

## Sports Infrastructure Development Strategy in the Region Medan city

Akus Harmoko<sup>1\*</sup>, Abdiyanto<sup>2</sup>, and Abdi Sugiarto<sup>3</sup>

<sup>1,2,3</sup>*Universitas Pembangunan Panca Budi*

\*e-mail: akusharmoko@gmail.com

### ABSTRACT

The development of sports infrastructure in the city of Medan is an important need to support the healthy and active lifestyle of its people. In this context, this research aims to analyze strategies for developing sports infrastructure in the Medan City area with a focus on increasing accessibility, quality of facilities and use of public spaces that support sports activities. The research method used is literature study to identify infrastructure needs, SWOT analysis to evaluate strengths, weaknesses, opportunities and threats in developing sports infrastructure in Medan City. The results of this research show that the development of sports infrastructure needs to be integrated with spatial planning policies and sustainable city development. It is hoped that this research can provide guidance for policy makers in formulating strategies for developing effective and sustainable sports infrastructure in the city of Medan.

### *Keywords:*

Development Strategy; Sports Infrastructure; Medan City;

### 1. Introduction

Regional Government has a central role in the Indonesian government system, which is structured from the provincial to district/city level. Based on Republic of Indonesia Law Number 23 of 2014 concerning Regional Government (revision of Law Number 32 of 2004), Regional Government consists of Regional Heads who lead the implementation of government affairs which fall under the authority of autonomous regions. In carrying out the role of decentralization, deconcentration and assistance tasks, the Regional Government manages concurrent government affairs covering various fields, including youth and sports.

As part of the implementation of the decentralization policy, the development of sports infrastructure is a major concern in the Regional Government's efforts to increase community participation in sports activities. Law Number 3 of 2005 concerning the National Sports System confirms the right of every citizen to obtain services in sports activities. Article 67 Paragraph 2 mandates that the government and regional governments are obliged to guarantee the availability of sports infrastructure according to standards and needs.

However, the reality on the ground shows that the increase in public interest in sports is often not accompanied by an increase in the quality and quantity of sports facilities. The quality of sports infrastructure often declines due to lack of adequate maintenance and management. This is a

significant challenge in efforts to increase community participation in sports activities and develop sports themselves. Developing a comprehensive strategy for sports infrastructure development in regional areas is very important to promote physical activity, improve community welfare, and encourage sustainable regional development. Research shows that linking sports infrastructure development strategies with broader public engagement initiatives is critical to building positive attitudes towards the wider impact of sporting events (Weed et al., 2012). Additionally, increasing public spending on sports has been shown to stimulate local residents' consumption levels, thereby promoting sustainable regional development (Wang et al., 2022). Analyzing the impact of sports infrastructure on sports participation using geo-coded data shows the importance of well-planned sports facilities in encouraging community involvement in sports activities (Wicker et al., 2013). In addition, the construction of sports facilities depends on policy makers' understanding of regional regeneration and adjusting budget allocations to community needs to ensure the benefits are felt by the community (Raharja et al., 2021).

Sports facility management plays an important role in sports dynamics, which has a significant influence on the value of a sports event. Each region often faces similar problems regarding sports facilities, such as a lack of funds which require budget assistance from the government for maintenance and management. Despite the government's efforts to address these issues, there is often a gap between policy and implementation, which requires ongoing evaluation to ensure alignment between the two. Government Regulation Number 16 of 2007 concerning National Sports Standardization aims to guarantee the quality of the implementation of the national sports system, with a scope that includes the competence of sports personnel, the content of upgrading programs, sports facilities and infrastructure, management of sports organizations, sports administration, and minimum sports services. However, the implementation of this regulation in various regions is still not in accordance with the stated objectives.

Regional governments must develop appropriate strategies or management regarding the development of regional sports facilities/infrastructure that are results-oriented and forward-looking. By having regional development planning for a certain period of time, it is hoped that the efficiency and effectiveness of government and regional government administration can be improved, create a harmonious and mutually necessary relationship between the government and the community, and increase the capacity to absorb community aspirations in government programs to develop the region. From the results of initial observations in the sports center area of Medan City, North Sumatra, the author found that local people usually carry out sports activities both indoors and outdoors every morning and evening. This is because the sports center area has several sports facilities/infrastructure that are sufficient to support sports activities. Some of these facilities include a football stadium as the main stadium surrounded by other sports arenas, a sports building (GOR) which is equipped with badminton courts, changing rooms, toilets and spectator stands, as well as a tennis court which is equipped with spectator stands, changing rooms and toilet.

However, unfortunately, these sports facilities/infrastructure are only considered when important events or activities such as Provincial Sports Week (PORPROV) or Regional Sports Week (PORDA) are to be held. Apart from that, the supporting facilities for use by the local community are also incomplete, so they often bring personal facilities to support the sports activities they will be carrying out. The existing sports facilities/infrastructure are actually sufficient to support people in

channeling their hobbies, interests and talents. However, along with the increasing technological and economic era, improper management of sports facilities/infrastructure can affect the development of facilities/infrastructure. Seriousness in managing management functions must have national and international standards that are in accordance with specified facility/infrastructure standards. In this way, the sports needs of the people of Medan City can be met properly. Even though the standard of facilities/infrastructure in the sports center area has shown progress in recent years, the lack of care and maintenance of the existing facilities/infrastructure seems to be lacking attention and is not clean enough. Therefore, the management function plays an important role in sports development activities carried out by the government in regional government programs, namely the development of sports policies and management as well as improving sports facilities and infrastructure.

The basic elements that will always exist and are inherent in the management process which will be used as a reference for carrying out activities to achieve their goals include four aspects known by the abbreviation "POAC", namely: planning, organizing, actuating, and supervision (controlling). This research aims to examine the Regional Government's efforts in developing sports infrastructure, especially in Medan City, as well as evaluating the effectiveness of policies and their implementation. Thus, it is hoped that this research can provide constructive recommendations for improving sports facility management to support sustainable sports development in the area. Giving authority to regions to collect regional taxes and levies has resulted in the collection of various types of taxes and levies related to various aspects of community life. This collection must be understood by the community as a source of revenue needed by the region to improve the welfare of the people in the area. Like regional taxes, regional levies are implemented based on Law Number 28 of 2009 concerning Regional Taxes and Regional Levies and Government Regulation Number 66 of 2001 concerning General Regulations for Regional Levy, as well as Law Number 12 of 2008 concerning the Principles of Government in the Regions . For implementation in each region, regional levies are described in the form of regional regulations which refer to applicable legislation. This law is the legal basis for collecting regional taxes and levies today, giving regions the authority to collect or not collect certain types of taxes or levies in their regions.

Regional Original Income (PAD) is a source of regional revenue that comes from various revenue sources, one of which is regional levy revenue. The results of regional levies need to be sought to become potential income for PAD. Efforts to increase PAD can be made by increasing limited resources and facilities, as well as optimizing existing potential and continuing to seek to explore potential new sources of income, so that taxes or levies can be collected in accordance with existing regulations.

Regional levies, which are payments for services or granting special permits provided or given by the regional government to individuals or entities, are expected to support regional financing sources in carrying out regional development. This will improve and equalize the economy and welfare of the people in the region. Several factors cause the regional levies sector to have potential as a source of regional finance, including:

- 1) Levies can increase PAD in terms of financing government administration and regional development. Regional levies are collected for remuneration for services so that payments can be made repeatedly.

- 2) The implementation of levy collection can be carried out outside the time determined by statutory officials as long as the regional government can provide services with the approval of the central government.
- 3) The levy sector is closely related to the socio-economic activities of the community in an area.

In an effort to increase PAD to finance development implementation in Medan City, North Sumatra, the government has implemented various forms of regional levies. One form of regional levy is the levy regulated in the Medan City Regional Regulations. With the existence of various types of levies, it is clear that sports service levies are one of the potential Regional Revenues of Medan City among the existing levies.

This research aims to examine the Regional Government's efforts in developing sports infrastructure, especially in the city of Medan, North Sumatra, as well as evaluating the effectiveness of policies and their implementation. Thus, it is hoped that this research can provide constructive recommendations for improving sports facility management to support sustainable sports development in the area.

### **Formulation of the problem**

The formulation of this research problem can be formulated as follows:

- 1) What are the strategies for managing and utilizing sports infrastructure effectively to increase community participation and support the development of local athletes?

What are the challenges in developing sports infrastructure in Medan city?

## **2. Methods**

The research method used is a systematic type of qualitative research used to study or examine an object in a natural setting without any manipulation and without testing hypotheses. This research uses a descriptive design, which aims to provide a clear picture of field conditions in the context of sports center development in Medan City, North Sumatra. This descriptive approach is used to understand in depth the factors that influence this development. The analytical method used is a qualitative descriptive approach. This approach is suitable for describing in detail the characteristics and dynamics of sports center development based on qualitative data obtained from field research. SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) is used to identify internal and external factors that are relevant to the development of sports centers in Medan City. By combining the results of the SWOT analysis, a SWOT matrix will be produced which provides a strategic basis for further development.

## **3. Results and Discussion**

The following is a general description of Medan City:

The city of Medan, which is located in North Sumatra Province and is the provincial capital, was founded on July 1 1950. Its administrative area covers an area of 265.1 km<sup>2</sup> and is divided into 21 sub-districts. As one of the main economic centers in North Sumatra, Medan City borders directly on Deli Serdang Regency in all directions: north, south, west and east. Geographically, Medan City is located between 3°27' - 3°47' north latitude and 98°35' - 98°44' east longitude, with an altitude ranging

from 2.5 - 37.5 meters above sea level. This area is mostly lowland and is crossed by two main rivers, namely the Babura River and the Deli River.

The city of Medan has a tropical climate with varying temperatures, reaching a minimum of 21°C and a maximum of 36°C until 2020. The average air humidity reaches 82% and the average wind speed is around 1.16 meters per second, with an average evaporation rate. -average of 117.5 mm. Consisting of 21 sub-districts, Medan Labuhan District is the largest with an area of 36.67 km<sup>2</sup>. The city of Medan not only carries out an administrative role as the center of government, but also as a vital center of economic and cultural activities in North Sumatra.

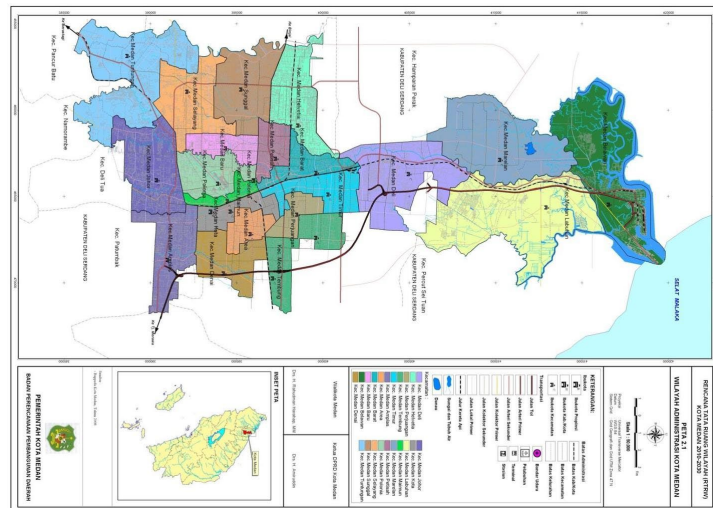


Figure 1 Map of Medan City

Source: Medan City RPJM 2019 – 2021

The following is a SWOT analysis table for the development of a sports center in Medan City, North Sumatra:

Strengths (Strength)	Weaknesses
1. Strategic location in the city center	1. Inadequate infrastructure
2. Modern and complete facilities	2. Lack of facilities for water sports
3. Have a strong sports team	3. Lack of parking facilities
4. Partnership with sports clubs	4. High costs in management
Opportunities (Opportunities)	Threats
1. Increased public interest in sports	1. Competition from other sports centers in Medan
2. Government support for sports development	2. Economic fluctuations that can affect operational costs

<b>3. Partnership with local companies for sponsorship</b>	3. Limited land for development
<b>4. Use of technology to enhance the experience</b>	4. Regulatory changes that affect operations

**Development Strategy:**

**SO (Strengths-Opportunities):**

- 1) Develop sponsorship programs to improve facilities and infrastructure.
- 2) Build relationships with local companies to increase financial support.
- 3) Increase partnerships with local sports clubs to increase use of facilities.

**WO (Weaknesses-Opportunities):**

- 1) Invest in necessary infrastructure such as parking and water sports facilities.
- 2) Using technology to reduce operational costs and increase efficiency.

**ST (Strengths-Threats):**

- 1) Increase promotion and branding to differentiate yourself from competitors.
- 2) Leverage the power of sports teams to attract visitor attention.

**WT (Weaknesses-Threats):**

- 1) Building partnerships with local communities to facilitate infrastructure development programs.
- 2) Hold a campaign to raise awareness about the benefits of sport for society.

By using this SWOT analysis, the development of sports centers in Medan City can be carried out strategically and effectively.

**The economic impact of developing a Sports Center in Medan City:**

The development of a Sports Center in Medan City has the potential to have a significant economic, social and environmental impact. Economically, this project is expected to increase investment by attracting both domestic and international investors, which in turn will support regional economic growth. In addition, the construction of the Sports Center will create new jobs in various sectors, such as construction, hospitality and other supporting services, which will reduce the unemployment rate and increase the income of local people. From a social perspective, the existence of the Sport Center will provide modern and affordable sports facilities for the residents of Medan City. This not only improves people's health and well-being through the promotion of active lifestyles, but also strengthens communities by providing space for social interaction and shared recreational activities. The Sport Center can also increase the prestige of Medan City as a city that is progressive and oriented



towards health and fitness. From an environmental point of view, the development of the Sports Center must be carried out by taking into account the principles of sustainable development. This includes the use of environmentally friendly technology, efficient water management, and utilization of green open spaces to support the sustainability of the city's environment.

Thus, the development of a Sports Center in Medan City is not only an investment in physical infrastructure, but also a strategic step to build a healthier society, a stronger economy and a more sustainable environment.

### **Obstacles faced in developing the Medan city sports center**

In developing the Sports Center in Medan City, there are several obstacles that need to be overcome. First, spatial planning and accessibility problems can hinder the search for ideal locations and slow down the necessary land acquisition process. Second, the complexity of licensing and regulations, including environmental and building requirements, can lengthen the development process. Third, finding sufficient financing to build modern Sports Center facilities can be a challenge, especially in raising funds from the private or international sector. Fourth, the importance of active support and involvement from the local community to ensure the sustainability and acceptance of this project within the community. Lastly, it is necessary to consider environmental aspects at every stage of development to maintain a balance between infrastructure development and environmental preservation. By facing and resolving these challenges, the development of the Sports Center in Medan City can run smoothly and provide significant benefits for the entire city.

In the context of the Sports Infrastructure Development Strategy in the Medan City Region, based on the analysis carried out, the conclusions that can be adjusted are as follows:

#### **Insufficient Infrastructure Problems:**

- 1) Basic infrastructure such as road access, areas around the location, parking areas and other supporting facilities are still inadequate to support sports activities in various locations in Medan City.
- 2) The limited variety of types and sports objects available in the Medan City area causes limitations in the choice and operation of existing sports facilities.

#### **Management and Institutional Conditions:**

Sports infrastructure management in Medan City currently does not have a formal institution that is comprehensively responsible and coordinated at the city level. This causes less effective coordination in the development and maintenance of sports facilities.

#### **Potential and Development Opportunities:**

- 1) There is still potential land and areas around the city of Medan that can be utilized for the development of better sports infrastructure.
- 2) Opportunities to collaborate with local residents to develop guesthouses or homestays as accommodation facilities for visitors and athletes taking part in sports activities.

**Recommended Development Strategy:**

- 1) Improving the quality and quantity of basic infrastructure such as improving environmental roads, good drainage channels, adequate clean water supply, and improving sanitation facilities.
- 2) Development of tourism and sports supporting infrastructure such as increased parking space, safe pedestrian paths, clean public toilets, greening of areas and information gallery space.
- 3) Development of new access from the south to increase circulation of large vehicles and facilitate access to sports facilities.
- 4) Implementation of the boardwalk concept around the sports area to increase visitor circulation and provide an interesting tourist experience.
- 5) Transfer of the function of the adjacent football field to be developed into an attractive new tourist attraction.
- 6) Establishment of a Technical Management Unit (UPT) with independent authority that is directly responsible to the Mayor, to ensure effective and efficient management of sports infrastructure.
- 7) Rehabilitation and revitalization of residents' houses around the area so that they can be used as home stays or guesthouses, to support facilities and increase local community income.

By implementing this strategy, it is hoped that Medan City can overcome existing sports infrastructure problems, utilize existing potential, and provide a better tourism experience for residents and visitors

#### **4. Conclusion**

The development of sports infrastructure in the city of Medan requires a comprehensive and coordinated approach to overcome basic infrastructure problems that are still inadequate, such as road access, parking areas and other supporting facilities. In addition, improvements are needed in management and institutions that are responsible for effectively maintaining and developing sports facilities.

The development potential that is still available, such as the use of land that has not been fully utilized and opportunities for collaboration with local communities to develop accommodation facilities, must be optimized.

The recommended development strategy includes improving the quality and quantity of basic infrastructure, building tourism and sports supporting infrastructure, developing new access, implementing sustainable concepts, and rehabilitating residents' houses into guesthouse or homestay facilities.



By implementing this strategy holistically, it is hoped that the City of Medan can overcome existing sports infrastructure constraints, utilize existing potential optimally, and increase the attractiveness and quality of life for local communities and visitors.

## **5. Sugestion**

**Strengthening Basic Infrastructure:** Improving road access, parking and other supporting facilities must be a priority to support more active and inclusive sports activities.

**Effective Institutional Arrangement:** It is necessary to establish institutions that are responsible for effectively managing sports infrastructure, to ensure good coordination and optimal maintenance of facilities.

**Utilization of Local Potential:** Optimizing land use and potential collaboration with local communities to develop accommodation facilities and support the local economy.

**Implementation of Sustainable Development Principles:** Paying attention to environmental aspects in every stage of development, including the use of environmentally friendly technology and efficient resource management.

**Public Promotion and Education:** It is important to increase public awareness of the benefits of sport for health and quality of life, as well as promote the Sport Center as an attractive activity center.

By implementing these suggestions, it is hoped that the City of Medan can overcome existing obstacles and succeed in developing sustainable sports infrastructure, providing benefits to the community and strengthening the position of the City of Medan as a promising tourist and investment destination for students

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