



## SWOT Analysis of Waterfront City; The Development Concept in Palangka Raya

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### Abstract

*Waterfront City is a concept of structuring and utilizing the area of the riverbank which is used as an area of public space while observing environmental sustainability as well. Palangka Raya city as one of the cities on the banks of the Kahayan River with unspoiled characteristics is a good carrying capacity and strength for the development of the public area. The purpose of this research was to describe and analyze the concept of developing Waterfront City in Palangka Raya City through SWOT analysis. The used of mix methods of qualitative and quantitative found the result of the sphere that needed to be developed. Since the Data of Internal factors (strengths and weaknesses) and external factors (opportunities and threats) denoted certain results through analysis. The results showed that the SWOT analysis of the development concept of Waterfront City in Palangka Raya City had great potential for the future.*

**Key words :** Opportunity, Palangka Raya, strength, threat, weaknesses, waterfront city

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## INTRODUCTION

Indonesia, which is blessed with many islands bordered by the banks of rivers and lakes, provides a huge opportunity to develop Waterfront City. Based on data from the Directorate General of Public Administration, Ministry of Home Affairs in 2004 Indonesia has around 17,504 islands. These thousands of rivers and lakes become a divider of the characteristic diversity of islands. The rivers and lakes could be said as natural boundaries of each community in a region. Each diversity grows with a unique cultural difference.

One of the islands in Indonesia separated by the natural boundary of the river is the island of Central Kalimantan with the Capital of Palangka Raya. The river is the Kahayan river which is located in Central Kalimantan. Kahayan River, as one of the rivers in Central Kalimantan, stretches from Palangka Raya City, Gunung Mas District, and Pulang Pisau District and empties into the Java Sea.

Furthermore, the course of the Kahayan River through most of Palangka Raya City. It divides the topography of Palangka Raya in the middle of the city. Therefore, it describes the linkage of the origin of Palangka Raya to the river.

Therefore the people appear to be a very strong river culture. It certainly becomes an image of Palangkaraya which emerged as a city on 17 of July 1957. A certain condition can be witnessed, for example, by the origin of the district name in Palangka Raya City such as Pahandut. Since the banks of the Kahayan river, the rise of a village named Pahandut village which became the beginning of development in Palangka Raya City.

Undoubtedly, how the community has very high interaction with the rivers proved by the life hereditary of culture to grow and develop in the Kahayan riverbank area. There are a variety of economic activities conducted

in the banks of the river, as illustrations are some traditional and modern trading activities, Keramba cultivation, and the river flow activities as an ecotourism in the Kahayan river. Somehow it becomes a very strong attraction.

Although the traditional culture in the interaction between humans and the rivers has still existed, however, the interactions are no longer faces the river as means and community activities along with the development. The rivers become makes the river like the back of the face of Palangka Raya City. The lack of attention of the previous city government towards the river raises the sadness that the Kahayan River is a river that has been marginalized from development.

Conditions that develop in areas along the river banks generally violate the Presidential Decree of the Republic of Indonesia Number 32 of 1990 concerning Management of Protected Areas and Government Regulation of the Republic of Indonesia Number 26 of 2008 concerning National Regional Spatial Planning which regulates the issue of river borderlines and enforcement riverbank area as a local protected area.

Although along these times, the banks of the Kahayan River have received little attention from the government, the authenticity and state of the river itself are still maintained. Although there are parts of the river used by the community to build houses, various kinds of plants and fisheries are still maintained. The local community settlement is one of the important icons in the development of the Kahayan riverbank, where settlements along the Kahayan river bank are parts of the history of the formation of Palangka Raya City which begins on the banks of the Kahayan River and attracts people visiting Palangkaraya City.

If the area is managed and laid out properly, it will have potential that can be developed, one of which is the development of tourism, cultural arts, and the environment. Besides, if the development of the Kahayan

riverbank area is developed it will be able to support the livelihoods of the surrounding communities and be a new recreation place for the people of Palangka Raya City and potentially become a source of Palangka Raya Regional Revenue (PAD). Moreover, the existence of a market which is the economic center of Palangka Raya City located in the Kahayan riverbank area, this is a very important and promising thing for the surrounding community.

Seeing this potential, the government is now starting to seriously develop the Kahayan River into a place that has value for all parties. One form of government seriousness is as stated in the Palangka Raya City Vision Mission in making the City of Palangka Raya a City of Tourism and the City Government of Palangka Raya implementing the Kahayan River Basin Area Arrangement Program based on Regulation of the Mayor of Palangka Raya No. 44 of 2015 concerning Determination of Flamboyant Area, Kahayan Bridge, Rambang Port and Pahandut Seberang Area as the Kahayan River Basin Development Zone. The development of the area will be used as a Waterfront City development site by the City Government of Palangka Raya.

Based on the Mayor of Palangka Raya Regulations, the arrangement of the Kahayan riverbank area is included in the development of the Waterfront City concept in Palangka Raya City as stated in the Palangka Raya City Medium Term Development Plan (2019-2023) concerning the waterfront tourism development area (Waterfront City). This means that the Palangka Raya City Government wants to make the Kahayan river back as the front part of the face of Palangka Raya City. With the various potentials and strong government support to develop public facilities that will add to the face of Palangka Raya City. It is more than the motto of CANTIK [terencana-Aman-Nyaman-Tertib-

Indah dan Keterbukaan]/BEAUTIFUL [safe-comfortable-orderly and open].

To realize Palangka Raya City becomes better with the City platform of CANTIK which means (BEAUTIFUL) with the concept of waterfront city development, it is deemed necessary to conduct a research using SWOT analysis [strengths, weaknesses, opportunities, threats]. Through this analysis tool, it can be clearly explained how the strengths, weaknesses, opportunities, and threats of the strategies used to develop Waterfront City in Palangka Raya City. According to Rangkuti (2006: 18), SWOT analysis is the identification of various factors systematically to formulate an organization or region strategy. This analysis is based on the logic obtained in the field in a real way to determine the strengths and opportunities that are owned and indirectly know the weaknesses and threats that arise. This analysis explains whether the information indicates something that will help to achieve the goal or give an indication that there are obstacles that must be faced or minimized to meet the goals to be achieved.

## METHOD

The method used in this research was to use a combination of qualitative and quantitative approaches that focused on the SWOT analysis of the development of waterfront cities in Palangka Raya City. Data collection was carried out through observation by making a direct visit to the Kahayan riverbank area, Langkai Village, Palangka Raya City to see a map of the Waterfront City development area and environmental carrying capacity in the region. Then also by submitting a questionnaire for the Regional Development Planning Board of Palangka Raya City and the community, especially those living in the Kahayan riverbank area, Langkai City, Palangka Raya Village. To obtain in-depth data, researchers also conducted

interviews with institutions related to the City Government of Palangka Raya and the community, also explored data and documents with the theme of this research.

In SWOT analysis techniques, researchers looked at two aspects, they were internal and external aspects. The internal aspect such as Strengths and Weaknesses and external factors such as Opportunities and Threats. Internal factors were identifying the external factors to find out opportunities and threats faced in developing Waterfront City in Palangka Raya City. Using the SWOT technique for an analysis in the research could be elaborate base on some categories. Based on the results of the assessment of internal and external factors, further identification of the elements categorized as strengths, weaknesses, opportunities, and opportunities is carried out.

The identification could use the library research on related documents and literature. The notable thing is that the document and literature must be relevant. It must have such compatibility aspects within the external aspect and the internal aspect. This is one of the conditions according to the category in compiling the matrix. The next step is to arrange the questionnaire following the specified category and then to determine the respondent under the sample determined to fill out the questionnaire. The final step is to conduct an analysis based on these categories and include them in the External Strategy Factor Analysis Summary (EFAS) matrix and the Internal Strategy Factor Analysis Summary (IFAS).

## **RESULTS AND DISCUSSION**

Palangkaraya City located in the central government of Central Kalimantan Province which is also the capital of the province. Palangka Raya City consists of 5 (five) Districts and 30 (thirty) Kelurahan. Langkai Village Pahandut Sub-District is one of the

villages in the central government area of Palangka Raya City with the smallest area of around 8.88% of the total area of Pahandut Subdistrict, Palangka Raya City. Plamboyan Bawah is an area in the Kahayan River area that will be used as a waterfront city development with a population of 30,634 people consisting of 15,347 men and 15,197 women and a population density of 3,449.77 per Km<sup>2</sup>.

In community life in Plamboyan Bawah area, the community lives in groups according to their functions, roles and profession to make it easier for them to carry out their duties. In other words, people's lives are structured based on the roles and functions of each member of the community. The social and cultural life that has been created has made the social level of the community unable to develop optimally following the development of Palangka Raya City, the people who tend to have low income make the social status of the community relatively developing, the condition of infrastructure and accessibility to residential areas is limited, passed by using a motorcycle and the streets of community housing were still made of ulin wood bridges which were approximately 2 meters wide. However, Plamboyan Bawah area has potential that if developed properly will get economic value for the community.

It could be witnessed from the freshwater fishpond area on the banks of the Kahayan river as a source of livelihood for the community. Susur Sungai Tourism Area, the existence of the River Sailing Ship could be maximized as a tourist destination in Palangka Raya City, with a distance not so far from the residential area. Then it can also be developed into a new residential area because there are still lots of vacant and open land and the potential to create new residential areas.

In the general context, the concept used in designing the Waterfront City development area in Palangka Raya City was the riverbanks and water as a source of human life. Specifically the

river as the beginning of a city, (namely in the initial context of the city of Palangka Raya itself which starts from the Kahayan river).

By this reason, the ideas and concepts of structuring this region started from the natural form. Then it went towards the cultural nature (culture and society). besides that, the region provided additional aspects such as commercial business of shops, markets, and others.

The concept of developing Waterfront City in Palangka Raya City divided into four zones. The image map of the zone division can be seen in the following figure: 1) The Natural zone as zone, 2) The Business-Commercial zone as zone, 3) The Communal zone (community zone) and 4) The Municipal-memorial zone (related to government) as zone.

When it viewed from the position of the zero points Palangka Raya City located on the left side of the area close to the Kahayan Bridge. While the natural zone placed on the right, and followed with the cultural zone. The next position of the cultural zone denoted the commercial business. The final location signified Sukarno Monument located in a municipal-memorial zone. The image map of the zone division can be seen in the following figure.



**Figure 1.** Zoning Plan of Plamboyan Region  
Source: Master Plan of Regional Arrangement of Palangka Raya City Region (Zone 3) in 2015.

The figure above has some remarks as following:

Natural Zone; This zone is more related to the nuances of nature such as: 1) River-Center (a means of recognizing the River Ecosystem, the awareness that rivers are the genesis of Palangka Raya); 2) Artificial Forests and Lakes (to commemorate the origin of this region, namely Lake Seha); 3) Urban Outbound Scale (small) (for agility activities for children and adolescents).

Cultural Zone or Communal Zone; This zone is expected to be used as a center for public activities and culture such as seven things below: First, Jogging Track such as as a cheap-festive area for people to walk healthy; Second is Swimming Pool such as public facilities for residents of Palangka Raya; Third is Playground such as game for children and adolescents; Fourth is Communal Space, Community Room such as for many community activities in Palangka Raya, they are futsal, skateboards, bicycles, motorbike communities, etc.. Fifth is view Tower (reading room/library).

Sixth Palangka Raya City Museum such as tentative/choice, museum that tells everything about Palangka Raya. Seventh is theater or Stage (for Art/Performing expressions for Palangka Raya residents). While the Communal Zone is a place that is used as a center for community settlement.

1) Souvenir Shop (providing souvenirs from Palangka Raya City); 2) Gift Shops (Providing souvenirs typical of Palangka Raya City); 3) Culinary Tourism (there is a food court, cafe); 4) Mini-resorts (a kind of business zone for economic mobility centers Commercial Business Zone; The Commercial Business Zone is used as a and also enlivens the area across the river, so that river activities become more attractive such as: riverside Guest House); 5) Susur Sungai (a means of entertainment for tourists).

Municipal Zone; This zone is provided as a government-related zone because in this zone there is a Sukarno Monument (a monument to the zero point of Palangka Raya City); Formal Parks (because they are formal areas); and open space (open space for city activities).



**Figure 2.** Waterfront City City Design in Palangka Raya City

Source: Master Plann of Regional Arrangement of Palangka Raya City Region (Zone 3) in 2015

Through Regional Regulation No. 1 of 2019 concerning the Palangka Raya City Spatial Plan for 2019-2039, it has been launched for the development of the city through the construction of Waterfront City in Palangka Raya City. Identification of SWOT encountered in research is grouped into two factors, namely internal factors and external factors. Internal factors are related to the strengths and weaknesses that exist in the Kahayan riverbank region, which is included in the development of its territory, especially those related to land carrying capacity, physical and land management. External factors are related to the opportunities and threats that might occur in the development carried out in the area of the Kahayan River.

Internal factors in the form of strength of Waterfront City development in Palangka Raya development, including:

Internal factors are factors that are sourced from the condition of the area

developed by Waterfront City. The location of Waterfront City development in Palangka Raya City is set by Plamboyan Down along the Kahayan riverbank is a very strategic location and easy to reach because its position is the central government of Palangka Raya City and the capital of Central Kalimantan Province. So that it will make it easier for people and visitors from anywhere to visit the area. Indirectly it will have a good impact in accelerating the development of settlements and surrounding communities.

The kahayan riverbank area also has beautiful scenery and panoramas when it is managed well with natural river views and the community still uses a lot of river transportation modes for community mobilization will add to the attraction for the interest of the community to visit the rides in waterfront city. The Kahayan riverbank which is still natural with forests along the river area is very good as a place to develop Waterfront City by utilizing the natural concept of nature.

On the other hand, it can also be seen from the characteristics of community settlements located on the banks of the river as a place of settlement has its potential that has characteristics such as traditional settlements. People still maintain their local wisdom from generation to generation, as many houses on the water (lanting) that line neatly with the uniqueness of the building can be curious for visitors to know the characteristics of the local community. To support the settlement of residents so that the local government will establish the KOTAKU program (the city without slums) and *kampung rumah pelangi* (rainbow village).

The establishment of an integrated economic development area that opens opportunities. It used for the development of the service and trade sector where there is also included in the development of the Waterfront City in the City of Palangka Raya. In this condition, the construction of the Waterfront City will be able to attract a lot of visitor interest.

Besides that, thus providing business opportunities for local people to trade there later. This is one method that will have a good impact on the economy of the local community.

Then also the other supporting strengths that are no less interesting are the existence of a historic place that became the forerunner to the growth and development of Palangka Raya City. On the side of the development of waterfront city, there is a monument to the hero of Indonesia's first former president, President Soekarno.

This crucial thing is an alternative approach to deal with floods. Undoubtedly, the condition near the river witnessing the serious view in every year. The area of the Kahayan riverbanks is always potentially affected by flooding every year, with the development of the Waterfront City as an effort of the Government of the City of Palangka Raya to overcome the floods that occur every year in the area.

The next internal factor is Weaknesses in the development of waterfront city which are some factors. The disadvantage is that the current environment of the Kahayan river bank is still polluted with a lot of garbage from the local community who dump garbage into the river, traditional gold mining activities upstream make the Kahayan river water polluted and unfavorable because of the habit of people who still throw away garbage to the river so that it becomes slum. The relative lack of public awareness in maintaining the cleanliness of the river environment makes the Kahayan river still polluted.

The condition of the Kahayan riverbank area which still has many settlements in the local community makes the development of Waterfront City in Palangka Raya City slow. Related to land issues Palangka Raya City Government is trying to make arrangements in the area and must think of a place to relocate

residents whose place is included in the Waterfront City development area.

The lack of socialization to the local community about the development of Waterfront City made the pros and cons of the community in supporting the development of Waterfront City in the region. The lack of understanding of the local community regarding the development of Waterfront City, made some people reject the development because land in the area belongs to the local community and they have occupied the land for generations.

The other things were limited facilities and infrastructure in supporting facilities. It had big impact of to the developing the Waterfront City in Palangka Raya City. Therefore, analysis could be compared between the aesthetic design of the spot development and the overriding necessity of the visitor. The necessity of the visitor became an important thing before the aesthetic. Overriding necessity of the visitor made a satisfactory and lasting result to the spot of waterfront city. Suddenly it provide a value for the waterfront city image.

Besides that, the condition of the Kahayan riverbank area which still has many settlements in the local community makes the development of Waterfront City in t Palangka Raya City slow. Related to land issues Palangka Raya City Government is trying to make arrangements in the area and must think of a place to relocate residents whose place is included in the Waterfront City development area.

The other things are regarding the lack of coordination between agencies related to design in planning and implementing programs to support the development of Waterfront City can be seen from the existence of programs that run on their own and even overlap so that the achievement of set goals from the development of the region has not run optimally, where Waterfront City is developed in the new City of Palangka Raya, it was realized only under the



Kahayan Bridge, the entrance garden of Pasuk Kameluh.

Regarding external factors in the construction of Waterfront City in Palangka Raya City are the existence of Opportunities:

1) With the construction of Waterfront City, it will provide opportunities for eco-tourism and people's economic passion. Development in the tourism sector has become a sector in developing Waterfront City in Palangka Raya City by utilizing the Kahayan river is a tourist destination along the Kahayan river with unspoiled natural conditions. Development in the tourism sector is a sector in the development of Waterfront City in Palangka Raya City by utilizing the Kahayan river to become a tourist destination along the Kahayan river with unspoiled natural conditions; 2) With the vehicle being built in the waterfront city area and supported by the uniqueness and authenticity of the Kahayan river area, it will add to the interest of the community to visit the area of waterfront city; 3) The increase in the level of tourist visits and the development of the economy of the community indirectly will also have an impact on the added value of Palangka Raya's Regional Original Income (PAD) and of course the demand for tourist occupancy will increase, requiring the availability of hotels and inns; 4) The Kahayan River region which is very strategic has the potential for investment development.

The next external factors in the construction of Waterfront City in Palangka Raya City are Threats: 1) The desire of the Palangka Raya City government to develop the waterfront city is inseparable from things that will emerge, such as the rejection of the local community towards the development of the Waterfront City. Many people who do not want to receive compensation for the land that entered the construction area. This rejection occurs because most people still do not understand the various benefits if the

Waterfront City is well developed. To overcome this rejection, the government always disseminates to the surrounding community so that they understand that the development program is immediately indirect and will have a good impact on the surrounding community. The density of community settlements along the banks of the Kahayan River is also a threat that must be addressed because the people who inhabit the banks of the Kahayan River are people who have been living in the area for generations; 2) Another threat that will emerge is the potential for flooding. The waterfront city development area on the riverbank has the potential to be flooded, especially in almost every year there is a flood; 3) Then what is also a threat is the potential for fire. Dense population settlements and many people's houses made of wood will easily occur in fires.

The security guarantees for visitors who are active in a certain area. Considering the area as the Waterfront City area is located directly by the shoreline or riverbank so that there is a guarantee of security for visitors who are active in the area. This Waterfront City will later become the center of attention for the people of Palangka Raya City, because in the City of Palangka Raya, in particular, there are few tourist areas.

Another consideration is the security management of tourist attractions. This is needed to be fulfilled in order to have the comfortability for the visitors. Additionally, the government needs to take part in the role in order to make the visible hands of the government.

In this case, the government is able to provide a sense of security for the community or tourists that will be realizing the comfortable place to visit as the tourist attractions presented in the area. If there is no security guarantee for the object in the tourist attractions, the place is affected by the devastation of visitors.

In carrying out the SWOT analysis, researchers used two matrix instruments used to process data using the IFAS (Internal Strategy Factor Analysis Summary) matrix and EFAS



(External Strategy Factor Analysis Summary) matrix. The IFAS matrix (Internal Strategy Factor Analysis Summary) is used to process data of internal factor, namely the strengths

and weaknesses of the development of Waterfront City on the banks of the Kahayan River, Palangka Raya City. It is as found in the table below:

**Table 1.** Result of Strength Score

No	STRENGTH (S)	WEIGHT	RATE	<u>WEIGHT X RATE</u>
1	Strategic location and easy to reach\	0.18	4	0.72
2	Has a beautiful view/panorama	0.18	4	0.72
3	Has a natural ecosystem	0.15	3	0.45
4	Characteristics in the riverbank area of Kahayan has characteristics, such as traditional settlements	0.16	3	0.48
5	Historic place that became the forerunner for the growth and development of Palangka Raya City	0.15	3	0.45
6	Included in the City spatial plan of Palangka Raya	0.18	4	0.72
<b>Subtotal</b>		<b>1</b>	<b>21</b>	<b>3.54</b>

Information:

- Weight determines (1.0) is important and (0) variable is less important
- Rating determines (4) strong and (1) weak variables to develop

Source: Rangkuti 2006

**Table 2.** Result of Weakness Score

No	Weakness (S)	WEIGHT	RATE	<u>WEIGHT X RATE</u>
1	Environmental conditions of the Kahayan river is still polluted	0.14	3	0.42
2	There are still many residential settlements in the riverbank area of the Kahayan	0.17	4	0.68
3	Lack of socialization to the local community related to concept development of Waterfront City	0.14	3	0.42
4	Lack of facilities and infrastructure support	0.13	3	0.39
5	Lack of coordination between the Government	0.13	3	0.39
6	Lack of public awareness in maintaining the cleanliness of the river environment	0.17	4	0.68
7	Lack of support from the local community	0.12	3	0.36
Subtotal		1	23	3.34
<b>Total of IFAS</b>				<b>6.88</b>

Information:

- Weight determines (1.0) is important and (0) variable is less important
- Rating determines (4) strong and (1) weak variables to develop

Source: Rangkuti 2006

Based on the data above, the strength was the highest value for the IFAS matrix with the amount of 3.54 compared with the weaknesses factor of 3.34, so the value that can be used as the basis for development was the strength. The total IFAS matrix value was 6.88.

Then the EFAS (External Strategy Factor Analysis Summary) matrix used to process external factor data, they are The Opportunities and threats to the development of Waterfront City on the banks of the Kahayan River, Palangka Raya City, are as follows:

**Table 3.** Result of Opportunity Score

No	OPPORTUNITY (S)	WEIGHT	RATE	<u>WEIGHT X RATE</u>
1	There is support from the Government of Palangka Raya City	0.17	4	0.68
2	Increasing the value of regional original income (PAD) of Palangka Raya City	0.13	3	0.39
3	Development in the ecotourism sector	0.16	4	0.64
4	Establishment of an integrated economic development area	0.14	3	0.42
5	The Kahayan river area has potential investment development	0.13	3	0.39
6	Providing business opportunities for the local community	0.15	4	0.6
7	As an alternative in tackling floods	0.12	3	0.36
Subtotal		1	24	3.48

Information:

- Weight determines (1.0) is important and (0) variable is less important
- Rating determines (4) strong and (1) weak variables to develop

Source: Rangkuti 2006

**Table 4.** Result of Threat Score

No	THREAT (S)	WEIGHT	RATE	WEIGHT X RATE
1	Rejection of the local community against the development of Waterfront City	0.24	3	0.72
2	There are still people who don't care about environmental cleanliness while still throwing away garbage to the river	0.1	1	0.10
3	The density of community settlements resides along the riverbank of Kahayan	0.1	1	0.10
4	Arrangement in the Kahayan riverbank area is not maximal	0.14	2	0.28
5	Potential for flooding	0.15	2	0.30
6	Fire potential	0.15	2	0.30
7	There is no guarantee of security for visitors who are active in the region	0.11	2	0.22
Subtotal		0.99	13	2.02
Total of EFAS				5.50

Information:

- Weight determines (1.0) is important and (0) variable is less important
- Rating determines (4) strong and (1) weak variables to develop

Source: Rangkuti 2006

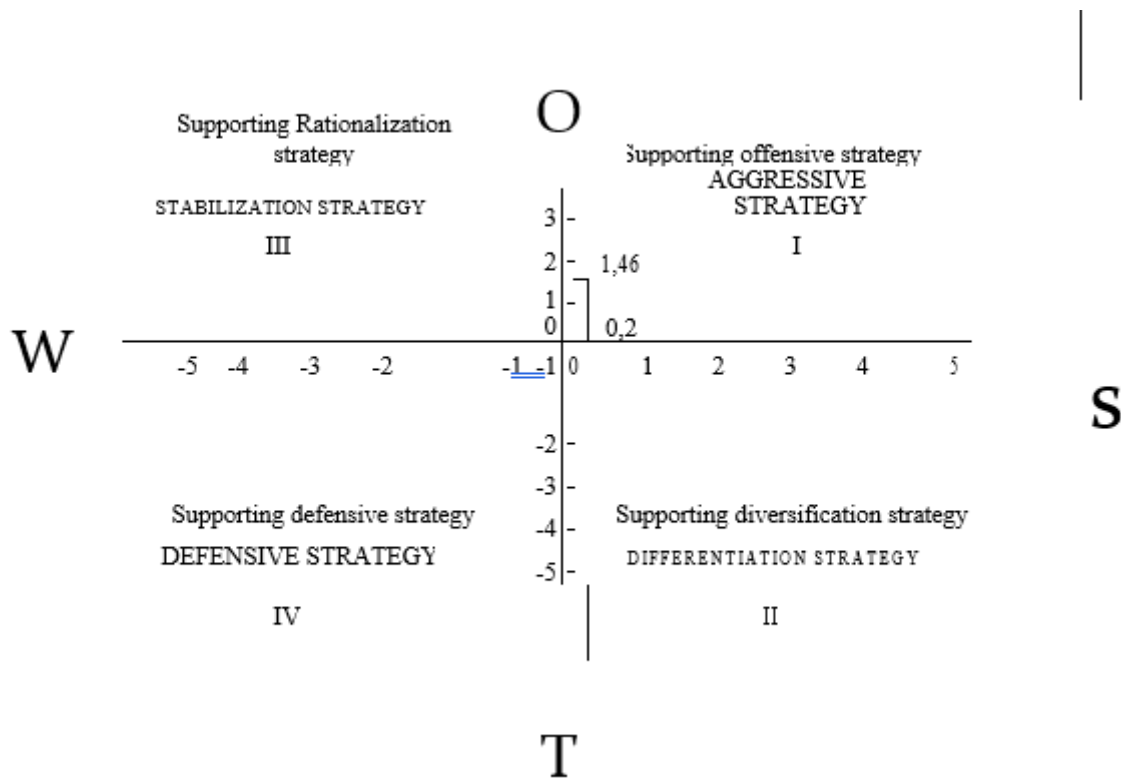
Based on the data above, the opportunity value was the highest value for the EFAS matrix with a number of 3.48. The value of 3.48 compared to the threat value (2.02). Therefore, it denoted that the development based on the value of the opportunity. The total value of EFAS Matrix was 5.50.

The table 4.4 and 4.5 of IFA, denoted the result of analysis regarding strengths and weaknesses factor. Both had a total score of 6.88. It meant that the development of Waterfront City in Palangka Raya City was at an average point in its advantage. The strategy that needed to be implemented in this condition was to support the development of an aggressive (Growth-Oriented Strategy). This strategy signified the development of Waterfront City in Palangka Raya City were able to continue to be developed. It could be

done by taking the available opportunities to get maximum results. The SWOT analysis can be witnessed as the figure below.

Furthermore, the total score of each factor could be specified as well as strength 3.54, weaknesses 3.34, opportunities 3.48 and threats 2.02. Then the difference of the total score of the strengths and weaknesses denoted (+) 0.20, while the difference in the total score of the opportunities and threats denoted (+) 1.46.

From the diagram, it can be seen that the Waterfront City Development strategy in Palangka Raya City is in the I growth quadrant where the quadrant was a very favorable situation. The development of Waterfront City in Palangka Raya City had strengths and opportunities. It appeared available.



**Figure 3.** The SWOT Analysis Diagram of Waterfront City Development in Palangka Raya City

Then the SWOT matrix is used as a tool to measure the factors of the strategy of developing Waterfront City in the City of Palangka Raya. This matrix clearly illustrated how internal strengths and weaknesses and

external opportunities and threats they have. This matrix can produce four sets of possible alternative strategies that can be seen in the table below:

**Table 5.** SWOT Matrix for Waterfront City Development in Palangkaraya City

	STRENGTHS (S)	WEAKNESSES (W)
External Factors of IFAS	<ol style="list-style-type: none"> <li>1. Strategic location and easy to reach.</li> <li>2. Has a beautiful view or panorama.</li> <li>3. Has an unspoiled ecosystem.</li> <li>4. Characteristics in the Kahayan riverbank area are characteristic like traditional settlement.</li> <li>5. Historical sites that became the forerunner to the growth and development of Palangka Raya City.</li> <li>6. Included in the Palangka Raya City spatial plan.</li> </ol>	<ol style="list-style-type: none"> <li>1. The environmental condition of the Kahayan river is still polluted.</li> <li>2. There are still many settlements in the Kahayan river banks.</li> <li>3. Lack of socialization to the local community related to concept development of Waterfront City.</li> <li>4. Limited facilities and infrastructure supporting facilities.</li> <li>5. Lack of coordination between Government parties.</li> <li>6. Lack of public awareness in maintaining the cleanliness of the river environment.</li> <li>7. Lack of support from the local community.</li> </ol>
Internal Factors of IFAS		

**Table 6.** SWOT Matrix for Waterfront City Development in Palangkaraya City

<b>OPPORTUNIES (O)</b>	<b>STRATEGI (SO)</b>	<b>STRATEGI (WO)</b>
1) There is support from the City Government of Palangka Raya. 2) Adding the value of local revenue (PAD) Palangkaraya City. 3) Development in the ecotourism sector 4) The establishment of an integrated economic development area.	1. Maintaining the preservation of the pristine Kahayan riverbanks. 2. Making community settlements a tourist attraction, such as traditional settlements, rainbow houses. 3. Maintain a commitment that has been mutually agreed upon by the Government of the City of Palangka Raya in implementing the development of Waterfront City in the City of Palangka Raya.	1. Providing socialization to the local community by providing knowledge that the development of the waterfront city is an effort of the government to overcome urban problems, such as slums, the economy and flooding. 2. Mutual cooperation between government parties related to coordination regarding the development of Waterfront City so that the development becomes one goal and has a great impact on the development of Palangka Raya City.
5) The Kahayan river area has the potential for investment development. 6) Providing business opportunities for the local community. 7) As an alternative in dealing with floods.	1. Reviving the Kahayan riverbanks area to attract visitors to the Palangka Raya City community, such as creating interesting activities programs in the Kahayan riverbanks area. 2. Arranging settlement arrangements that can support the development of waterfront cities in Palangka Raya City. 3. Maintaining the preservation of local culture.	1. Promoting investors to cooperate in developing waterfront city in Palangka Raya City. 2. Creating business opportunities for local communities, such as Small and Medium Enterprises (SMEs). 3. Increase the active role of the local community in maintaining the cleanliness of the river environment. 4. Increase tourist destinations as regional income such as river, settlement and other tourism.

THREATS (T)	STRATEGI (ST)	STRATEGI (WT)
4) The arrangement in the Kahayan riverbanks has not been maximized.	1) Creating cooperation from all parties between the government, the private sector and the community in the management of the area.	1) The development of the Waterfront City in the Kahayan riverbank area must continue to pay attention to aspects of the river environment.
5) Potential flooding.		
6) Potential fire.	2) Increase supervision of the prohibition of building permits in the Kahayan riverbank.	
7) There is no guarantee of security for visitors who are active in the area.		

**Table 7.** SWOT Matrix for Waterfront City Development in Palangkaraya City

THREATS (T)	STRATEGI (ST)	STRATEGI (WT)
1) Rejection of the local community against the development of Waterfront City.	3) Providing land for relocation that allows local people to get decent housing.	2) Utilizing the Kahayan riverbanks as a recreational area that supports the Waterfront City concept.
2) There are still people who do not care about environmental cleanliness while still throwing garbage into the river.	4) Control and improvement of river environment cleanliness by involving the local community in environmental cleaning activities.	3) Strengthening cooperation and support by all parties involved in the development of Waterfront City in the City of Palangka Raya.
3) The dense community settlements that live along the riverbank of the Kahayan.	5) Empowering people to keep the environment clean and maintained.	4) Applying the concept of the Waterfront City that is environmentally sound according to the condition of the Kahayan riverbank.

Based on the analysis above shows that the development of Waterfront City in the City of Palangka Raya can be determined by a combination of internal factors and external factors as many as 4 (four) choice strategies that can be taken in seeing respondents' perceptions, towards the various possibilities in policy decision making that can be done. The results of a combination of internal strategies and external strategies can show the best

dominant strategy for the solution chosen as the mainstay strategy. The combination of these two factors is shown in diagram 4.4 the results of the SWOT analysis as follows:

### SO Strategy (Supports Growth Strategy)

This strategy is based on the Government's mindset, namely by utilizing all the power to seize and take advantage of the maximum opportunities. SO's strategy in developing Waterfront City in Palangka Raya City: 1) Maintain the preservation of the pristine Kahayan riverbanks; 2) Making community settlements as tourist attractions, such as traditional settlements, rainbow houses; 3) Maintain a commitment that has been mutually agreed upon by the Government of the City of Palangka Raya in implementing the development of Waterfront City in the City of Palangka Raya; 4) Reviving the Kahayan riverbanks area to attract visitors to the Palangka Raya City community, such as creating interesting activities programs in the Kahayan riverbanks area; 5) Arranging settlements that can support the development of Waterfront City in the City of Palangka Raya; 6) Maintain the preservation of local culture.

### ST Strategy (Supports Diversification Strategy)

This strategy uses the strength of the Kahayan riverbank to overcome threats. The ST Strategy in developing Waterfront City in Palangka Raya City, namely: (1) Provide relocation land that allows local communities to get decent housing; (2) Control and increase the cleanliness of the river environment by involving the local community in environmental cleaning activities; (3) Empowering people to keep the environment clean and maintained; (4) Creating cooperation from all parties between the government, the private sector and the community in managing the area; (5) Increasing supervision of the prohibition of building permits in the Kahayan river banks.

### WO Strategy (Supports Turn-Around Strategy)

This strategy is implemented based on the utilization of existing opportunities by minimizing existing weaknesses. WO's strategy in developing Waterfront City in Palangka Raya City, namely: 1) Providing socialization to the local community by providing knowledge that the development of Waterfront City is an effort by the government to overcome urban problems, such as slums, the economy and flooding; 2) Mutual cooperation between government parties related to coordination regarding the development of Waterfront City so that the development becomes one goal and has a major impact on the development of the City of Palangka Raya; 3) Promoting investors to cooperate in developing Waterfront City in the City of Palangka Raya; 4) Creating business opportunities for local communities, such as Small and Medium Enterprises (SMEs); 5) Increasing the active role of local communities in maintaining the cleanliness of the river environment; 6) Increasing tourist destinations as income areas such as river, settlement and other tourism.

### WT Strategy (Supports Defensive Strategies)

This strategy is based on activities that are defensive and try to minimize existing weaknesses and avoid threats. WT's strategy in developing Waterfront City in Palangka Raya City, namely: 1) Utilizing the Kahayan riverbanks as a recreational area that supports the Waterfront City concept; 2) Strengthening cooperation and support by all parties involved in the development of Waterfront City in the City of Palangka Raya; 3) Applying the concept of the Waterfront City that is environmentally sound according to the condition of the Kahayan riverbank; 4) The development of the Waterfront City in the Kahayan riverbank area must continue to pay attention to aspects of the river environment.



Based on the research that has been done, the authors propose several recommendations for the development strategy of the Waterfront City in Palangka Raya City as follows:

*First, SO Strategy:* Maintaining the preservation of the pristine Kahayan riverbanks. Making community settlements as tourist attractions, such as traditional settlements, rainbow houses. Maintain a commitment that has been mutually agreed upon by the Government of the City of Palangka Raya in carrying out the development of the Waterfront City in the City of Palangka Raya. Reviving the Kahayan riverbanks to attract visitors to Palangka Raya City, such as creating interesting activities programs in the Kahayan riverbanks. Arranging settlements that can support the development of Waterfront City in the City of Palangka Raya. Maintaining the preservation of local culture.

*Second, ST Strategy:* Provide relocation land that allows communities to get decent housing. Control and Improve Environmental Cleanliness by involving local people in environmental cleaning activities. Empowering people to maintain the environment to stay clean and manageable. Creating cooperation from all parties between the government, the private sector and the community in the management of the area. Improve supervision of development permits in the Kahayan riverbanks.

*Third, WO Strategy:* provide socialization to local communities by providing knowledge about the development of Waterfront City as an effort by the government to overcome urban problems, such as slums, economy and flooding. Cooperation between related parties related to the development of the City of Waterfront So that the development becomes one goal and gives great thought to the development of the City of Palangka Raya. Promoting investors to cooperate in developing Waterfront City in the City of Palangka Raya. Creating Business Opportunities for Local

Communities, such as Small and Medium Enterprises (SMEs). Improve the active role of the community in the housing environment. Increasing tourist destinations as regional income such as river, residential and other tourism.

*Fourth, WT Strategy:* Utilize the Kahayan riverbank as a recreational area that supports the Waterfront City concept. Strengthening cooperation and support by all parties involved in the development of Waterfront City in the City of Palangka Raya. Applying the concept of the Waterfront Cityo that is environmentally friendly according to the Kahayan riverbank. The development of the Waterfront City in the Kahayan riverbank area must still pay attention to aspects of the river environment.

## CONCLUSION

From the description above, it can be noted in several high lighted conclusion. *The First* is about the strengths that internally there are sufficient capabilities to encourage the conceptual development regarding waterfront city in Palangka Raya. It can be witnessed from a strategic and accessible location in the city center. As the good commercial panorama of Kahayan River is remain the maintaining of the traditional characteristic of community settlements.

*The second*, there are some weaknesses essentially about the pollution in the Kahayan River and how the lack of information among the numerous local people regarding the development of their area as a waterfront city. A certain condition denotes to deficiency of socialization as well as planning and implementation are yet partially informed.

Therefore, the Regional actors necessarily improve the way of informing the people concerning the project. Regardless it previews the bad coordination in the body of the Government. Other serious problems are on

public awareness in maintaining the cleanliness of the river environment.

*The fourth* is the opportunity, where it describes the existence of support of the Government to the river development. The Government indeed could provide the new platform of ecotourism development. It raised as the consideration of how the potential Kahayan river could improve the investment as well as the business opportunities for local communities. Furthermore regarding the opportunity is to increase the Local Own-Source Revenue (PAD) of Palangka Raya City.

*The fifth* is the threat. There is a feasibility of local community rejection, the potential for flooding, the potential for fire and security guarantees for visitors who are active in the area.

Based on the results of the analysis conducted on the development strategy of Waterfront City in Palangka Raya City, based on the acquisition of the SWOT diagram, it shows that the strategy for developing Waterfront City in Palangka Raya City is in quadrant I (one), it is growth. In this quadrant is a very favorable situation with the strength that is owned to take advantage of the opportunities that exist. The strategy that must be applied in this condition is to support an aggressive growth policy (Growth-Oriented Strategy). This strategy signifies the state of development of Waterfront City in the City of Palangka Raya that is strong and able to continue to grow by taking the opportunities available to achieve maximum goals.

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