

Intertwining Big Events and Urban Strategy within Life Cycle Analysis: the case of Solo, Central Java, Indonesia

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1 ABSTRACT

Solo is a small municipality located in Central Java, Indonesia with 522.935 inhabitants in 2008 and a population density of 11.869 inhab/km². It hosted in 2010 the Asia Pacific Ministerial Conference on Housing & Urban Development (APMCHUD) which can be considered a big event for Solo and led to a pulsar effect development.

An historical retrospective of the Solo Plan-Process shows that in 1999 public participation started to take place in the autonomy era. A new vision for Solo was launched in 2001 and a new planning process was introduced in 2003. In 2005 the new mayor administration started realistic planning and implementation. Actions peaked between 2006 and 2009 while legal planning regulations were issued in 2007.

Applying the Lourenço meta-analysis for urban growth areas (Lourenço, 2003a), a better apprehension of the sequence of interdependencies that exist and can be addressed expanding the concepts of urbanization and redevelopment of urban areas within a continuum process associated to planning and investment cycles. The applicability of the proposed model is tested by comparing the idealized evolution to the observed urban dynamics in Solo, for a period of twelve years, from 1998 to 2010. This enables the discussion of conceptual issues related to the legitimizing of LCA and the present contribution. Although the complete cycle is not yet observable, it is possible to confirm that the relevant nature of this tool allows for an earlier awareness of the cycle progression anomalies and, therefore, a potentially better adjustment between observed and ideal behaviors, if these anomalies are monitored and addressed.

The peaceful relocation involving 1.571 inhabitants in slum areas and 989 informal vendors, among other shifts. It did not bring chaos as expected like in other relocations that take place in Indonesia but much still remains to be done in urban planning and development processes and also needs monitoring. This paper will address Solo profile and planning process, major outcomes due to pulsar effect, public participation and shortcomings, applicability of LCA models and framework for the sustainable management.

2 THEORETICAL FRAMEWORK

2.1 Life Cycle Analysis

Life cycle is a graphical tool that represents a succession of phases in a long period of time. It can be a very a relevant tool for monitoring several areas of knowledge. The specific approach to life cycle modelling was launched in the sixties and it concerned economic production by phases. This analytical tool has now been expanded to process into several areas, namely geography, urbanism, tourism and marketing as well as civil engineering.

One of life cycle analysis in urban area is Lourenço's model. It is a bi-dimensional graph which represents the intensity of the cycle and time period dimensions. Time dimension is represented in the horizontal axis which means that one period T equals ten years. The intensity of the cycle is represented on the vertical axis which portrays the intensity a hained by the cycle. It was parameterised in three classifications: minimum (I), medium (II) and strong (III) according to the stages of a planning process s-curves on planning can also be drawn for actions and living cycles, rising from birth, then apogee culminating in decline. These three stages represent a cycle of a planning process related to actions and life-cycles, for a specific urban expansion area. This model attempts to portray the planning efforts, the investment on urbanization, public infrastructures, equipment and the participation of the population, which are parameterized at the mentioned levels (Lourenço, 2003a).

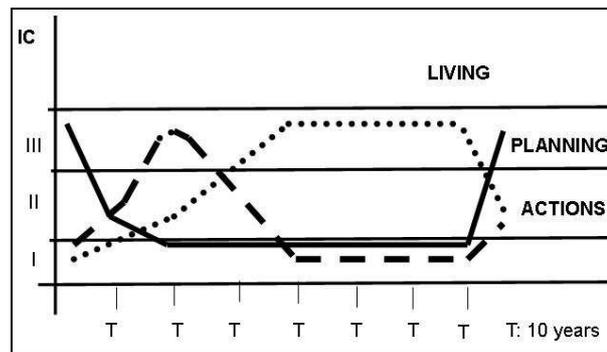


Fig. 1: Ideal Behavior of a Plan-process: Lourenço's Model (Lourenço, 2003a)

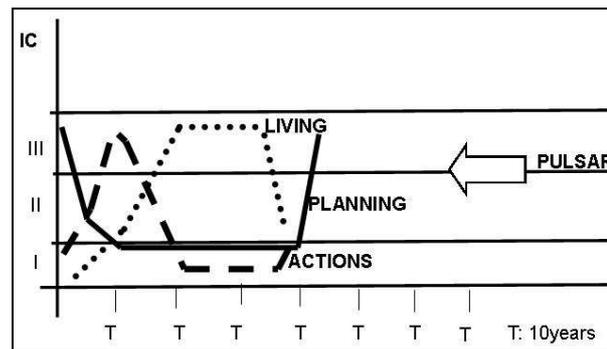


Fig. 2: Behavior of Expo-98 in Lisbon (Nation's Park Plan-Process) (Lourenço, 2010)

Expo-98 in Lisbon (Portugal) can represent one of the adequate pulsar effect examples (Lourenço, 2003). The Nation's park site was an industrial area which was planned since 1975 with lack of forward thinking policies. Until 1990, it was heavily polluted with vacant land which was being used for illegal waste dumping. Because of the pulsar effect of Expo-98, this area nowadays has a new urban design and better environmental quality (Lourenço, 2010). The plan-process behaviour has been speeded up from 20 years planning and became a 10 years planning process (1990-2010) (fig.1 and 2).

2.2 Taxonomy of the Pulsar Effects

Based on Mesones (2003) pulsar effects taxonomy can be built to show the main characteristics of each case as well as the relationship between those characteristics and their effects and impacts on a place. A taxonomy which relates position in space to recurrence in time is proposed. National capital can hold fairs as fortnightly until olympiad/expo as biggest event. Regional capitals can hold regional football matches like European Football events monthly, festivals yearly until world football event as big event. All cities can hold national football as fortnightly and tourism as yearly.

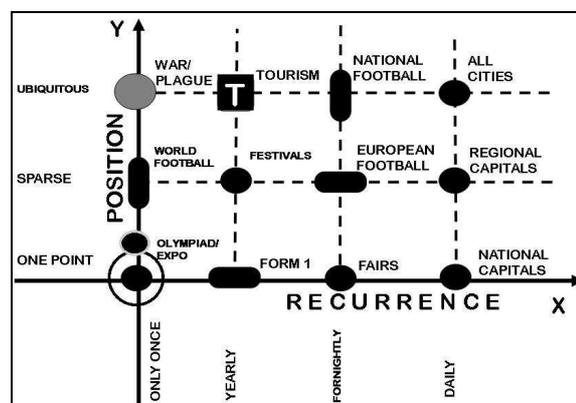


Fig. 3: Taxonomy of The Pulsar Effects (Mesones, 2003)

As a national capital city, Beijing hosted a major event like the Olympics in 2008. As regional capital city of Guangdong Province, Guangzhou also hosted a big event like the Asian Games of 2010 as regional sport event which can be compared to an European football competition. For most cities, tourism pulses are even more ubiquitous and can impact simultaneously on capital cities as well as on regional centres. But nowadays in order to attract city development, big events like european capital of culture not only can be



achieved by regional capitals. For example, Salamanca (Spain) in 2002 and Guimarães (Portugal) in 2012 as European Capitals of Culture and Braga (Portugal) in 2012 will be European Youth Capital with 112 workshops-seminars-festivals in 88 areas for 13.000 hours activities.

2.3 A Framework for Sustainable Management of ‘Pulsar Effect’

Based on Kammeier (2003), the issues of special events and their pulsar effects on urban development comprise conceptually, four major phases that have to be handled by good management:

- **Phase 1:** the time before and around the city’s application for being a host of the big event and thus its commitment to create the required facilities in time. This phase (and the time long before the application) must include a serious capacity analysis and pre-investment studies centres around the expected demand and supply functions. Without such “dry runs”, the preparation for the event in the short phase 2 would hardly be sufficient.
- **Phase 2:** the preparation for the additional infrastructure and services required to host the event itself (sports arenas, meeting rooms) and to cope with the additional demand (hotels, housing, transport, communication); this includes planning, financing, and implementation of all measures
- **Phase 3:** the management of the event itself; and
- **Phase 4:** the long-term management after the “hand-over”, including post event adjustments such as dismantling temporary buildings and winding up ad-hoc services.

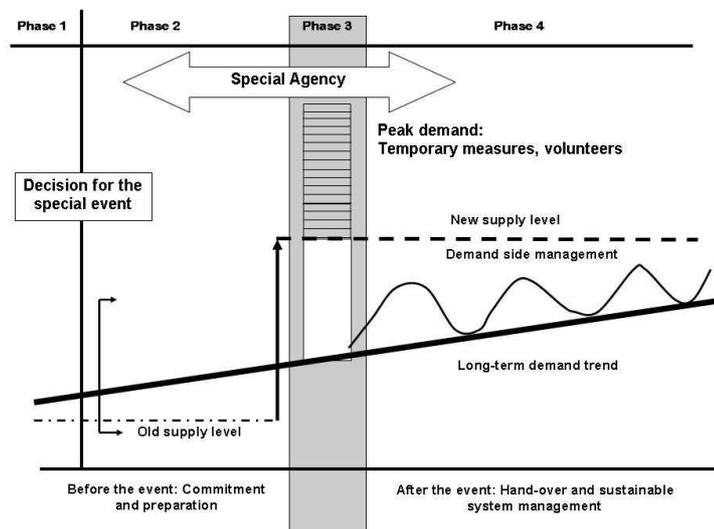


Fig. 4: Supply and demand-side effects of a ‘big event’ and its ‘pulsar effects’: both permanent and temporary supply measures are employed to cope with the peak demand during the event; Phase 1 and 2 are at least as important as Phase 3 and 4 (Kammeier, 2003).

Figure 4 shows a conceptual outline of management tasks to be accomplished, with particular emphasis on demand and supply aspects of infrastructure and services. During the initial phase, when the host of city commits itself to hosting the big event, the supply and service levels of infrastructure may be felt to be below the general demand level. Therefore, the event and its acceleration effects are expected to push the city up the next threshold to cope with the long-term demand trend. During the short period around the event itself, a large portion of the short-term demand can usually be met by temporary measures and voluntary helpers.

3 SOLO

3.1 Solo Profile

Solo is a municipality located in Central Java Province Indonesia, 477 km east of the capital city, Jakarta. This city has 522.935 inhabitants (Surakarta Statistics Council, 2009) with a population density of 11.869 inhabitants/km². Officially known as Surakarta, this city has been built since 1745 as an autonomous monarchy. Then, after Indonesia independence in 1945, it was integrated in the Indonesian territory. As an urban area, nowadays Solo dominantly is constituted by: housing area: 62,01%; services area: 9,7%; industry and manufacturing: 8,8%, agriculture: 5% and others: 9,07%.

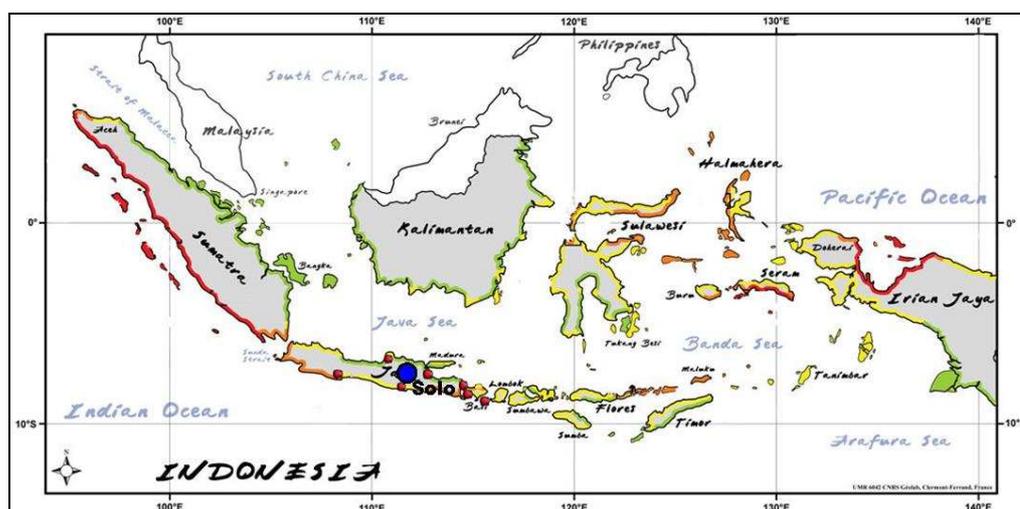


Fig. 5: Location of Solo

3.2 Public Participation in Solo

Public participation known as *musrenbang* in Solo, is one approach that has been implemented by Solo Government to solve city services problems. Since 1999, as an autonomy era, Solo as local governance started to upgrade public services. In 2000, government with some non-governmental organizations by some foreigner funders held stakeholders consolidation to implement public participation. 2003 is the year when public participation was regulated under City Mayor 411.2/789 frame work of *musrenbang*. In 2003, more NGO, UNDP, and City Development Strategy were involved in free schools, health services and housing. In that year, public participation was intensively exercised. In 2005, Indonesia Home Ministry & National Development Council, officially issued joint declaration 259/M.PPN/1/2005 about public participation. Then, Solo Government responded by renewing 411.2/789 with City Mayor Regulation number 6/2005. In 2009, the formula of public participation had been found, collaborating in a triangle relationship between government, people and community partners. They discussed intensively about public needs and recommended basic input for next city planning cycle.

Outcomes of public participation have been implemented. But these implementation needed much time. For instance, relocating informal vendors, while issued since 2001, action took place in 2006, with 50 public hearings during since November 2005 until beginning of 2006. Nevertheless, this long period had a side effect of people started to be bored about public participation. Overall, Solo Government succeeded to combine city planning and urban development physically and socially.

4 SOLO CHANGES

4.1 Solo 1998-2004

In 1998, Indonesia suffered a political and economic crisis. The peak was at May 1998, chaos happened, especially in Solo, with rush demonstrations. Many stores were put on fire and many infrastructures were destroyed. The economy collapsed in a while. People got worried and scared.

A new government took office and step by step the economy got better. 1999 brings a new era, an autonomy era. In this era, each regional government has bigger authority to manage its region as mentioned in Indonesian Regulation number 22/1999 about Regional Government, later revised. This new era faced by Solo Government by planning a new development with hearings by the people and legitimation from investors and national government.

In 2001, Solo Government issued Regional Regulation no. 10/2001 about Solo Vision. It mentions Solo as cultural city based on trading, services, education, tourism, and sports. To empower this mission, the slogan, "Solo, The Spirit of Java" was invented as tourism jargon.

National Government paid attention to Solo Development. Solo's good management in budgeting has matched with the expenditures. Because of the local development that took place, Solo local income contributes to 12% of the city income. The minimum standard wages in Solo also increased from IDR



427.000 (2005) up to IDR 785.000 (2010). Number of tourists who came to Solo also increased in average 800.000 people every year (2005-2009); 2% of them are foreign tourists (Surakarta Statistics Council, 2010).

4.2 Solo 2005-2010

After Solo had a new mayor in 2005, realistic planning measures were implemented. Some of them were social, health and education programs and some of them were physical programs such as relocation, revitalization market and housing. This section will be focused on infrastructures planning as an urban strategy for Solo to become host of a big event.

4.2.1 Empowering People for Better Houses

In Solo 2006, there were 6.612 slum houses which occupied 41.607 Ha. In 2008, this number decreased by 2.725 houses which were rehabilitated. Solo Government provided funds for land ownership and soft loan for housing improvement - regulated by Solo Mayor Regulation 5A/2008 (guideline for funding rehabilitation of houses for poor people). The City Planning board provided consultation for building design, site plan and building permits.

4.2.2 Reducing Squatter and Slum Areas in Bengawan Solo River Bank

One of the river banks was squatter and slum areas as low-income people just occupied that land and built houses. Although it was dangerous, it seems like people did not have any choice than risky floods. To solve those problems, government persuaded people to be relocated in a better place.

In Pucang Sawit, Pasar Kliwon District, about 90% of the population at risk, 1.571 inhabitants, agreed to be relocated to north part of Solo at Solo Elok housing (89 houses) and Ngamplak Sutan housing (179 houses). Government assisted people by giving soft loan; IDR 12 million for land purchasing (local budget), IDR 18 million for public facilities, and IDR 8,5 million for housing (national budget).

The river bank has been planned to be urban park along 750 m. It is already built as an urban park for 200 m length and 5-30 m width (2010). Urban park allows the river bank its natural function for water catchment area and supplies public green and open space area. Urban park is one of the most important efforts in Solo to implement Indonesian Regulation 26/2007 about urban planning and Ministry Home Affairs Regulation 1/2007 about urban green area.



Fig. 6: Solo changes (2005-2010)

No	District	Slum Houses	Rehabilitated Houses		
		2006	2006	2007	2008
1	Laweyan	819	16	128	188
2	Serengan	530	14	82	121
3	Pasar Kliwon	2.115	85	322	476

4	Jebres	1.447	56	221	325
5	Banjarsari	1.701	54	247	390
	TOTAL	6.612	225	1.000	1.500

Table 1: Number of slum houses and rehabilitated houses in each district through 2006-2008



Fig. 7: Self help-houses (left: before; right: after)



Fig. 8: Squatter area at Bengawan Solo river bank (left), new housing (right)



Fig. 9: Solo urban park

4.2.3 Informal Vendors Rearrangement

The number of informal vendors in Solo increased since the economic crisis of 1998. In 2003, this number was 3.834 and it increased to 5.817 in 2006 (Tempo, 2006). Although these economic activities are an economic backbone for people but it creates major inconveniences for the city. It occupies public spaces, disrupts traffic, and pollutes. According to newly issued regulations, arrangements should be done to get harmony in urban development, to give people public space, to give formal status to informal vendors and to gain formal economy empowerment. To solve those problems, many approaches were taken; by relocating, sheltering, and concentrating in one area with better conditions. Solo Government had planned in 2006 to build 350 shelters, 250 selling tents, and 25 selling pedicabs. These actions were implemented partially.

Banjarsari Villa Park

A big cluster of 989 informal vendors stayed at the city park, Banjarsari Villa Park. This park has been built in many years ago since monarchy era by Mangkunegaran Aristocracy for battle training and horse race field. Then, it became a historic place after the 1945 four day battle happened in Solo. Until 1998, this park has become one of favorite urban spaces in Solo, but after economic crisis, informal vendors occupied it. To solve this problem, the newly elected Mayor of Solo (Mr. Joko Widodo), adopted a new approach in 2005. Under the public participation framework, more than 50 meetings took place and the vendors agreed to be relocated in formal market Notoharjo, Semanggi (1.018 kiosks). These informal vendors received free use of a kiosk (3x3m²), tax exemption for the first six months of occupation, support for promotion, office space for traders cooperative, soft loans and training in business development. The day when they moved to the new market was celebrated with traditional carnival, called kirab. The park then was revitalized for public leisure and green area.





Fig. 10: a. Banjarsari Villa Park before relocation with 989 Informal Vendors, b. Notoharjo formal market, c. Banjarsari Villa Park after relocation

Manahan Shelter

Manahan is the municipality stadium. As public equipment, it was a place that attracted people to come and watch games. But some vendors just invaded some parts of this stadium to sell their stuffs as it seemed a good market for doing business. This condition made Manahan getting dirty and people felt unsafe being there. Afterwards, government tried to rearrange this space to create and get back Manahan as public equipment. Government gave them shelters to make their place neat and clean, then more people are expected to come. Nowadays, 180 shelters joined the Manahan Informal Vendors Association.



Fig. 11: a. Manahan before revitalization, b. Manahan Shelter after revitalization, c. Manahan stadium after revitalization

Gladak Langen Bogan and Ngarsopura Street

Gladak, one of Kasunanan Monarchy gates, is located in Solo centre near government office and business area. This street has become an evening outdoor culinary venue. Solo succeeded with Galabo to brand itself as a culinary tourism spot, which turns in local income IDR 18 million/month. Another part is Ngarsopura Street with same package like Galabo.



Fig. 12: a. New selling pedicabs, b. Gladak Langen Bogan, c. Ngarsopura Street

4.2.4 Revitalization of Traditional Markets

There are about 40 traditional markets in Solo comprising 15.730 vendors (Surakarta Government, 2010). These are places where people from villages around Solo come to sell their agriculture stuffs. Because of Solo's economic growth, many investors especially minimarkets franchise came to open their stores. It disturbed traditional markets income, because few people then came to them. To maintain economic activities in traditional markets, Solo Government tried to revitalize some, to make it clean and neat so people want to go back to shop in there.

Until 2010, 15 traditional markets have been revitalized. For next agenda (2011-2015) Solo Government will revitalize 12 more. In this program, not only revitalizing the market physically, but the vendors will be given some management knowledge, like how to attract customers, how to manage the kiosk, how to keep clean the market, and networking with other traditional markets in other cities (Joglosemar, 2010).

Realizing that traditional markets are part of Indonesian culture, the National Government issued regulations to support traditional markets in facing modern markets competition, President Regulation no. 112/2007

about location of modern market requirements. Solo Government then tried to follow this regulation by issuing a Mayor Regulation.



Fig. 13: a. Gading Traditional Market before revitalization, b. Outside market after revitalization, c. Inside market after revitalization.

4.3 APMCHUD 2010, The Big Event

Asia Pacific Ministerial Conference on Housing and Urban Development is a conference which has a mission to promote sustainable development of human settlements in Asia Pasific Region. Its members are 68 countries in Asia and Pasific. The first APCHMUD was held in New Delhi, India (2006), second APMCHUD was held in Teheran, Iran (2008) and third APCHMUD was held in Solo, Indonesia (2010).

The theme of the third APCHMUD 2010 was empowering communities for sustainable urbanization, strengthening local capacity for building local economy and adapting to climate change. Indonesia is a country which has implemented community empowerment for many years. Communities play a significant role when dealing with change. Bottom-up community initiatives have been proving more successful and partnerships amongst all actors are essential to the achievement of sustainable urbanization.

One of the reason Solo was choosen as international conference host of APMCHUD 2010 derives from Solo having succeed in empowering people to build better houses by self-help houses, reducing squatter and slum areas near Bengawan Solo river, then relocating people to better location peacefully and revitalizing informal vendors. Some of the programs were finished arround 2008-2009 before the event, but some programs like the urban park has not been finished 100% in time, but because of the event, government tried to speed up finishing this program.

This event involved 828 participants for three days (22-24 June 2010). The main activities were working group discussions and other side events such as field trip to areas that succeeded to be revitalized since 2005, exhibitions, cultural events - Batik Solo Carnival which then incorporated Solo Yearly Cultural Agenda, and closing ceremony in Ngarsopura Street.



Fig. 14: Solo Batik Carnival as one of APMCHUD 2010 side event

5 SOLO BEHAVIOUR URBAN-PLAN

Solo plan-process behaviour according to Lourenço meta-analysis for urban growth areas (Lourenço, 2003a), can be presented on fig 15. Intensive planning has been started in 2003, intensive action between 2006-2009. Planning started at 1999 in the autonomy era, then it was reinforced by public participation. In 2001, Solo issued the Solo Vision, and new planning for the city in 2003. This new city planning was official in 2007. Action started in 2005 by new mayor administration. He intensively engaged in public participation as a starting point for urban planning. The most important approach was for the government to minimize conflict with people through relocation, because in Indonesia relocation of poor people or poverty often ends in chaos. Intensive action continued during 2006-2010 and people started living in new areas.

Some of the projects that have started have not been concluded yet, and will be continued during the next five years (2011-2015). For example, the revitalization of Solo`s traditional markets will go on until 2015 comprising 25 markets.

Applying the method of analysis proposed by Kammeier (2003), Solo phenomena, using supply-demand side aspects of a big event and pulsar effects (fig. 16) will be analyzed with in the framework of a demand-side questions table and options for planning and management response tables (table 3 and 4). So that the sustainability of pulsar effect that has been reflected by Solo’s changes beyond 2010 can be analyzed when it no longer has more achievements.

Phase 1 initiated in 1999 when public participation started. This phase didn’t show signs of evolution and continued with phase 2 when Solo was proposed by Indonesia national capital to become AMPCHUD host competing with Indonesian other cities in 2009. At the time period of 2009-2010, phase 3 occurred until the event was held. Phase 4 is a long-term management after the hand over, respectively will take the longest time. Phase 1 took a long time when urban strategy was taking place. Through carefull planning, people and government can achieve great things. Solo has been the host of international events mostly caused by the urban strategy achievement that is from people for people. As a long urbanized territory much facilities and infrastructures have been established there. The reason why Solo doesn’t need much efforts to complete the special facilities for events is because it has prepared itself since phase 1 through phase 4. When future events come to Solo it will be prepared because of its past experiences and capacities.

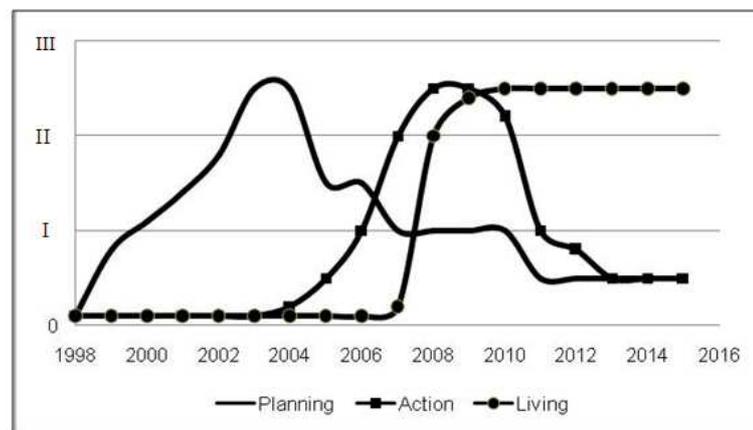


Fig. 15: Solo Behaviour Urban-Plan (1998-2010)

Housing	06	07	08	09	2010		
					Changes %	Existing number	Rest number
a. Empowering people for better houses (bad houses)	*		#		50%	6.612	3.887
b. Squatter area in Bengawan Solo River Bank (houses)			*		# 90%	300	32
c. Urban Park (length in river bank)			*		#25%	750m	550m
Informal Vendors							
d. Banjarsari Villa Park (informal vendors)	* #				100%	989	0
e. Manahan Shelter		*	#				
f. Gladak Langen Bogan & Ngarsopura street		*	#				
Traditional Market Rearrangement			#		50%	40	25

*time start, #time finish with condition note at 2010 column

Table 2: Solo Urban Plan-Process Resume

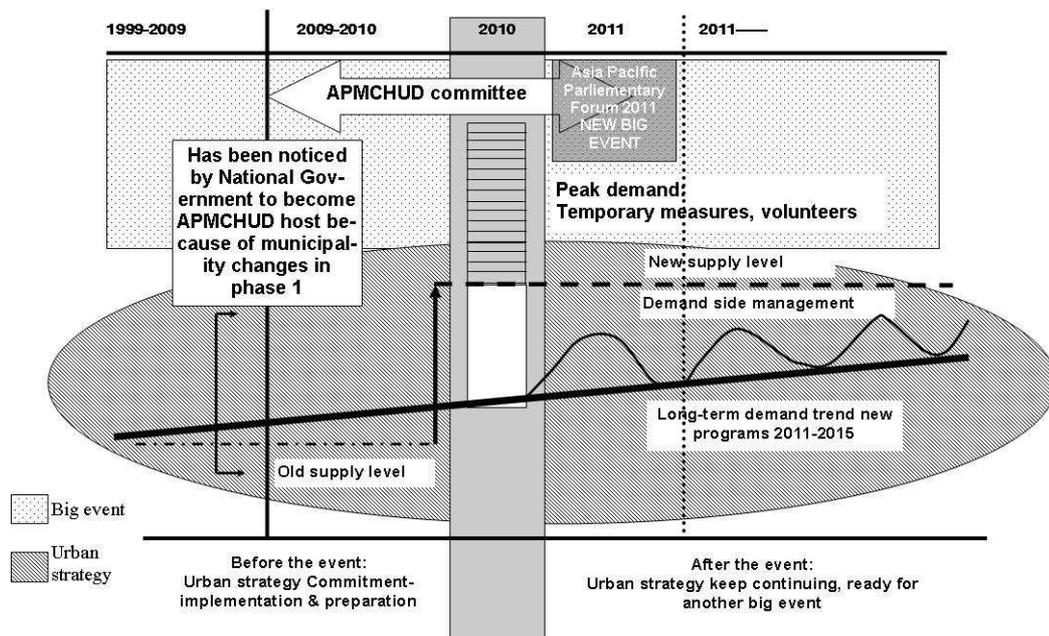


Fig. 16: Solo supply and demand-side effects of a big event and its pulsar effects

APMCHUD 2010, international conference event, result of urban strategy	Uncertainty about the event: expected Size: 828 participants in 3 days Periodicity: periodically, turn in other cities	
Category of demand	Primary demand for the venue are exhibition, meeting, convention facilities, transport facilities.	Secondary demand for general transport infrastructure, accommodation, commercial facilities
	Primary demand for urban strategy (table 2)	
Costs	Direct cost for the event: NA (Not Available)	Indirect for the event: NA
	Direct cost for the urban strategy: some are national fundings, some local fundings (for 'Hardware' projects cost included land acquisition & resettlement, and 'Software' planning and management costs)	Indirect for the urban strategy: informal vendors became formal market will give Solo municipality new local income, like Galabo gives the municipality IDR 18 million/month. Social cost was high at beginning during the public participation, but the rest was no chaos it is good condition.
Benefits	Direct tangible project effects: NA Direct intangible effects: rising experience and capacity	Indirect: gains in international prestige
Factors contributing to beneficial effects	*Traditional of comparable previous events to permit informed estimates of demands: NA *Complementary other demands in the same city/region: NA	

Table 3: Framework for analyzing demand-side questions of Solo urban strategy and big event

Major phases for dealing with event	Prior to application	Table 2; Phase 1
	Preparatory phase: special-purpose management system	Each change has its own goal (Table 2. Phase 1)
	The short period of implementing the event	Special NGO (APMCHUD committee)
	Aftercare: integrated management and marketing of facilities and the city at large	Yes
Supply-side factors meeting the special demand	Existing administrative set-up and its adaptive qualities	Phase 1
	Existing public-private partnerships	Phase 1
	Capacity of private sector and civil society	Phase 1



	groups	
Sources of finance to cope with:	Special event	NA
	Urban strategy	mostly by national government and local income
Supply-demand management of urban strategy	Marketing to create additional demand needed or to shift demand into through	No need more marketing, it was program from people to people which lack of fund. Municipality built infrastructures as possible as can match with the demand
Related aspects with urban strategy	General economic and political stability and long-medium term economic development cycle	Municipal local income get increasing

Table 4: Options for planning and management response in Solo urban strategy and big event

As a small municipality, not a national or regional capitals, based on taxonomy of pulsar effects (Mesones, 2003), Solo like the many other cities that can have a national football status, fortnightly (in 2010 become host of AFF U-16 football match) and tourism yearly (Solo Batik Carnival). Since 2005, good conditions appear in Solo; environmentally, socially, and economically, that is why some of international events happened here like APMCHUD 2010 and in this year, Solo will be the host of Asia Pacific Parliamentary Forum 2011. Because of consistently implementing urban planning, Solo can reach urban achievement that should be achieved by at least regional capitals with yearly festival or fairs. It proves that intertwining big events and urban strategy happened in Solo.

6 CONCLUSION

Intertwining between a good urban strategy and big events are the cause why Solo can progress creatively. Urban strategy means investment and a good balance between planning and action. As a result, Solo has been ready to be noticed as a big event host by the national government, which has led to a pulsar effect development.

Applying Lourenço's Model, Solo has started planning in 1999. In 2001, Solo issued Solo Vision, and new planning for city in 2003 continued with official city planning, issued at 2007. Action started at 2005 by the new mayor administration which was done carefully both physically and socially. Then, intensive action went on during the 2006-2010 period which integrated people in the new living areas. 2.275 rehabilitated houses were built through self-help houses program, 300 houses were relocated through squatter and slum areas revitalization, 200m length Bengawan Solo river bank was changed to become urban park, 989 informal vendors were relocated to formal market, and 15 traditional markets were also revitalized.

Based on taxonomy of pulsar effects (Mesones, 2003), Solo municipality can only achieve the tourism level as yearly big event. But in 2010, Solo succeeded to hold an international event, APMCHUD, with 828 participants in three days. Based on supply and demand side aspects of a big event and pulsar effect (Kammeier, 2003), Solo phenomenon can be distinguished as an urban strategy and a big event supply-demand. Phase 1 in 1999-2009, most of what occurred was related to urban strategy planning and action. It continued with phase 2 (2009-2010), when the national government noticed Solo to become an APMCHUD host. Several activities by special agency -APMCHUD Committee- to prepare this event had been done. Phase 3 happened in 2010 at D-day with a peak demand. Peak demand happened in this phase without a drastic new supply, because the city was prepared. Intangible benefits as one of framework for analyzing demand-side question, has been reached by Solo with rising experience and capacity. As the result, in 2011, Solo will be the host of the Asia Pacific Parliamentary Forum. When this event comes, Solo will be in phase 4 which means that "after this event, the urban strategy must be kept, continued and ready for another big event".

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