Representative
Sri Lanka Office
Japan International Cooperation Agency

Eng. Nihal Rupasinghe
Secretary
Ministry of Megapolis and Western Development

Dr. Jagath Munasinghe
Chairman
Urban Development Authority

Mr. Priyantha Ratnayake
Director General
Department of External Resources
Ministry of National Polices and Economic Affairs

Based on the minutes of meetings on the Detailed Planning Survey on the Project for Formulation of Greater Kandy Urban Plan (hereinafter referred to as "the Project") signed on September 9th, 2016 between Urban Development Authority (hereinafter referred to as "UDA") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with UDA and relevant organizations to develop a detailed plan of the Project.
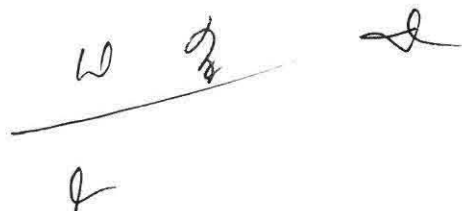
Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 respectively.

Both parties also agreed that UDA, the counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute towards social and economic development of Democratic Socialist Republic of Sri Lanka.

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on October 12th, 2005 (hereinafter referred to as "the Agreement") and the Note Verbales exchanged on May 27th, 2016 between the Government of Japan (hereinafter referred to as "GOJ") and the Government of Sri Lanka (hereinafter referred to as "GOSL").

Appendix 1: Project Description
Appendix 2: Minutes of Meetings on the Detailed Planning Survey

PROJECT DESCRIPTION

Both parties confirmed that there is no change in the Project Description in the minutes of meetings for Preparatory Survey on the Project signed on September 9th, 2016 (Appendix 3).

I. BACKGROUND

Kandy, located in Central Province is the second largest city in Sri Lanka with a population around 130,000. Kandy also was the last capital of ancient kings' era of Sri Lanka, and sacred place of worship in the Buddhist world. Kandy has been declared by UNESCO as a world heritage city given its unique history and heritage as well as its hundreds of historical buildings.

However, the past several decades have seen the city gradually declining due to the neglect of these heritage assets, which comprise of both public and private properties. While Kandy remains one of the most popular tourist attractions in Sri Lanka, it remains a single day destination and the city has been unable to capture the full economic potential of its unique heritage.

Under the context, Greater Kandy Urban Plan which consists of (a) revision of urban development vision in Kandy Metropolitan Area, and (b) detail plan in heritage area are essential.

Under above background, GOSL requested GOJ to implement "The Project for Formulation of Greater Kandy Urban Plan".

II. OUTLINE OF THE PROJECT

1. Title of the Project
The Project for Formulation of Greater Kandy Urban Plan

2. Expected Goals which will be attained after implementing the Proposed Plan
To enhance the value and attractiveness of Kandy as a historical and touristic city through restoration of the historical townscape.
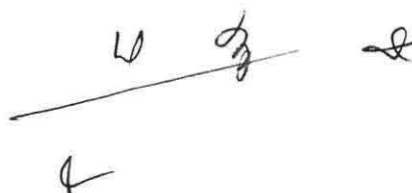
3. Outputs
(1) To revise the urban development vision for Kandy Metropolitan Area
(2) To formulate the detail plan for the heritage area of Kandy
(3) To recommend the implementation including a strategic investment proposal for the Greater Kandy Urban Plan

4. Activities
(1) Current Status Evaluation and Analysis of Urban Issues
    1) Review of the current state of the target area
    2) Review of the relevant law, structure of urban planning, institutional framework

3

3) Review of the urban development projects in implementation as well as in planning
4) Review of the information relevant to environmental and social considerations
5) Analysis of issues and constraints for urban development in Kandy Metropolitan Area

(2) Revision of the urban development vision in Kandy Metropolitan Area
1) Review of existing urban development vision including Kandy City Region Strategic Development Plan and Greater Kandy Mater Plan
2) Review and revision of existing planning framework
3) Formulation of population allocation plan to each PS
4) Identify the urbanization promotion area
5) Recommendation and technical input for Zoning Plan formulation by UDA during the Project period
6) Implementation of Strategic Environmental Assessment (SEA)

(3) Formulation of Detail Plan in the heritage area of Kandy Municipality
1) Review of inventory of historical buildings and cultural heritage
2) Analysis of current landscape structure
3) Household survey for the building owners
4) Formulation of detail plan including the development guidelines, implementation program and necessary project list
5) Implementation of series of stakeholder meetings including the residents in target area

(4) Recommendation for implementation including a strategic investment proposal of Greater Kandy Urban Plan
1) Recommendation for implementation framework
2) Recommendation for preservation mechanism for historical buildings
3) Prioritization of the projects
4) Recommendation of possible investment promotion mechanism for the implementation of the Greater Kandy Urban Plan
5) Recommendation of a business model for the (3) above

(5) Capacity Development of UDA and organizations related to urban planning
1) On the job training
2) Training in Japan

5. Input
(1) Input by JICA
(a) Dispatch of mission
1) Leader/ Urban Development
2) Urban Design
3) Land Use Plan
4) Planning Framework
5) Historical Townscape Preservation
6) Environmental and Social Consideration
7) Disaster Prevention
8) Urban Development Business Mechanism

(b) Training in Japan

4

Input other than indicated above will be determined through mutual consultations between JICA and UDA during the implementation of the Project, as necessary.

(2) Input by UDA
UDA will take necessary measures to provide at its own expense:
  (a) Services of UDA's counterpart personnel and administrative personnel as referred to in II-6;
  (b) Suitable office space with necessary equipment;
  (c) Information as well as support in obtaining medical service;
  (d) Credentials or identification cards;
  (e) Available data (including maps and photographs) and information related to the Project;
  (f) Running expenses necessary for the implementation of the Project for Sri Lankan side; and
  (g) Necessary facilities to members of the JICA missions for the remittance as well as utilization of the funds introduced into Democratic Socialist Republic of Sri Lanka from Japan in connection with the implementation of the Project

6. Implementation Structure
The project organization chart is given in the Annex 1. The roles and assignments of relevant organizations are as follows:

(1) UDA
  (a) Project Director
     Director General, Urban Development Authority
  (b) Project Manager
     Director Kandy, Urban Development Authority

(2) Kandy Municipality
   When formulating the Detail Plan, UDA considers to involve Kandy Municipality as a counterpart member.

(3) JICA missions
   The JICA missions will give necessary technical guidance, advice and recommendations to UDA on any matters pertaining to the implementation of the Project.

(4) Steering Committee
   Steering Committee (hereinafter referred to as "SC") will be established in order to facilitate inter-organizational coordination. SC will be held whenever deems it necessary. A list of proposed members of SC is shown in the Annex 2.

(5) Technical Working Group
   Technical Working Group (hereinafter referred to as "WG") will be established in order to work with JICA missions on daily basis. WG is

5

responsible for information exchange and awareness-raising actions as well as holding sessions with local stakeholders etc. A tentative list of the proposed members and functions of WG is shown in the Annex 3

7. Project Site(s) and Beneficiaries
(1) Project Site : Kandy Metropolitan Area
(2) Beneficiaries : Citizens of Kandy Metropolitan Area (Population approx. 900,000), Visitors to Kandy Municipality

8. Duration
Duration of the project is Eighteen (18) months.

Tentative Schedule of the Project

Cumulative month	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Steering Committee	▲						▲			▲						▲		▲
Reports	▲						▲									▲		▲
	ICR						ITR									DFR		FR

ICR: Inception Report, ITR: Interim Report, DFR: Draft Final Report, FR: Final Report

9. Reports
JICA will prepare and submit the following reports to the UDA in English.
   (1) 10 copies of Inception Report at the commencement of the first work period in Democratic Socialist Republic of Sri Lanka
   (2) 10 copies of Interim Report at the time of 6 to 7 months after the commencement of the first work period in Democratic Socialist Republic of Sri Lanka
   (3) 10 copies of Draft Final Report at the end of the last work period in Democratic Socialist Republic of Sri Lanka
   (4) 20 copies and digital data of Final Report within one (1) month after the receipt of the comments on the Draft Final Report

10. Environmental and Social Considerations
   (1) UDA will abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

III. UNDERTAKINGS OF UDA AND GOSL
1. UDA and GOSL will take necessary measures to:

   (1) ensure that the technologies and knowledge acquired by the Democratic Socialist Republic of Sri Lanka nationals as a result of Japanese technical cooperation contributes to the economic and social development of Democratic Socialist Republic of Sri Lanka, and that the knowledge and experience acquired by the personnel of Democratic Socialist Republic of Sri Lanka from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and

   (2) grant privileges, exemptions and benefits to members of the JICA missions referred to in II-5 above and their families, which are no less favorable than those granted to missions and members of the missions and their families

of third countries or international organizations performing similar missions in Democratic Socialist Republic of Sri Lanka.

IV. MONITORING AND EVALUATION

JICA will conduct the following evaluations and surveys to verify how the proposed plan is utilized and draw lessons. The UDA is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, UDA will take appropriate measures to make the Project widely known to the people of Democratic Socialist Republic of Sri Lanka.

VI. MISCONDUCT

If JICA receives information related to suspected corrupt or fraudulent practices in the implementation of the Project, UDA and relevant organizations will provide JICA with such information as JICA may reasonably request, including information related to any concerned official of the government and/or public organizations of the Democratic Socialist Republic of Sri Lanka.

UDA and relevant organizations will not, unfairly or unfavorably treat the person and/or company which provided the information related to suspected corrupt or fraudulent practices in the implementation of the Project.

VII. MUTUAL CONSULTATION

JICA and UDA will consult each other whenever any major issues arise in the course of Project implementation.

VIII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and UDA. The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

Annex 1   Project Organization Chart
Annex 2   A List of Proposed Members of Steering Committee
Annex 3   A List of Proposed Members of Technical Working Group

STEERING COMMITTEE

JICA	- - - - - - - -	GOSL

JICA
-Chief Representative, JICA Sri Lanka
-Leader of the Mission

GOSL
-Secretary, MoMPWD-Chairman
-Chairman, Urban Development Authority,
-Mayor, Kandy Municipality
-Kandy District Secretary
-Ministry of Transportation
-Ministry of Environment & Mahaweli Development
-Ministry of Highways & Higher Education
-Strategic Cities Development Project
-Heritage Committee
-University of Peradeniya
-Ministry of Water Supply & City Planning
-National Building Research Organization
-Central Cultural Fund
-Ministry of Education
-Central Environmental Authority

Secretariat

Project Director
Director General, UDA

Project Manager
Director Kandy, UDA

Member
-Central Provincial Office, UDA
-Kandy Municpality

Administrative Support

TECHNICAL WORKING GROUP

Urban Development Vision
-UDA
-Kandy Municipality
-Other Predeshiya Sabhas
-Central Provincial Council
-Central Environment Authority
-National Building Research Organization
-Mahaweli Authority
-Department of Irrigation
-Transport Authority
-Central Transport Board
-Sri Lanka Railway
-Kandy District secretariat
-National Water Supply & Drainage Board
-Strategic Cities Development Project
-University of Peradeniya
-Chief Secretary, Central Province
-Road Development Authority
-Ceylon Electricity Board
-Sri Lanka Telecom
-Central Cultural Fund
-Department of Archaeology
-JICA mission

Detail Plan
-UDA
-Kandy Municipality
-Kandy Divisional Secretariat
-Department of Archaeology
-Central Cultural Fund
-Heritage Committee
-Road Development Authority
-National Water Supply & Drainage Board
-JICA Misson

Annex 2 Steering Committee

Function of the Steering Committee (SC):
(1) To monitor and supervise the entire project;
(2) To discuss and approve the reports;
(3) To coordinate among the relevant organizations; and
(4) To review and exchange views on major issues arising from or in connection to the Project.

Chair: Secretary, Ministry of Megapolis and Western Development

Members:
-Chairman, Urban Development Authority
-Mayor, Kandy Municipality
-Kandy District Secretary
-Representative, Ministry of Transportation
-Representative, Ministry of Environment & Mahaweli Development
-Representative, Ministry of Highways & Higher Education
-Representative, Strategic Cities Development Project
-Representative, Heritage Committee
-Representative, University of Peradeniya
-Representative, Ministry of Water Supply & City Planning
-Representative, National Building Research Organization
-Representative, Central Cultural Fund
-Representative, Ministry of Education
-Representative, Central Environmental Authority
-Chief Representative, JICA Sri Lanka Office
-Leader, the JICA Mission

Above-mentioned members can designate his/her representatives.

Secretariat of the SC will be assumed by UDA Central Province Office.

Function of the Technical Working Group (WG):
(1) To work with JICA missions on daily basis and facilitate necessary arrangements for smooth implementation of the Project;
(2) To examine and analyze the technical aspects of the Reports;
(3) To coordinate and harmonize the stakeholders of the Project and ensure involvement of the concerned authorities;
(4) To prepare materials (reports/presentations) for SC; and
(5) To correspond to the requests/inquiries made by SC on technical matters arising from or in connection with the Project.

Members:

[Detail Plan]
-UDA
-Kandy Municipality
-Kandy Divisional Secretariat
-Department of Archaeology
-Central Cultural Fund
-Heritage Committee
-Road Development Authority
-National Water Supply & Drainage Board
-JICA Misson

[Urban Vision]
-UDA
-Kandy Municipality
-Other Predeshiya Sabhas
-Central Provincial Council
-Central Environment Authority
-National Building Research Organization
-Mahaweli Authority
-Department of Irrigation
-Transport Authority
-Central Transport Board
-Sri Lanka Railway
-Kandy District secretariat
-National Water Supply & Drainage Board
-Strategic Cities Development Project
-University of Peradeniya
-Chief Secretary, Central Province
-Road Development Authority
-Ceylon Electricity Board
-Sri Lanka Telecom
-Central Cultural Fund
-Department of Archaeology
-JICA mission

Above-mentioned members can designate his/her representatives.

UDA Central Province Office will assume the responsibility to coordinate all WGs.

C. Steering Committee Meetings

- First Meeting: 27th July 2017

- Second Meeting: 28th November 2017

- Third Meeting: 3rd April 2018

- Fourth Meeting: 3rd July 2018

MINITUES OF MEETING

ON

1ST MEETING OF STEERING COMMITTEE

FOR

THE PROJECT FOR FORMULATION OF GREATER KANDY URBAN PLAN

IN

DEMOCRATIC AND SOCIALIST REPUBLIC OF SRI LANKA

Colombo, 10 August, 2017

Mr. Toshiaki KUDO
Team Leader
JICA Team

Eng. Nihal Rupasinghe
Secretary, Ministry of Megapolis and
Western Development
Chairman of Steering Committee

Eng. Nihal Rupasinghe
Secretary
Ministry of Megapolis & Western Development
17th Floor, " Suhurupaya ",
Battaramulla.

Minutes of the Steering Committee

1.0   Introduction

Based on The Minutes of Meeting (hereinafter referred to as "M/M") on the technical cooperation for the Project for Formulation of Greater Kandy Urban Plan which was agreed upon and signed on 9 September 2016 between the Government of Sri Lanka (hereinafter referred to as "GOSL") and Japan International Cooperation Agency (hereinafter referred as "JICA"), and the Record of Discussions (hereinafter referred to as "R/D") on the Project which was agreed upon and signed on 12 October 2016 between the GOSL and JICA, JICA dispatched the JICA Project Team headed by Mr. Toshiaki KUDO, to Sri Lanka to commence "the Project for Formulation of Greater Kandy Urban Plan" (hereinafter referred to as "GKUP").

The 1st Meeting of the Steering Committee (hereinafter referred to as "SC") chaired by Eng. Nihal Rupasinghe, Secretary, Ministry of Megapolis and Western Development (hereinafter referred to as "MMWD") was held on 27th of July 2017 at the Meeting Room, 17th floor of MMWD, with attendants as shown in Appendix 1 attached herewith.

2.0   Submission of the Inception Report

The JICA Project Team submitted to SC Members the Inception Report (hereinafter referred to as "IC/R") which described project outline, project organization, overall work flow and schedule and so on, and explained the contents of the IC/R and the progress of the project and the SC reviewed and discussed the IC/R and the progress of the project. The Steering Committee has approved the inception report with the following comments.

Major comments raised in the meeting are as follows:

3.0   Greater Kandy Urban Plan (GKUP)

3.1   Consideration of Environmental issues

The following environmental issues were raised to be addressed in the GKUP.

- Environmental issues around Digana and Kundasale area, especially, around the Victoria Reservoir including its buffer zone,

- Re-gaining of "Dumbara Mitiyawatha" as possible,

- Water problems around the Polgolla Dam area, Dipping water table of the area is serious problem,

- Solid Waste Management: (i) A German funded project is being proposed and waiting for Sustainable Energy Authority approval; (ii) option of bringing solid waste from Kandy to Puttlam landfill site by railway, which is now under evaluation by CEA

3.2   Optimum utilization of state lands for urban development, Consideration of lands owned by Ministry of Agriculture

It is pointed out that lands around Gannoruwa area owned by Ministry of Agriculture shall be considered to accommodate development pressure.

3.3 Improvement of Transport Network

The following transport projects were pointed out for consideration in the GKUP

- Kandy Multi-modal Transport Terminal (KMTT) is planned and implemented by SCDP and it will be developed together with other three multimodal transport hubs at Katugastota, Gatambe, and Digana.

- Railway development:

  - Line between Kadugannawa to Katugasutota will be double-tracked

  - Line near William Gopaollwa Mawatha are being double-tracked.

  - A suburban railway project has been started by ADB fund. And Pre-FS for Rambukkanna-Kadugannawa, and FS and DD for Kadugannwa – Matale will be procured.

  - Central Expressway is proposed to connect to Katugastota, not until Galagedara; and a new railway is designed along the Central Expressway to Katugasutota, which might shift development from south to north of Kandy District

- Tunnel project:

  - A 4.8-km tunnel which bypasses the south of Kandy City will be commenced. This project will be funded by the Korean Government. The one exit designed near the Bogambara area might worsen traffic congestion.

- Road projects

  - SCDP is developing Dharmashoka Mawatha to divert all traffic towards Gampola area from Katugastota.

3.4 Urban development

3.4.1 Kandy city is the main entry point to Plantation area of the country, and new connectivity and accessibility to town centers should be addressed,

3.4.2 Expansion of Peradeniya University and General Hospital should be considered in the Plan.

3.4.3 Consideration of possibility of medical tourism including traditional Ayurveda and foods was commented.

3.4.4 Industrial site should be considered in the plan. Satellite industrial sites might help decentralization. Kandy could become like Kyoto which succeeded in bringing high-tech industry.

3.4.5 A proposed new airport at Digana area will open lots of economic activities.

2

3.4.6 Important project which are being implemented by various Government Institutions should be included in the GKUP.

3.4.7 Open hidden and by-pass road to Kandy city

4.0 Heritage Area Detail Plan

4.1 Lack of clear definition of Kandyan architecture

Kandyan architecture is often thought of its roof; however, the architectural style shall be considered.

4.2 For concept of the heritage that it should include not only the buildings but the whole landscape, including green area.

Defining the character of Kandyan style is important, and this is the starting point of heritage discussion

4.3 Heritage management and usage of heritage assets

4.3.1 Heritage management is not well organized or systematically managed.

4.3.2 UDA should take immediate actions to control unauthorized construction in the heritage area although UDA has a good plan for the heritage conservation.

4.3.3 A booklet about architectural information and guide lines for constructions purposes has been prepared by the University of Peradeniya so that people can easily understand and follow the conservation rules

4.3.4 A committee to approve the design should be formed with famous architects etc.

4.3.5 UDA law is strong to implement the building permit process, but actual implementation/enforcement is difficult.

4.3.6 Japan has good technology for heritage preservation, which might be brought in the plan.

4.3.7 Cost and revenue structure is very important and should be discussed. For Kandy, tourism is the most likely revenue source. Revenue system in Japan should be learnt. Kyoto is a good example for this.

5.0 Master Plan formalization and development framework

5.1 The Master Plan should be drafted by the end of this year and it is a legal

requirement.

5.2 According to revised National Physical Plan 2050, population of Greater Kandy Area will be over 1 million in 2035.

5.3 Kandy should be compact, not attracting a lot of development, in a possible realistic framework, while Colombo-Trincomalee Economic Corridor attracts more investment.

5.4 Investment recovery mechanism should be included in the plan.

6.0 Others

It was commented that Department of Archaeology should be a member of Steering Committee, while Ministry of Education is a member.
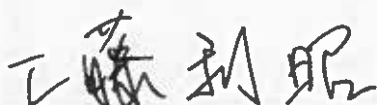
Appendix 1: List of Participants of the 1ˢᵗ Steering Committee Meeting held on 27ᵗʰ July 2017

Name	Organization	Designation
Eng. Nihal Rupasighe	Ministry of Megapolis and Western Development	Secretary
Mr. Anura Dassanayaka	Strategic Cities Development Project	Project Director
Mr. Bandala Harischandra	Ministry of Social Empowerment, Welfare and Kandyan Heritage	Additional Secretary
Mr. Nalaka Iayasinha	Department of External Resources	Assistant Director
Prof. Upul B. Dissanayake	University of Peradeniya	Vice-Chancellor
Mr. Gamini Lenora	Central Cultural Fund Kandy	Project Manager
Ms. Shyamani Periyapperuma	Central Environmental Authority	Deputy Director (EIA)
Mr. B. Wijayarathne	Ministry of Agriculture	Secretary
Dr. Jagath Munasinghe	Urban Development Authority	Chairman
Mr. H.M.P.Hitisekara	Kandy District	District Secretary
Mr. Fusato Tanaka	JICA Sri Lanka Office	Chief Representative
Mr. Toru Kobayakawa		Senior Representative
Mr. Shingo Fujita		Representative
Ms. Namal Ralapanawe		Senior Project Specialist
Prof. Monte Cassim	Prime Minister's Office	Senior Advisor to Hon. Prime Minister of Sri Lanka
Mr. Akihito Sanjo	JICA Head Office	Deputy Director General, and Group Director for Urban and Regional Development
Mr. Yasuhiro Suhara		Deputy Director, Team 1, Urban and Regional Development Group
Mr. Toshiaki Kudo	JICA Team	Team Leader / Urban Development 1
Ms. Tomoko Abe		Deputy Team Leader / Urban Development 2
Dr. Shigehisa Matsumura		Urban Design
Mr. Junya Umemura		Land Use Planning
Ms. Miharu Hosono		Planning Framework
Ms. Benika Morokuma		Historical Townscape Preservation
Ms. Pushpa Gamage		Urban Planner / GIS Expert

MINITUES OF MEETING

ON

2nd MEETING OF STEERING COMMITTEE

FOR

THE PROJECT FOR FORMULATION OF GREATER KANDY URBAN PLAN

IN

DEMOCRATIC AND SOCIALIST REPUBLIC OF SRI LANKA

Colombo, 28th November, 2017

Mr. Toshiaki KUDO
Team Leader
JICA Team

Eng. Nihal Rupasinghe
Secretary, Ministry of Megapolis and
Western Development
Chairman of Steering Committee

Minutes of the Steering Committee

1.0   Introduction

Based on The Minutes of Meeting (hereinafter referred to as "M/M") on the technical cooperation for the Project for Formulation of Greater Kandy Urban Plan which was agreed upon and signed on 9 September 2016 between the Government of Sri Lanka (hereinafter referred to as "GOSL") and Japan International Cooperation Agency (hereinafter referred as "JICA"), and the Record of Discussions (hereinafter referred to as "R/D") on the Project which was agreed upon and signed on 12 October 2016 between the GOSL and JICA, JICA dispatched the JICA Project Team headed by Mr. Toshiaki KUDO, to Sri Lanka to commence "the Project for Formulation of Greater Kandy Urban Plan" (hereinafter referred to as "GKUP").

The 2nd Meeting of the Steering Committee (hereinafter referred to as "SC") chaired by Eng. Nihal Rupasinghe, Secretary, Ministry of Megapolis and Western Development (hereinafter referred to as "MMWD") was held on 28th of November 2017 at the Meeting Room, 17th floor of MMWD, with attendants as shown in Appendix 1 attached herewith.

2.0   Submission of the Interim Report

The JICA Project Team submitted the Interim Report (hereinafter referred to as "IT/R") which contained the existing conditions, sectoral situational analysis, the present condition of the Heritage Area, the proposed urban vision and plan including vision, goals, and objectives, and the basic concept of the detail plan of the Heritage Area, to SC Members.   The JICA Project Team Leader explained the contents of the IT/R and requested the SC to review the IT/R and send comments within one month.

The progress of the project was presented and the Steering Committee has made comments on the progress presentation as follows:

Major comments raised at the meeting are as follows:

3.0   Selection of Potential Industries for Industrial zones should consider following facts, refer slide no. 25 of the presentation

3.1   Manufacturing of Hardware, Software and Middleware industries which provides more job opportunities for young hi-tech/IT crowd and it will help to restrain or prevention brain drain as well as to attract young professionals,

3.2   Traditional Small Industries such as crafts, food production and manufacturing of spices should encourage through the plan,

3.3   How to use proposed water quality research centre at the University of Peradeniya as a provider for water sector and other sectors professionals to work within GKUP area,

1

4.0 Transport network

4.1 More emphasis should be on Transport Network, which is the burning issue of the city area,

4.2 Identify alternative roads to enter Kandy city, to open Peradeniya Ganthure road through heritage sites to Kandy

4.3 Link roads and alternative roads should include in the plan, the proposed Central expressway will come to Galagedera and from there to Aladeniya and to Katugastota road will be widening as four lane roads,

4.4 The proposed tunnel project is not approved yet by the Government,

4.5 More emphasis should on improvement and new proposal for railway network

4.6 Double tracking railway line from Kadugannawa to Katugastota,

5.0 Environment

5.1 Proposal to improve water table of the area

5.2 Solid waste management of the area should include, the proposed Guhagoda Solid Waste Project will commence in January 2018.

5.3 Land Slide zonation map and guide lines should be followed when development projects proposed for cluster towns.

6.0 Urban development

6.1 Proposed Cluster towns should connect with good transport network

6.2 Re-location of Schools would not be included as a development proposal but development of railway network for school children will be considered.

6.3 Bogambara prison development will be included within the plan but JICA has no direct involvement for the implementation of this project.

6.4 Most of on-going projects and GKUP were also discussed at the Ministerial committee on Kandy development.

7.0 Heritage Area Detail Plan

7.1 Comments for this will be sent within one month.

Secretary of MM&WD requested to send views, comments and ideas on the Interim Report submitted today to udakandy@gmail.com or post to "Team Leader, GKUP Project, Library Services Board, Gatambe, Peradeniya" on or before 29th December 2017.

Appendix 1: List of Participants of the 2nd Steering Committee Meeting held on 28th November 2017

Name	Organization	Designation
Eng. Nihal Rupasinghe	Ministry of Megapolis and Western Development	Secretary
Dr. (Eng.) Srikantha Herath	Ministry of Megapolis and Western Development	Advisor/Consultant
Mr. H.M.P. Hitisekara	Kandy District Secretariat	District Secretary
Dr. Jagath Munasingha	Urban Development Authority	Chairman
Mr. Nalaka Jayasingha	Department of External Resources	Assistant Director
Mr. D D Mataraarachchi	My. Higher Education & Highways	Senior Program Director
Mr. U Pushpakumara	My. Special Assignments	Senior Assistant Secretary
Mrs. Dileepa Piyadasa	Kandy Municipal Council	Deputy Municipal Commissioner
Ms. Shyamani Periyapperuma	Central Environmental Authority	Deputy Director (EIA)
Dr. U G Y Abeysundara	My. Education	Director, School Works
Mr. S N S Nissanka	Urban Development Authority	Director, Central Province
Mr. Gamunu Premawardena	Urban Development Authority	Director (Projects)
Mr. H W Somarathne	Urban Development Authority	Deputy Director, Central Province
Ms. Vindya welideniya	SCDP	Deputy Project Director
Mr. H M L Indrathilaka	NBRO	Senior Scientist
Mr. Dayan Munasingha	NBRO	Scientist
Mr. S P Periyapperuma	CEA	Deputy Director (EIA)
Mr. Toru Kobayakawa		Senior Representative
Mr. Shingo Fujita	JICA SL	Representative
Ms. Namal Ralapanawe		Senior Project Specialist
Prof. Masayuki WAKUI	JICA/Tokyo City University	Senior Advisor
Ms. Haruko KAMEI	JICA HQ	Director, South Asia Division,
Mr. Yasuhiro Suhara	JICA HQ	Deputy Director, Team 1, Urban and Regional Development Group
Mr. Toshiaki Kudo		Team Leader / Urban Development 1
Ms. Tomoko Abe		Deputy Team Leader / Urban Development 2
Dr. Shigehisa Matsumura	JICA Team	Urban Design
Mr. Junya Umemura		Land Use Planning
Ms. Pushpa Gamage		Urban Planner / GIS Expert
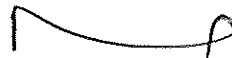
MINITUES OF MEETING

ON

3rd MEETING OF STEERING COMMITTEE

FOR

THE PROJECT FOR FORMULATION OF GREATER KANDY URBAN PLAN

IN

DEMOCRATIC AND SOCIALIST REPUBLIC OF SRI LANKA

Colombo, 3rd April, 2018

Mr. Toshiaki KUDO
Team Leader
JICA Team

Eng. Nihal Rupasinghe
Secretary, Ministry of Megapolis and
Western Development
Chairman of Steering Committee

Minutes of the Steering Committee

1.0 Introduction

Based on The Minutes of Meeting (hereinafter referred to as "M/M") on the technical cooperation for the Project for Formulation of Greater Kandy Urban Plan which was agreed upon and signed on 9 September 2016 between the Government of Sri Lanka (hereinafter referred to as "GOSL") and Japan International Cooperation Agency (hereinafter referred as "JICA"), and the Record of Discussions (hereinafter referred to as "R/D") on the Project which was agreed upon and signed on 12 October 2016 between the GOSL and JICA, JICA dispatched the JICA Project Team headed by Mr. Toshiaki KUDO, to Sri Lanka to commence "the Project for Formulation of Greater Kandy Urban Plan" (hereinafter referred to as "GKUP").

The 3rd Meeting of the Steering Committee (hereinafter referred to as "SC") chaired by Dr. Jagath Munasinghe, Chairman of Urban Development Authority (hereinafter referred to as "UDA"), on behalf of Eng. Nihal Rupasinghe, Secretary, Ministry of Megapolis and Western Development (hereinafter referred to as "MMWD") was held on 3rd of April 2018 at the Auditorium, 7th floor of Urban Development Authority (hereinafter referred to as "UDA"), with attendants as shown in Appendix 1 attached herewith.

2.0 Explanation of the Development Orientation of GKUP

The JICA Project Team explained (1) the progress of the GKUP including results of various meetings of the Strategic Environmental Assessment (SEA), Urban Development TWG, Detail Plan TWG, and Public Consultation Meetings, (2) Vision and Structure of Greater Kandy, (3) Orientation of Cluster Development, (4) Orientation of City Center Development, (5) Basic Orientation of Detail Plan for the Heritage Area, and (6) Major Development Programs, to the SC members.

The Steering Committee has made comments on the presentation and major comments raised at the meeting are as follows:

3.0 A Comments from Institutions

3.1 SCDP, Mr. L L Peiris: Kandy Multimodal Transport terminal (KMTT) project is now in the tender process and it will commence within this year, other bus terminals of Thannekumbura, Katugastota, and Peradeniya were planned but not implemented and other projects namely, George E de Silva Park Rehabilitation project, Meda Ela Rehabilitation project, Rathubokkuwa Lower and Upper Silt Trap projects are ongoing at present. He thanked JICA team for considering those projects when preparation of the GKUP.

3.2 RDA, Mr. D Mataraarachchi: Central Expressway will be delayed by two years but should be considered in the GKUP. The existing road from Galagedera to Katugastota will be widened as four lane trunk road. Tunnel construction will also be delayed.

3.3 Ministry of Special Assignments, Mr. Upul Pushpakumara: The institutions

under the Ministry have been changed, Therefore, Kandy City Development Program has not been discussed at the usual Ministerial Committee Meeting.

3.4 Kandy Municipal Council, Mr. Abeykoon: most of the projects are included in the plan but Solid Waste Management is not addressed properly. Low income housing area development proposals should also be included.

3.5 Central Environmental Authority, Ms. S.P. Periyapperuma: Nuwarawela Vehicle Park development, IE report is in evaluation process but it will be implement by the SCDP., based on the outcome of the IEE.

3.6 Ministry of Education Dr. U.G.Y. Abeysundara: School vehicle parking along the roads should be considered and de-routing of school buses also well-thought out.

3.7 UDA, Mr. Somarathne: by the development of KMTT, school children will be promoted to use public transport system.

3.8 UDA Chairman, Dr. Jagath Munasinghe: this is very sensitive matter therefore a pro-active solution should implement.

3.9 Dept. of Archaeology, Mr. Gunathilaka: Relocation of Sinha Regiment and Police barracks cannot be done since those are listed buildings.

3.10 UDA Chairman: those buildings will remain as they are but some renovation and preservation activities will be carried out for the use of them for public convenient places and present uses of those buildings will be relocated.

3.11 Central Cultural Fund, Mr. Lenora: suggested reduction or completely banning on street parking within the city.

3.12 KMC, Mr. Abeykoon: emphasized that there are more than 125,000 vehicles entering to the city per day and parking facilities are given only for 800 vehicles, more parking should be provided.

3.13 UDA Chairman: explained that there is a development proposal proposed by the UDA for Sinha Regiment buildings area, it will be allocated for vehicle parking with public convenient place.

3.14 CCF, Mr. Lenora: opposed this proposal and he is in the opinion that it may increase the city traffic more.

3.15 UDA Chairman: vehicles are permitted to enter this park from Thilak Rathnayake Mawatha, the road behind the railway line where the existing road will be widened and accessed over the railway and not through the city.

3.16 Ministry of Transport & Civil Aviation, Mr. Palitha Samarasingha: Double line railway track from Kadugannawa to Katugastota will be implemented. Rehabilitation of Katugastota to Matale railway line will be carried out.

Feasibility studies are being conducted and projects may commence in this year. Further, he requested to think out of the box, especially strategic thinking is needed when preparation of a master plan for longer duration. Areas for future expansions should be identified and allocated. Kadugannawa town may be the best location to promote a multimodal transport terminal (MMT) since the main bus route and the main railway line are both closely located to this town.

4.0   B   Comments from JICA

4.1   JICA HQ, Mr. Murooka: referred to the following comments from Mr. Charitha Ratwatte, a Sri Lankan Advisor to the GKUP:

4.1.1   Kandy is a home town of different people such as Sinhala Buddhist, Sinhala Christian, Muslims and other religion and ethnics, tolerance between those people is more important when the development projects are proposed and implemented.

4.1.2   Regarding the conservation of Heritage areas, especially Public Consultation Meetings are the key method of collecting ideas and views of the people.

4.1.3   Coordination with people and the concerned institutions is important, strong driving force should be established for the sustainability of projects and the plan,

4.2   Further, Mr. Murooka mentioned Prof. Wakui comments as follows:

4.2.1   When promoting industries, special attention should be given to promote health industries such as mental health and healing.

4.2.2   Controlling vehicles into the city as a short-term solution for traffic congestion and by that ease air pollution should be considered.

4.2.3   Landscaping and conservation of buildings, many buildings have different background and colonial characters, therefore there is a need to have baseline for rehabilitation and conservation.

4.3   Mr. Murooka also shared the following comments from Prof. Ohnishi:

4.3.1   Kandy has very sensitive land uses, there are many steep lands and land sliding areas, those should be addressed within the plan.

4.4   Comments from Prof. Monte Cassim

4.4.1   Thanked JICA team for hard working and expressed central city development pressure to move sub-centers and design ring roads to connect sub centers. Facilitate aging population, provide quality transportation,

4.4.2 Among three clusters, Digana has not given sufficient attention and do little more study on Digana area. Future planning direction for GKUP will be in the north Sigiriya, Anuradhapura heritage areas, in the south rich plantation heritage areas, so Kandy may be the enter point of those areas.

4.4.3 Regarding health sector, Peradeniya could be developed as health area for all kinds of population especially aging population who are suffering from cancer, heart diseases and dementia illnesses. Medical Tourism Hub can be developed. JA (Japan Agriculture) Shiga, near to Kyoto City has implemented the program to enjoy healthy life such as eating, walking with advanced medical services. JA Shiga may can support this project.

4.4.4 Landscape should integrate to the plan. Disaster Risk Reduction component also include into the plan since Kandy area is prone to land sliding and flooding.

4.4.5 Researching and monitoring of climate change brought here is very vital for Kandy district.

4.4.6 Digital archiving of heritage is important and DOA can do it. Digital archiving of pandols, paintings and heritage buildings could be used for tourist attraction.

4.5 Comments from Dr. Srikantha Herath, Advisor and Consultant, MMWD

4.5.1 Digana can be promoted IT related Industries, Strategic Investment Proposal should be promoted, research on climate change, high intensity of rainfall, land sliding areas and geological and topological information could be done with the University. Japan has Innovative Development Department to carry out these kinds of functions.

4.5.2 Kandy expressway may be delayed but it should be included in the plan. There should be quick access to city and other satellite towns.

4.5.3 Conducting Stakeholders meeting was appreciated. Plan is given broad expansion, that is good and objectives should care of the vision of Kandy.

5.0 Next SC Meeting

5.1 Chairman of the UDA, Dr. Jagath Munasingha thanked all SC members for attending and participating fruitful discussion. The final SC meeting will be held on 10th July 2018 and the time and venue will be informed.

Appendix 1: List of participants of the 3rd Steering Committee Meeting

	Name	Designation	Institute
1	Dr. Jagath Munasinghe	Chairman	Urban Development Authority
2	S. S. P. Rathnayaka	Director General	
3	Dr. (Eng). Srikantha Herath	Advisor/ Consultant	Ministry of Megapolis & Western Development
4	M.K. Bandula Harischandra	Additional Secretary	Ministry of Social Empowerment, Welfare and Kandyan Heritage
5	Palitha Samarasinghe	Additional Secretary	Ministry of Transport & Civil Aviation
6	Rmaya Wijesundara	Director Planning	District Secretary, Kandy
7	L.L.A. Peiris	Deputy Project Director (Kandy)	Strategic Cities Development Project
8	K.G.D. Priyanka	Director (Development)	Ministry of City Planning & Water supply
9	D.D. Mathararachchi	Senior Programme Director	Ministry of Higher Education & Highways
10	Upul Pushpakumara	Senior Assistant Secretary	Ministry of Special Assignments
11	Dileepa Piyadasa	Deputy Municipal Commissioner	Kandy Municipal Council
12	P.B. Abeykoon	Chief Municipal Engineer	
13	S.P. Periyapperuma	Deputy Director (EIA)	Central Environmental Authority
14	Dr. U.G.Y. Abeysundara	Director School Works	Ministry of Education
15	Deepal Wijethilaka	Deputy Director	Department Archaeology
16	L.M. Gunathilaka	Assistant Director	
17	Nalaka Jayasinghe	Assistant Director	Department of External Resources
18	Gamini Lenora	Project Manager	CCF, Kandy
19	Gamunu Premawardhana	Director (Project Management)	Urban Development Authority
20	H.W. Somarathne	Deputy Director (Planning)	
21	Monte Cassim	Prime Minister's Office	Senior Advisor to Hon. Prime Minister of Sri Lanka
22	Naomichi Murooka	Director, Team 1 urban and Regional Development Group, Infrastructure and Peacebuilding Department	JICA HQ
23	Fusato Tanaka	Chief Representative	JICA Sri Lanka
24	Rie Tomita	Representative	
25	Namal Ralapanawa	Senior Programme Specialist	
26	Toshiaki Kudo	Team Leader	JICA GKUP Team
27	Dr. Shigehisa Matsumura	Urban Design	
28	Tomoko Abe	Deputy Team Leader	
29	Junya Umemura	Land Use Planning	
30	Yushii Yoshida	Urban Planning	
31	Dr. Yee Sing Teh	Project Coordinator	
32	Pushpa Gamage	Urban Planner & GIS Expert	

MINITUES OF MEETING

ON

4th MEETING OF STEERING COMMITTEE

FOR

THE PROJECT FOR FORMULATION OF GREATER KANDY URBAN PLAN

IN

DEMOCRATIC AND SOCIALIST REPUBLIC OF SRI LANKA

Colombo, 3rd July, 2018

Mr. Toshiaki KUDO
Team Leader
JICA Team

Eng. Nihal Rupasinghe
Secretary, Ministry of Megapolis and
Western Development
Chairman of Steering Committee

Minutes of the Steering Committee

1.0 Introduction

Based on The Minutes of Meeting (hereinafter referred to as "M/M") on the technical cooperation for the Project for Formulation of Greater Kandy Urban Plan which was agreed upon and signed on 9 September 2016 between the Government of Sri Lanka (hereinafter referred to as "GOSL") and Japan International Cooperation Agency (hereinafter referred as "JICA"), and the Record of Discussions (hereinafter referred to as "R/D") on the Project which was agreed upon and signed on 12 October 2016 between the GOSL and JICA, JICA dispatched the JICA Project Team headed by Mr. Toshiaki KUDO, to Sri Lanka to commence "the Project for Formulation of Greater Kandy Urban Plan" (hereinafter referred to as "GKUP").

The 3rd Meeting of the Steering Committee (hereinafter referred to as "SC") chaired by Eng. Nihal Rupasinghe, Secretary, Ministry of Megapolis and Western Development (hereinafter referred to as "MMWD") was held on 3rd of July 2018 at the Auditorium, 7th floor of Urban Development Authority (hereinafter referred to as "UDA"), with attendants as shown in Appendix 1 attached herewith.

2.0 Explanation of the Draft Final Report of GKUP

The JICA Project Team explained about the Draft Final Report (hereinafter referred to as "DFR") which compiles the whole results of the project, especially on Detail Plan for the heritage Area and the Urban Development Programs, to the SC members.

The Steering Committee has made comments on the presentation and major comments raised at the meeting are as follows:

3.0 Comments from the SC members

The following comments were made by the SC members:

3.1 His worship Sekara Senanayake, Mayor, Kandy MC:

GKUP DFR is a very detail report and it covers each and every sector and provides details in depth. Willing to follow the strategies depicted in the plan and hope it will solve the congestion prevailing in the city.

3.2 Mr. Charitha Ratwatte, Advisor to the Prime Minister:

Regarding slide no.13, relocation of wholesale functions to other suitable location will be a good proposal.

3.3 Dr. Gamini Jayathissa, National Building Research Organization:

3.3.1 Kandy has been identified as landslide prone area, therefore, disaster impact assessment should be carried out when carrying out regional planning especially site specific planning.

3.3.2 Regarding Land Slope Consideration mentioned in the report, Chapter 6, pg. no. 54, area of 45°slope angle is considered as no development

areas but it may be high risk; and therefore consider 31° and above slope angle as no development areas.

3.3.3 For building approval purposes, use the Land Slides Zonation maps prepared by the NBRO and see whether the building is located which area and accordingly approval could be granted.

3.3.4 Chapter 8, pg. 14 and Table 8.1.11, Terrain of no building permission height should be 2,000 feet not 2,500 ft. and slope should be 30°.

3.3.5 Chapter 8, pg. 15, Methodology is not given in the form of figure.

3.3.6 Land slide mitigation report for Peradeniya was handed over to the UDA and it has to be followed when developing Peradeniya area.

3.4 Prof. Monti Cassim

3.4.1 Consistency of the document, for this include "goal of the project", such as "Dynamic Hub of the Country" after the slide 03

3.4.2 Regarding the implementation of the plan, KMC's support is vital and it is requested to start some projects quickly with the UDA.

3.4.3 Leverage Japan to get financial and technical assistance since both countries are similar in culture and religion. So far Sri Lanka has gotten WB assistance but within this assistance Japan's component is also part of it.

3.5 Mr. Palitha Samarasinghe, Ministry of Transport & Civil Aviation

3.5.1 Publishing of GKUP is very important so that people will be aware of the plan.

3.5.2 SCDP is implementing several major projects within the city limit and the existing environment of the city will be changed in near future.

3.6 Mr. Nalaka Jayasinghe, Department of External Resources, Ministry of Finance:

The GKUP has achieved the objective of the project.

3.7 Mr. L.V. Somachandra Ministry of Education:

Traffic problems near schools and school time will be minimized by the proposals made by this plan.

3.8 Ms. Nazeema Ahmad, Ministry of Science, Technology and Research, Skill Development and Vocational Training & Kandyan Heritage:

Referring Slide no. 24, give high priority for promotion of indigenous foliage and knowledge when vitalization of socio economic activities in the cluster cities.

3.9 Mr. Toru Kobayakawa, JICA Sri Lanka:

3.9.1 Waste water project at Kandy is financed by JICA and it is hoped to see all in the one plan,

3.9.2 Asked how and by whom the GKUP plan can be implemented?

3.10 Mr. N.A.S.N. Nissanka, Director, Urban Development Authority Central Province:

It is great that the urban development vision and regional development scenarios have been formulated by this plan and thanked GKUP project staff for working very closely with the UDA counterparts.

3.11 Eng. Nihal Rupasinghe, Secretary, Ministry of Megapolis & Western Development

3.11.1 It is hoped the UDA will use this plan extensively,

3.11.2 Consultation has been carried out with all stakeholder agencies and the community for the preparation of the GKUP and requested further comments could be sent to the project office.

3.11.3 Request for further assistance for implementation of the plan.

3.12 Dr. Jagath Munasinghe, Chairman, Urban Development Authority:

3.12.1 Thanked everyone and the GKUP project staff and the UDA staff,

3.12.2 Reminded all agencies that they might have time to add, omit, propose or change the DFR and requested to send views and ideas to the GKUP project office.

3.12.3 Kandy Development Plan has a long history and the UDA started updating the plan and wish to gazette in August this year,

3.12.4 The UDA considers the GKUP is a joint effort between the UDA and JICA, therefore take steps to include several proposals into the Development Plan prepared for KMC and take necessary action to gazette the GKUP in future.

3.12.5 Requested technical support from JICA further to enhance knowledge of usage of the new technology in preparation of Detailed Guide Plans and urban planning,

Appendix 1:   List of participants of the 4ᵗʰ Steering Committee Meeting

	Name	Designation	Institute
1	Eng. Nihal Rupasinghe	Secretary	Ministry of Megapolis & Western Development
2	Charitha Ratwatte	Senior Adviser to the Hon. Prime Minister	Prime Minister's office
3	Dr. Jagath Munasinghe	Chairman	Urban Development Authority
4	Kesera Senanayaka	Mayor of Kandy	Kandy Municipal Council
5	H.M.P. Hitisekara	Kandy District Secretary	Kandy District Secretariat
6	Ravindra Hewavitharana	Secretary	Ministry of Public Enterprise & Kandy City Development
7	Eng. S. S. P. Rathnayaka	Director General	Urban Development Authority
8	Palitha Samarasinghe	Additional Secretary	Ministry of Transport & Civil Aviation
9	Anura Dasanayaka	Project Director	Strategic Cities Development Project
10	L.L.A. Peiris	Deputy Project Director (Kandy)	
11	Nazeema Ahamed	Director (Planning)	Ministry of Science, Technology and Research, Skill Development and Vocational Training & Kandyan Heritage:
12	D.D. Mathararachchi	Senior Programme Director	Ministry of Highways & Road Development
13	Upul Pushpakumara	Act DG/ITI (Former Senior Assistant Secretary)	Former Ministry of Special Assignments
14	P.B. Abeykoon	Chief Municipal Engineer	Kandy Municipal Council
15	Dr. Gamini Jayathissa	Senior Scientist	National Building Research Organization
16	Dayan Munasinghe	Senior Scientist	
17	P.K.G. Karunarathna	Assistant Director (EIA)	Central Environmental Authority
18	G.R.V.H. Kumari	Environmental Officer	
19	L.V. Somachandra	Civil Engineer	Ministry of Education
20	L.M. Gunathilaka	Assistant Director	Department Archaeology
21	Nalaka Jayasinghe	Assistant Director	Department of External Resources
22	Gayoma Senanayaka	Assistant Director	Ministry of Finance
23	Gamini Lenora	Assistant Director/ Project Manager	Central Cultural Fund, Kandy
24	N.A.S.N. Nissanka	Director (CP)	Urban Development Authority (Central Province)
25	Gamunu Premawardhana	Director (Project Management)	
26	H.W. Somarathne	Deputy Director (Planning)	
27	Thushara Suwarnathilaka	Coordinator	Ministry of Megapolis & Western Development
28	Monte Cassim	GKUP Advisor/ SA to PM/POM, GOSL	Senior Advisor to Hon. Prime Minister of Sri Lanka
29	Yasuhiro Suhara	Deputy Director	JICA HQ
30	Toru Kobayakawa	Senior Representative	JICA – Sri Lanka
31	Rie Tomita	Representative	
32	Namal Ralapanawa	Senior Programme Specialist	
33	Toshiaki KUDO	Team Leader	JICA Team
34	Tomoko ABE	Deputy Team Leader	
35	Shigehisa MATUMURA	Urban Design	
36	Dr. Yee Sing TEH	Project Coordinator	
37	Pushpa Gamage	Urban Planner & GIS Expert	

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