



Building Urban Economic Resilience
During and After COVID-19
#urbaneconomicresilience



BUILDING URBAN ECONOMIC RESILIENCE DURING AND AFTER COVID-19

ECONOMIC RESILIENCE BUILDING PLAN

Subang Jaya, Malaysia



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Acknowledgements

The *Building Urban Economic Resilience During and After COVID-19: Subang Jaya Recovery Strategy* represents a collaborative effort, made possible by the input and feedback received from experts and partners working on issues related to COVID-19, economic and green recovery and city resilience.

This report was prepared by the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), in collaboration with URBANICE Malaysia and its development partners.

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Abbreviations

B40	Bottom 40
ECA	Economic Commission for Africa
ECE	Economic Commission for Europe
ECLAC	Economic Commission for Latin America and the Caribbean
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
GDP	gross domestic product
HLPF	High-Level Political Forum
JKNS	Selangor State Health Department
LA	local authorities
MCO	Movement Control Order
MOH	Ministry of Health
MURNInets	Malaysia Urban-Rural National Indicators Network Sustainable Development
PLANMalaysia	Malaysia's National Town Planning Department
SJCC	Subang Jaya City Council
STFC	Selangor Task Force COVID-19
UNCDF	United Nations Capital Development Fund
VLR	Voluntary Local Review

BUILDING URBAN ECONOMIC RESILIENCE DURING AND AFTER COVID-19

ECONOMIC RESILIENCE BUILDING PLAN

Subang Jaya, Malaysia

1.0 Executive Summary

The past two years have been incredibly challenging with the onset of the COVID-19 pandemic. Subang Jaya, like many cities across the world, was not exempt from the impacts of the pandemic, which resulted in unprecedented public health and socioeconomic crises. Effects of the pandemic were also exacerbated as the city experienced national political unrest, as well as extreme weather conditions which caused frequent flash floods and landslides.

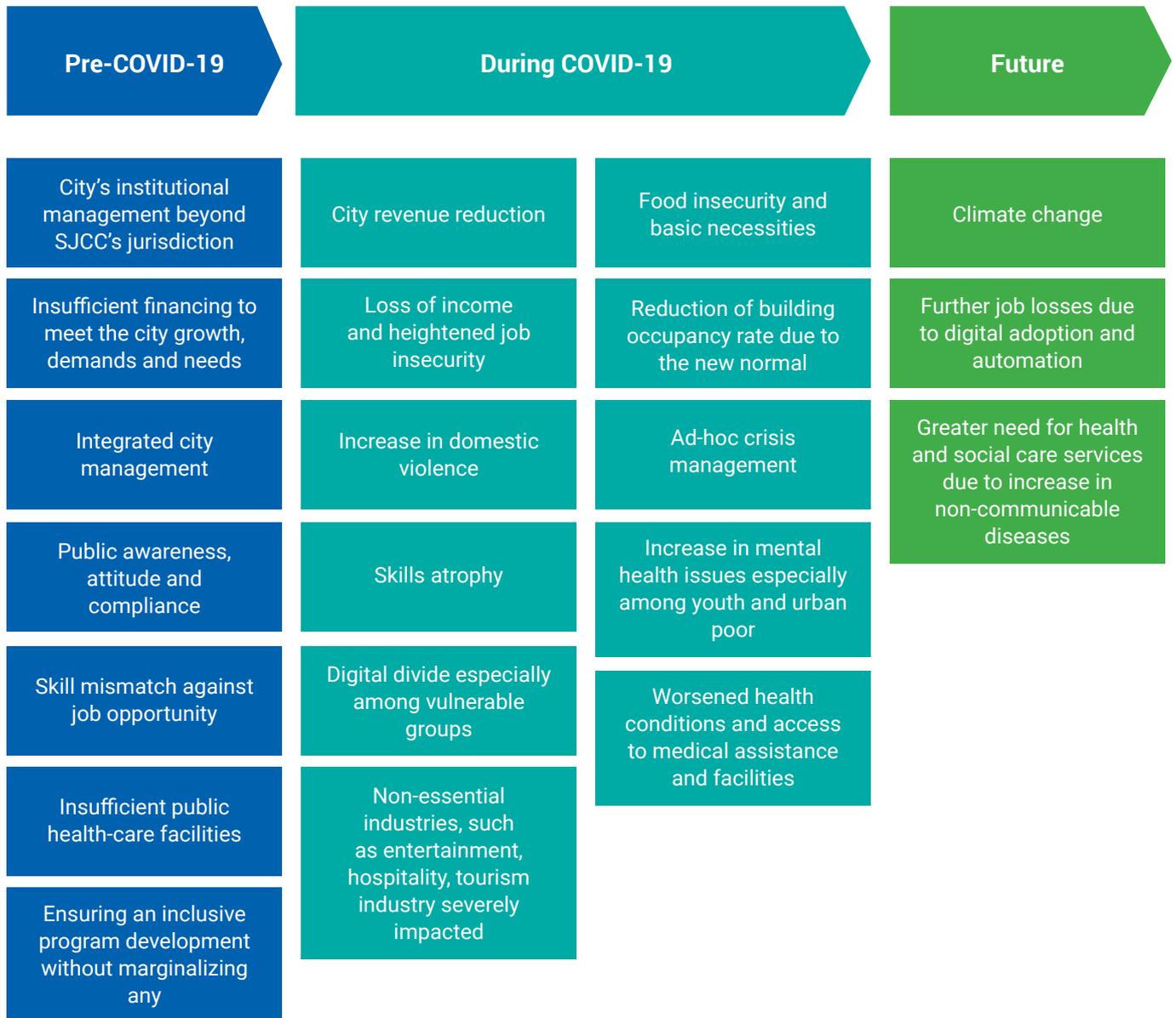
Since the outbreak of the pandemic began in Malaysia, in March 2020, Subang Jaya experienced three major waves. The first wave spanned from 25 January 2020 until 16 February 2020, and the second wave lasted from 27 February 2020 until 30 June 2020. Residents suffered the longest in the third wave that started on 8 September 2020 and was gradually phased out from 1 April 2022, when the Malaysian Government officially transitioned COVID-19 into an endemic phase.

As of May 2022, the Selangor state, where Subang Jaya is located, had recorded the highest number of COVID-19 cases with a total of 1,348,226 cases recorded.¹ The Subang Jaya City Council (SJCC), the local government of Subang Jaya City, was able to respond effectively when the pandemic struck. The City Council took a whole-of-government and whole-of-society approach, drawing policy guidance and financial support from both the federal and state government, delivering excellent city services as well as providing social support to people and stimuli to businesses in the city.

In view of recovering and rebuilding better, Subang Jaya has been working with ESCAP and URBANICE Malaysia to develop a baseline and recovery strategy. The exercise analyses the impact of COVID-19 on the city's ecosystem and enables the City Council to identify key recovery strategies that should be implemented and integrated into the city's wider strategic and action plans. The exercise is part of a global pilot project called *Building Urban Economic Resilience During and After COVID-19 (DA13)*, a joint partnership between the five United Nations Economic and Social Commissions, the United Nations Capital Development Fund (UNCDF), and the UN-Habitat City Resilience Global Program (CRGP).

1. COVIDNOW, "COVID-19 Cases in Selangor", Ministry of Health Malaysia. Available at <https://covidnow.moh.gov.my/cases/sgr>

Figure 1: Subang Jaya vulnerabilities based on the DA13 Diagnostic Report²



Findings from engagement, diagnostic assessment and other observations

2. *Building Urban Economic Resilience During and After COVID-19: Subang Jaya Diagnostic Economic Resilience Performance* (United Nations publication, 2022).

Key Findings on Subang Jaya’s Resiliency against COVID-19

Subang Jaya Strengths

 <p>Comprehensive city planning system, incorporates planning & budgeting allocation in times of crisis.</p>	 <p>High Public participation rate in city planning and administration</p>	 <p>City incorporates somewhat advance digital technologies in city services</p>	 <p>Healthy, diverse & well connected local business environment allowing the city to recover more quickly</p>
 <p>17,199 new businesses registered in 2020 due to digitalization, diversification and ecommerce demand (above yearly average)</p>	 <p>Well diverse city revenue source with low dependency on external finances such as international funding</p>	 <p>100% coverage and functionality of basic public services and infrastructure</p>	 <p>Flexible and proactive in responding to crises (COVID-19 and other disaster)</p>

Subang Jaya Weakness

 <p>8.96% Decline in city revenue with Entertainment, Small Hawkers and Businesses , Advertisement mostly affected</p>	 <p>374 businesses deregistered in 2021 with Subang Jaya City Centre recorded highest business closure</p>	 <p>4.3% Selangor Unemployment Rate (2020)</p> <ul style="list-style-type: none"> • Loss of income • Food insecurity • Skill atrophy • Skill mismatch against job opportunities • Wider income disparity 	 <p>Inadequate Accessibility & Awareness of Social and Financial Support among the vulnerable</p>
 <p>Absent of long-term crisis management and response plan for future disaster</p>	 <p>Short-term crises responses may not be as sustainable for city council and community in the long term</p>	 <p>Prevalent digital divide among the most vulnerable</p> <ul style="list-style-type: none"> • Access to internet • Digital skills • Device availability 	 <p>Inadequate access to public health and social-care facilities</p>
 <p>Walkability and cyclability density lower in comparison to neighbouring cities (PJ and SA)</p>			

Recovery Snapshot



Governance

- Revise Subang Jaya's urban policies and plans
- Institutionalize the City Council's financial reserves



Business and Jobs

- Enhance the SJCC Entrepreneurship and Skill Integrated Platform
- Transform under-utilised spaces and buildings for community and commercial use
- Promote Subang Jaya's tourism and local attractions
- Diversify the local economy by empowering small and medium enterprises



Mobility

- Expand and integrate the Subang Jaya pedestrian and cycling-lane network
- Promote community-based transportation



Resilience and Climate Change

- Take inventory of SJCC Greenhouse Gas (GHG) emissions
- Build crisis and disaster management plans

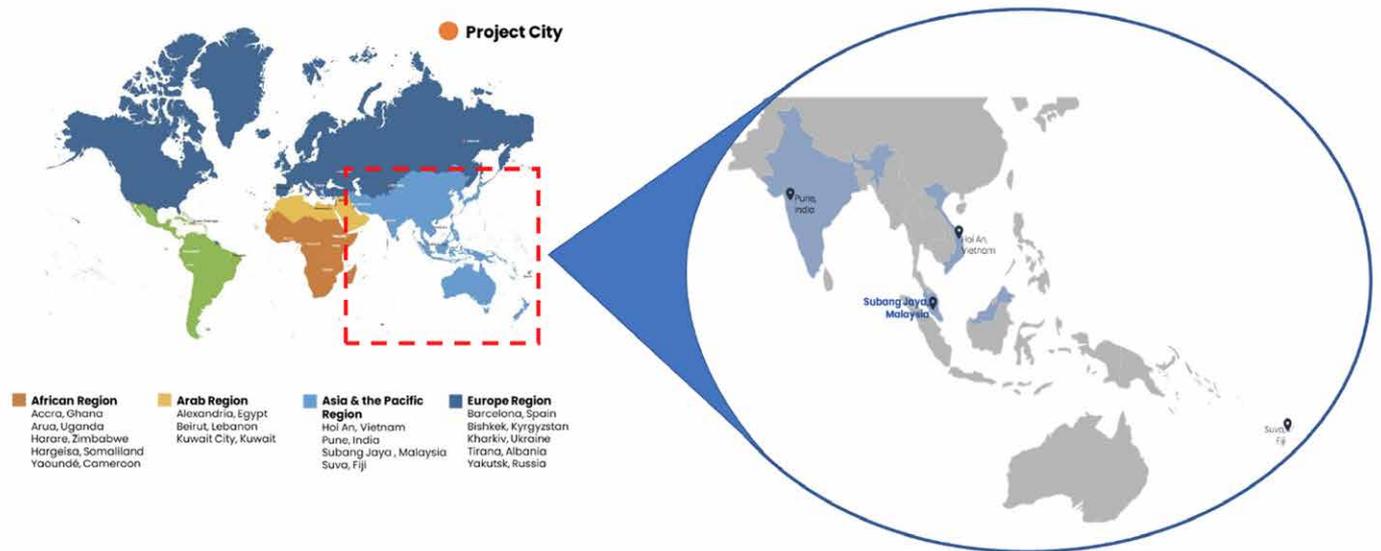
2.0 Introduction

2.1 Project Context

The “Building Urban Economic Resilience During and After COVID-19” (DA13) is a joint pilot project between the Economic Commission for Europe (ECE), the Economic Commission for Africa (ECA), the Economic and Social Commission for Western Asia (ESCWA), the Economic Commission for Latin America and the Caribbean (ECLAC), the Economic and Social Commission for Asia and the Pacific (ESCAP), UN-Habitat and UN Capital Development Fund (UNCDF). The project aims to support local authorities (LA), in the 17 pilot cities around the world, to respond to the COVID-19 outbreak as well as to build back better as cities eventually transition COVID-19 from being a pandemic to an endemic.

A total of 17 cities have participated in the project globally, with Subang Jaya being one of the 4 pilot cities chosen for the Asia-Pacific region.

Figure 2: DA13 Pilot Cities



With regard to the pilot cities, the overall objectives of the project are as follows:

1. Examine existing resilience and sustainable development challenges;
2. Assess the impact of the COVID-19 pandemic;
3. Identify and prioritize strategies and actions to be taken for economic reactivation and recovery;
4. Align recovery strategies with existing plans and strategies.

The recovery strategies provided in this document are based on the understanding that there may be further discussions and analysis between the city’s Mayor and the City Council on implementation and action plans. Within this document, the project team have suggested a high-level implementation phase for the city to implement its strategies, which may be altered based on the city and national situation.



2.2 Methodology

The strategies developed for this project are mainly derived from the findings of the Diagnostic Planning Tool. The research was conducted from January 2021 to August 2021, with inputs being received from experts during consultations and workshops on related topics. In addition to these inputs, the strategies also take into consideration recent happenings in the city, such as flooding and political uncertainty. Wide-ranging and useful discussions were conducted regarding the direct and indirect solutions that are to be adopted in response to the impacts of COVID-19. These discussions were held among city stakeholders, including the City Council division, Council members, non-profit organizations, the private sector and other communities that are involved in Subang Jaya's future.

The strategies were also designed to avoid replication of the existing strategies and plans of the Subang Jaya City Council. However, there are instances where enhancement and acceleration of existing initiatives are recommended, including for those that were in place before the pandemic or for those actions that were implemented during the crisis.

Limitations of time and stakeholder availability did not allow for a full and comprehensive engagement process that would normally be conducted in similar strategy-building activities. Many stakeholders, who were consulted, were directly involved in responding to the pandemic and were striving to understand the situation and its socioeconomic implications for Subang Jaya. Moreover, consultations relied primarily on online inputs and virtual meetings to maintain physical distancing and minimize transmission. Such engagement methods tend not to be as effective and/or exclude some groups in the city.

Figure 3: Subang Jaya DA13 Stakeholder Engagements

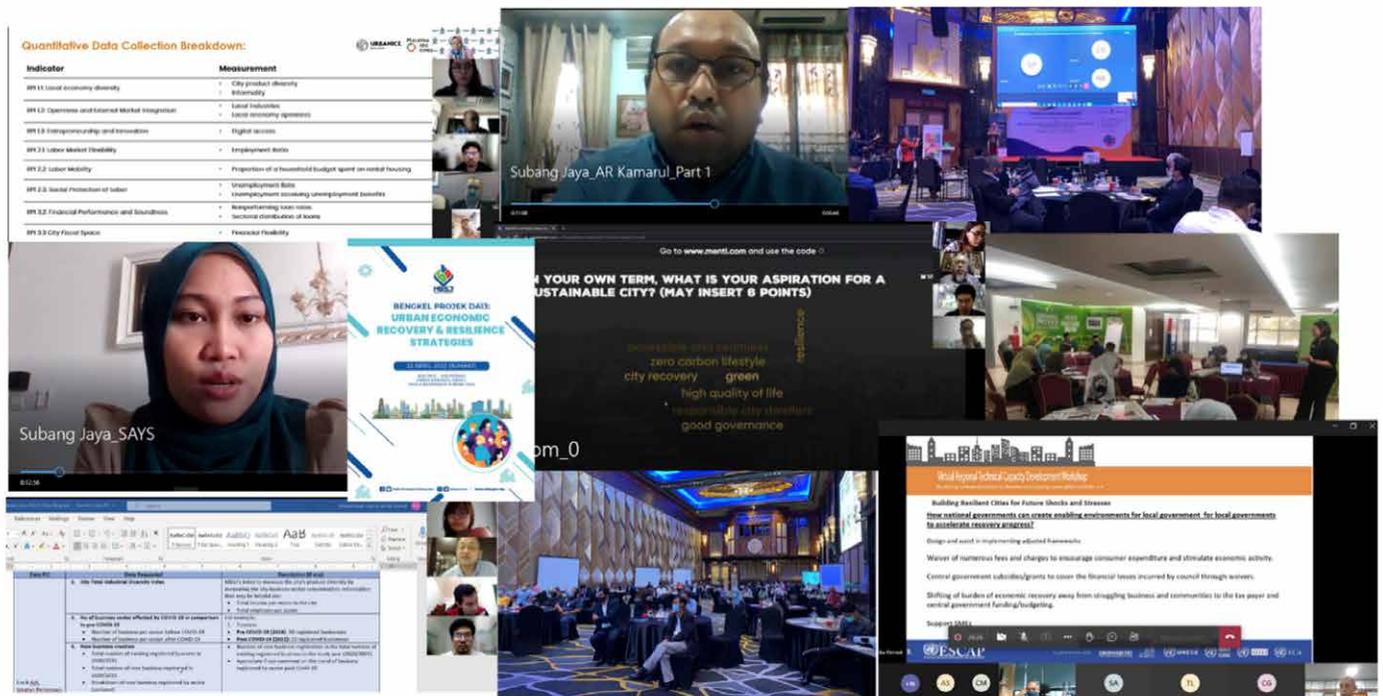
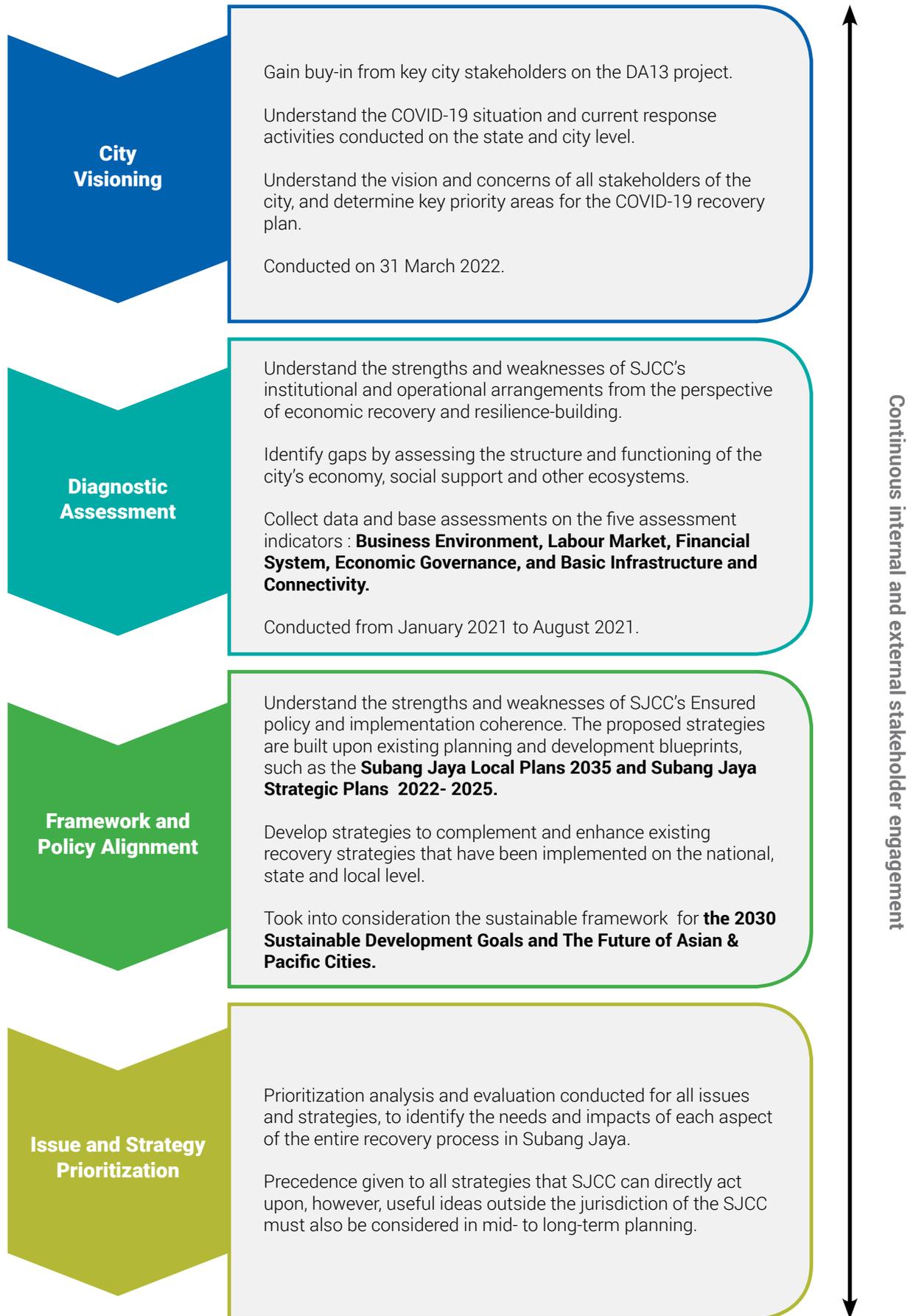


Figure 4: Subang Jaya Recovery Strategy Methodology



3.0 COVID-19 in the Subang Jaya Context

3.1 Subang Jaya at a glance

Subang Jaya Profile

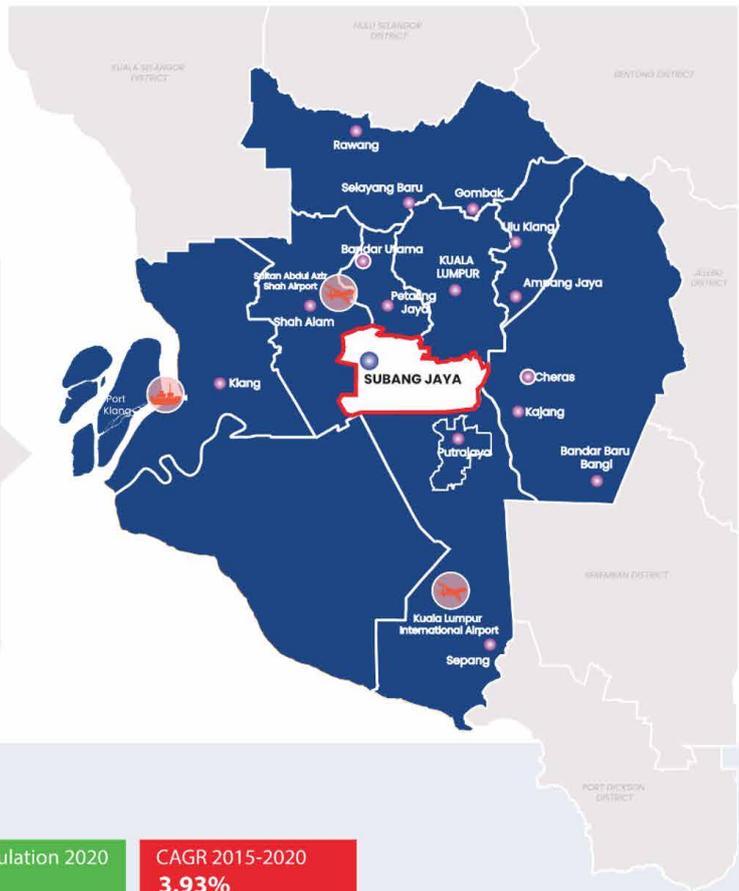
Area

Total Area of MBSJ
16,180 hectare (161.8km²)

District
Petaling

Subang Jaya Total Population 2020
968,930

Population Density
59.88 person/hectare

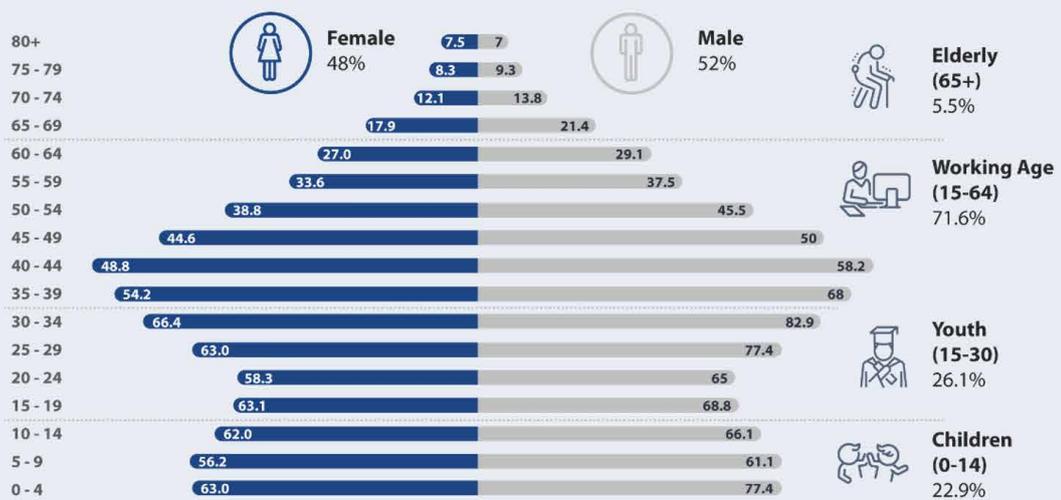


Demographic

Population 2015
798,830

Subang Jaya Population 2020
968,930

CAGR 2015-2020
3.93%



Race breakdown



Transportation



A highly connected city, with transportation dominating **25.53% (4,1390 acres) of its land use**

- 2 Light Rails Transit Lines (MRT and LRT)
- 1 Rail Commuter Line (KTM)
- 1 Rapid Bus Transit Line (BRT, Subang Jaya)

Revenue



Top 4 revenue sources:
Assessment Tax, Licensing and Permit, Investment and Services and Charges

Governance



Subang Jaya City Council as the Local Authority is part of the 3rd tier government agency, mainly focusing on:

1. Urban Planning & Development
2. Tax collection
3. Licensing and Permits
4. Public Health and Cleanliness
5. Waste Management

Public Housing Provisions for Bottom 40 Households



145 Pangsapuri Enggang,
 units Puchong

Pangsapuri Seri **21**
 Kayangan, Subang Jaya units

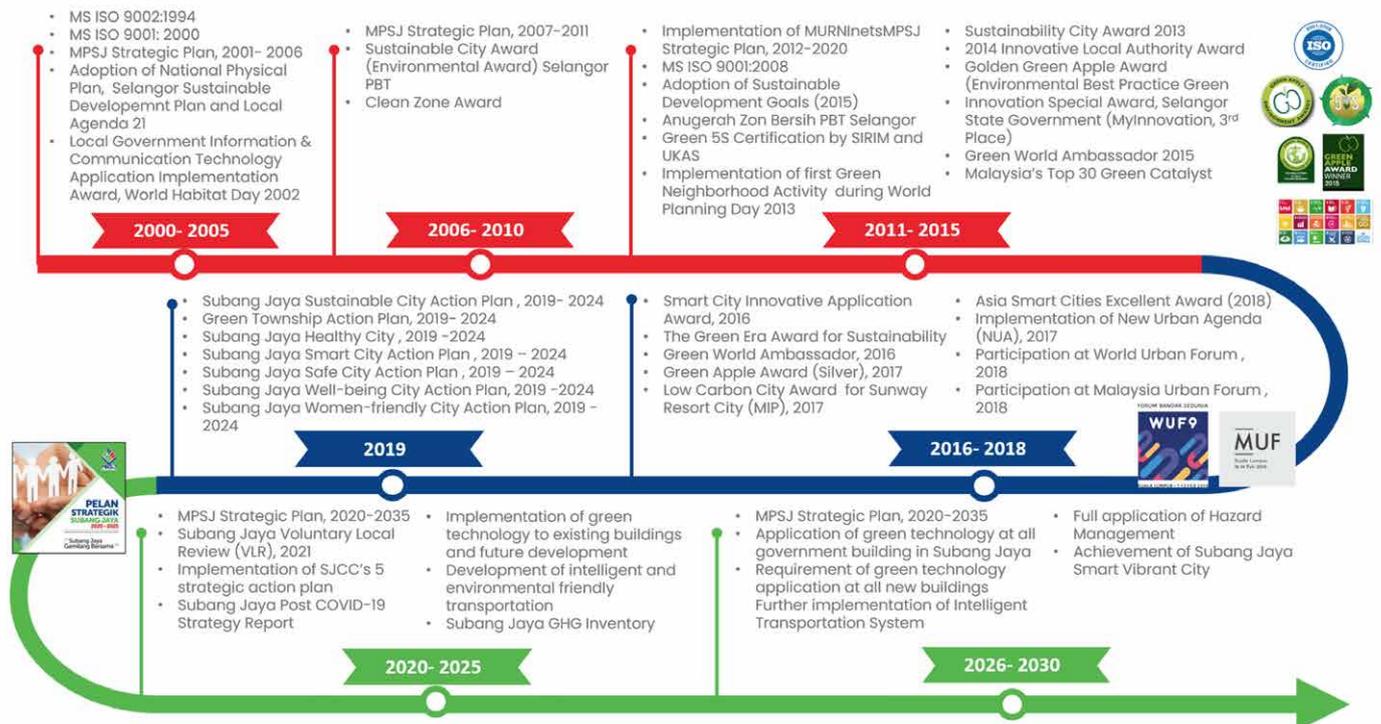
3.2 Subang Jaya's sustainability development journey 2000- 2030

The Subang Jaya City Council was established in 1997, through the adoption of the Local Agenda 21 (LA21), for urban management and governance. Since then, Subang Jaya has been addressing its environmental issues and improving the quality of life of its citizens as part of its sustainable development journey. The City Council has also embedded community programs in its Strategic Plans and encourages collaboration among city stakeholders including the private sector and community groups.

Sustainability performance is measured and evaluated yearly, both internally and externally, mainly based on the Malaysia Urban-Rural National Indicators Network for (MURNInets) Sustainable Development, which has been developed by Malaysia's National Town Planning Department (PLANMalaysia).

Subang Jaya has adopted and continues its commitment to the 2030 Agenda for Sustainable Development. In this vein, it has participated in various local, regional, and global forums to share its experiences as well as continue its efforts to incorporate the goals of the 2030 Agenda into local action plans. Subang Jaya attained its city status in 2020. With strong leadership, the city has continued its sustainable development journey by submitting its first Voluntary Local Review (VLR) at the High-Level Political Forum (HLPF) in 2021, making the city among the first in Malaysia to report its VLR.

Figure 5: Subang Jaya's Sustainability Development Journey

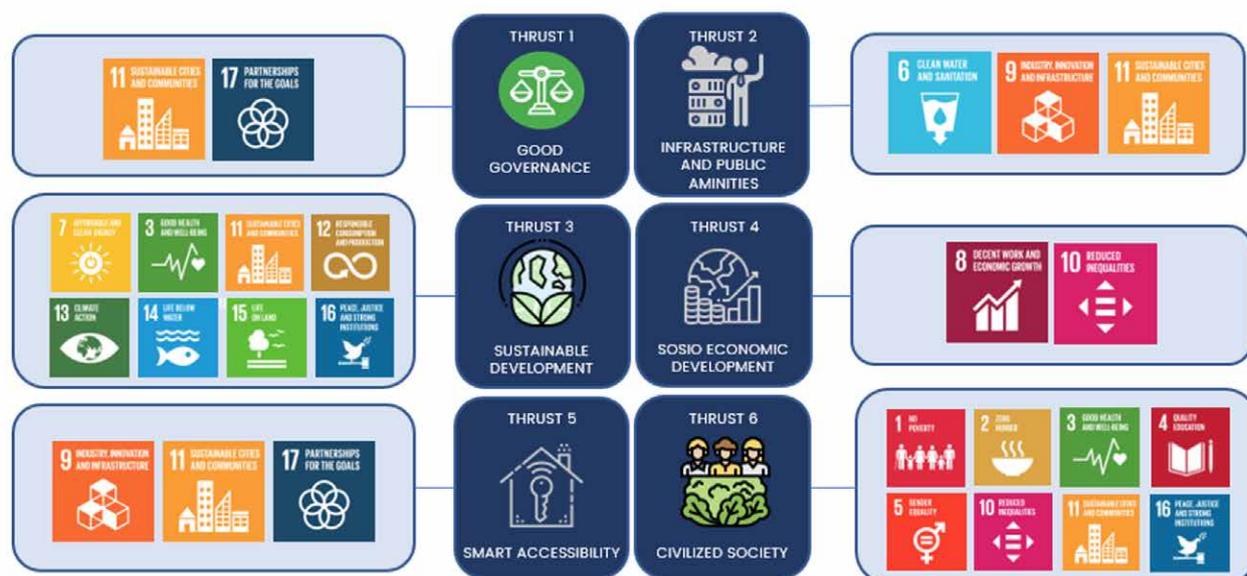


Apart from the city's Local Plan 2035, the City Council's sustainable development activities are mainly guided by the SJCC Strategic Plan 2020-2035. The six thrusts of the Strategic Plan are aligned with the 17 goals of the 2030 Agenda (Figure 6). The Strategic Plan is a testament to the city's commitment to making Subang Jaya more liveable by providing choices and spaces to its communities, so the city can flourish and prosper.

Figure 6: MBSJ Strategic Plan 2020 – 2035 Aligning with SDGs



MBSJ Strategic Plan 2020 – 2035 Aligning with SDGs



3.3 Impact of the COVID-19 pandemic on Subang Jaya

Malaysia has undergone three major waves of COVID-19 outbreaks since the announcement of the pandemic in March 2020. As per the official World Health Organization (WHO) classification of the COVID-19 pandemic, the first wave, spanned from 25 January 2020 to 16 February 2020, while the second wave lasted between 27 February and June 30, 2020. The third wave has been ongoing since 8 September 2020. On 1 April 2022, the Malaysian Government transitioned COVID-19 to the endemic phase, which will allow Malaysians to return to near-normal life after nearly two years of battling the pandemic.

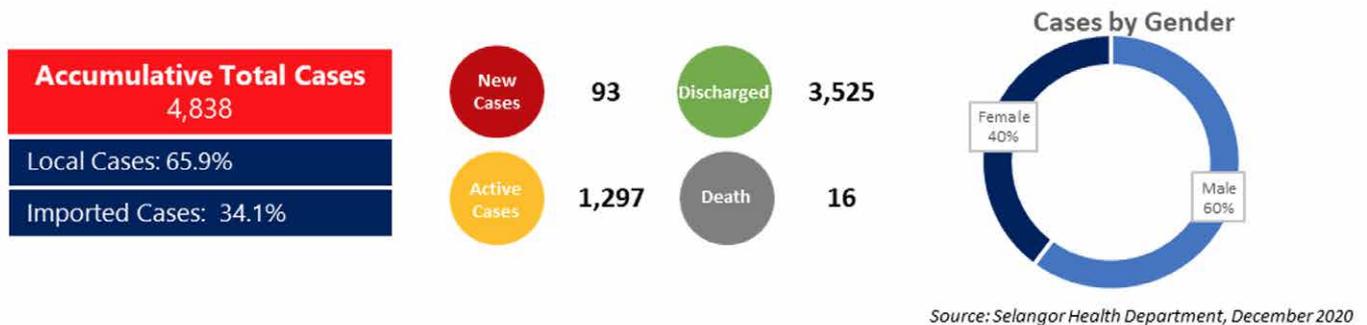
Health Impacts of COVID-19

As of 31 December 2020, the virus has infected 113,010 people in Malaysia with the state of Selangor being the most affected, recording a total of 32,395 people infected and 45 fatalities in the same period. On a district level, the Petaling District, where Subang Jaya is located, recorded the third-highest cases in Selangor, with a total of 4,838 cumulative cases, 16 fatalities, and 1,297 active cases (cases that are being treated) (Figure 7).³

3. Ministry of Health Malaysia, "COVID-19 State Update in Malaysia Until 31 December 2020", 31 December 2020. Available at <https://covid-19.moh.gov.my/terkini-negeri/122020/kemaskini-negeri-covid-19-di-malaysia-sehingga-31-disember-2020>

Of all the cases, 65.9 per cent were transmitted locally, and 34.1 per cent were imported. The virus was contracted by more males (60.2 per cent) than females (39.8 per cent). In terms of age group, patients between the age range of 18-59 years recorded the highest cases (75.9 per cent), followed by patients above 60 years old (6.7 per cent), 0-11 years old (11.9 per cent) and 12-17 years old (5.6 per cent).⁴

Figure 7: Petaling District, COVID-19 Cases as of 31 December 2020

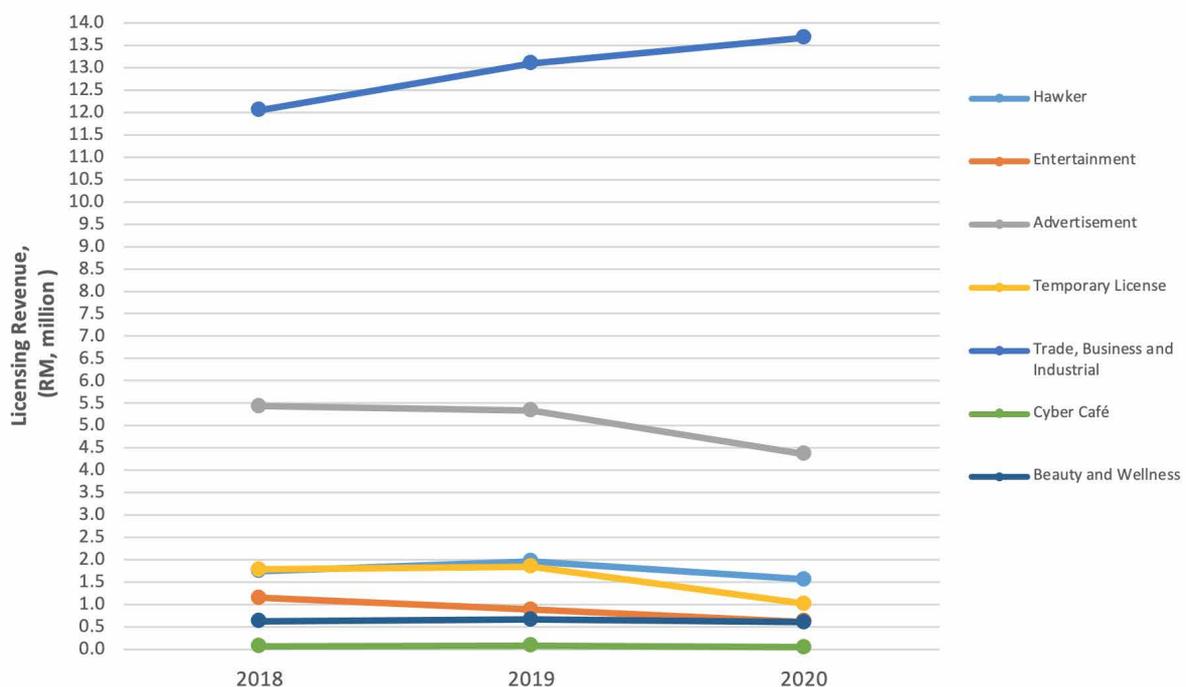


The public health-care system and health-care sources were overloaded and overwhelmed as the city and the nation experienced a resurgence of COVID-19 cases in the second and third waves. Mental health issues and concerns for well-being among communities also escalated during the pandemic due to socioeconomic uncertainties and continuous containment measures.

Economic Impacts of COVID-19

The COVID-19 pandemic has had significant impacts on the Malaysian economy, which trickled down to its cities, including Subang Jaya. The city experienced declining economic activity of 8.96 per cent between 2019 and 2020. The pandemic adversely impacted several key sectors in the city, including small trader and hawkers, tourism, entertainment, cyber cafes, and services. Besides shortages in goods and labour, many businesses had to cope with social distancing and lockdowns, which severely affected operations and revenue.

Figure 8: SJCC Licensing Revenue Before COVID-19 and During COVID-19



4. COVIDNOW, "COVID-19 Cases in Selangor", Ministry of Health Malaysia. Available at <https://covidnow.moh.gov.my/cases/sg/>

Up to July 2021, a total of 374 businesses were deregistered and 136 businesses closed down entirely in Subang Jaya. The most affected areas were the Subang Jaya City Centre followed by Puchong and Seri Kembangan area.⁵ Although the pandemic forced many businesses to close, deregister or temporarily suspend their operations, it has also been observed that businesses and entrepreneurs in Subang Jaya are quite resilient and proactive in adopting new technologies and new ways of doing business. This was evident through a relatively stable trend in new business creation in the period before and after COVID-19.

Figure 9: Number of Businesses Closed/Deregistered Before COVID-19 and During COVID-19

Location	Before COVID-19	During COVID-19	
	2019	2020	2021
Subang Jaya	244	146	55
Puchong	138	80	34
Kinrara	124	69	30
Seri Kembangan	141	80	17

The inability to operate effectively, physical distancing, the Movement Control Order (MCO), and enterprise downsizing induced unemployment nationwide. Though the city unemployment rate could not be measured, at the state level, Selangor's unemployment rate rose from 2.9 per cent, in 2019, to 4.3 per cent, in 2020. A total of 156,200 people were unemployed in 2020, which was a 51.06 per cent increase from the previous year.⁶

The pandemic aggravated the mismatch between skills and job vacancies, especially among graduates and non-graduates. It also changed the demand in the labour market, whereby skill-intensive industries, such as digital-led industries and manufacturing, were highly sought out and service industries, such as retail and hospitality, were forced to halt due to the MCO and physical distancing measures.

Social Impacts of COVID-19

School closures due to COVID-19 resulted in significant disruptions to education, and hence in learning losses for students. Students, parents, as well as teachers, still grapple with the effectiveness of online learning. Moreover, inadequate equipment and an un conducive environment, for both teachers and students, made the adoption of home-based online learning even harder, thus further increasing social and digital inequalities in the long run for some.

During the pandemic, women, especially those from low-income urban households, were amongst the most negatively impacted vulnerable groups. A study led by UNICEF and United Nations Population Fund (UNFPA), reported that female-led households were more likely to suffer from unemployment, had their working hours cut and experienced difficulties in accessing health care and other social protection schemes. Many were also caught up in challenging situations that required striking a balance between work, household chores and care work, as well as enabling and supervising their confined children's learning at home.

The MCO also led to an increase in domestic violence nationally, especially among women and children. Reports from women's rights groups and social service providers note that there was an increased risk of violence as many victims and those considered at-risk were unable to seek help or escape from their abusers during the pandemic.

5. *Building Urban Economic Resilience During and After COVID-19: Subang Jaya Diagnostic Economic Resilience Performance* (United Nations publication, 2022).

6. Department of Statistics Malaysia, "Labour Force Survey Report, Malaysia, 2020", 22 April 2021. Available at https://www.dosm.gov.my/v1/i/index.php?r=column/cthemByCat&cat=126&bul_id=dTF2dkJpcUFYUWRrczhqUHVpcDRGQT09&menu_id=Tm8zcnRjdVRNWWlpWjRlbmtlaDk1UT09

Remote working and studying became a norm for a large part of the community as Subang Jaya, like other cities nationally and globally, enforced lockdowns and physical distancing measures to curb the infection and transmission of COVID-19. Moving forward, it is likely that many companies and employees will opt for the “new norm” whereby remote working and/or hybrid working style is leveraged and mobility patterns are adjusted where appropriate.

3.4 COVID-19 crisis response

There was a concerted effort between the federal, state and local governments in responding to the pandemic including testing, contact tracing, public health, vaccination and quarantine. Each associated authority also introduced individual stimulus and social protection schemes to help citizens weather the impacts of COVID-19. The relevant roles, responsibilities and efforts (non-exhaustive) are as follows:

The Malaysian Government

- A phased and periodical nationwide lockdown known as Movement Control Order (MCO) was imposed by the Malaysian Government. The Order was enforced under the Prevention and Control of Infectious Diseases Act 1988 and the Police Act 1967. The Order was subsequently enforced by the Prevention and Control of Infection Disease Regulation 2020, which was gazetted under the Act by the Ministry of Health (MOH) on 18 March 2020. Restrictions under MCO included the general prohibition of mass movements and gatherings across the country and abroad for citizens and tourists; health check-ups and quarantine requirements for those returning to the country; closure of all educational institutions and closure of public and private premises, except for those categories denoted as essential services such as health care and health-care-related manufacturing activities.
- A centralized multi-ministerial coordination council was activated where the Ministry of Health acted as an advisor, with collaboration between non-government organizations and the private sector.
- Disease control and prevention measures were put in place such as through contact tracing, mass screening, and hospital and non-hospital quarantine systems and cellular applications (Figure 10).
- Vaccination activities were implemented under the National COVID-19 Immunisation Programme which adopted a whole-of-government and whole-of-society approach to ensure at least 80 per cent of Malaysia’s adults received a vaccination by February 2022, to reduce infections, hospitalizations and fatalities.
- Economic Stimulus Packages, under the PRIHATIN Package, National Economic Recovery Plan (PENJANA), Kita PRIHATIN Package, and Permai Package worth RM 250 billion, RM 35 billion, RM 10 billion, and RM 15 billion, respectively, were offered (Figure 11).

Figure 10: MySejahtera, an infection prevention and control tool introduced by the Malaysian Government



Figure 11: Summary of the economic stimulus provided by the Malaysian Government



The Selangor State Government

- Infection prevention and control measures were imposed by the Selangor State Government through contact tracing, mass screening, nationwide vaccinations, and hospital and non-hospital quarantine systems. The Selangor State Government introduced the Selangkah app, an evolving contact tracing tool that responds to the development of the pandemic at the state level, using its health and commercial features which are driven by data science and Artificial Intelligence.
- The Selangor Task Force COVID-19 (STFC) was established to serve as a think tank to assist the state government to address the pandemic through policy proposals and program implementation. Efforts of the STFC complemented those conducted by the MOH and the Selangor State Health Department (JKNS) in addressing the spread of COVID-19 in the State of Selangor.
- Vaccination Transport Rebate was offered.
- Selangor C19 Vaccination Program under SELCARE was provided.
- Home Self-Assessment Tools were distributed.
- Economic Stimulus Package and Provision under Selangor Budget 2021 were provided. These included moratoriums for entrepreneurs under Hijrah Selangor, deferment of TKWBNS loan repayment, special assistance for entrepreneurs, financial assistance for the tourism sector, and food supply guarantee programs in collaboration with agriculture entrepreneurs in Selangor.

Figure 12: Selangor State Government COVID-19 Response



Subang Jaya City Council

- The Subang Jaya COVID-19 Task Force and Operations Room was established to assist the National Security Council. The task force coordinated crisis responses across various government agencies (e.g. the Petaling District Security Committee under the supervision of the District Officer, Police, Army, Health Department, Welfare Department, Fire, and Rescue Department of Malaysia, etc.), and between the community and agencies, at the city level.
- Continuous cleaning and disinfection activities were conducted in public areas and City Council facilities to ensure the safety of public health.
- Standard operation procedures, surveillance and monitoring at business premises and in public areas, were implemented.
- Temporary Vaccination Administration Centers were set up across the city as part of the national infection prevention and control efforts, including Subang Jaya Medical Centre (SJMC), Sunway Medical Centre, Sunway Pyramid Convention Centre, Dewan Serbaguna MBSJ Puchong Indah, Klinik Kesihatan Puchong Bt 14 and Putra Height LRT Station.
- A Financial Backup Plan was proactively developed, in the earlier phase of the pandemic, as part of the SJCC's Disaster Risk Management strategies to soften the impact of the pandemic on the city's administration and operations.
- City revenue was diversified by introducing new business licensing and diversifying City Council payment channels and services.
- Assistance was offered to business owners and entrepreneurs by awarding temporary permits and safe location to 498 hawkers from the B40 group, interest-free instalment plans for Assessment Tax, fine exemptions for overdue Assessment Tax payments and a 2-month extension on rent.
- Entrepreneurship and upskilling courses were provided to the B40 communities, especially for single mothers to support their livelihoods during the pandemic.
- The SJCC COVID-19 Charity Fund was established to raise funds for aid distribution.

Figure 13: SJCC's COVID-19 Operations Room and Task Force

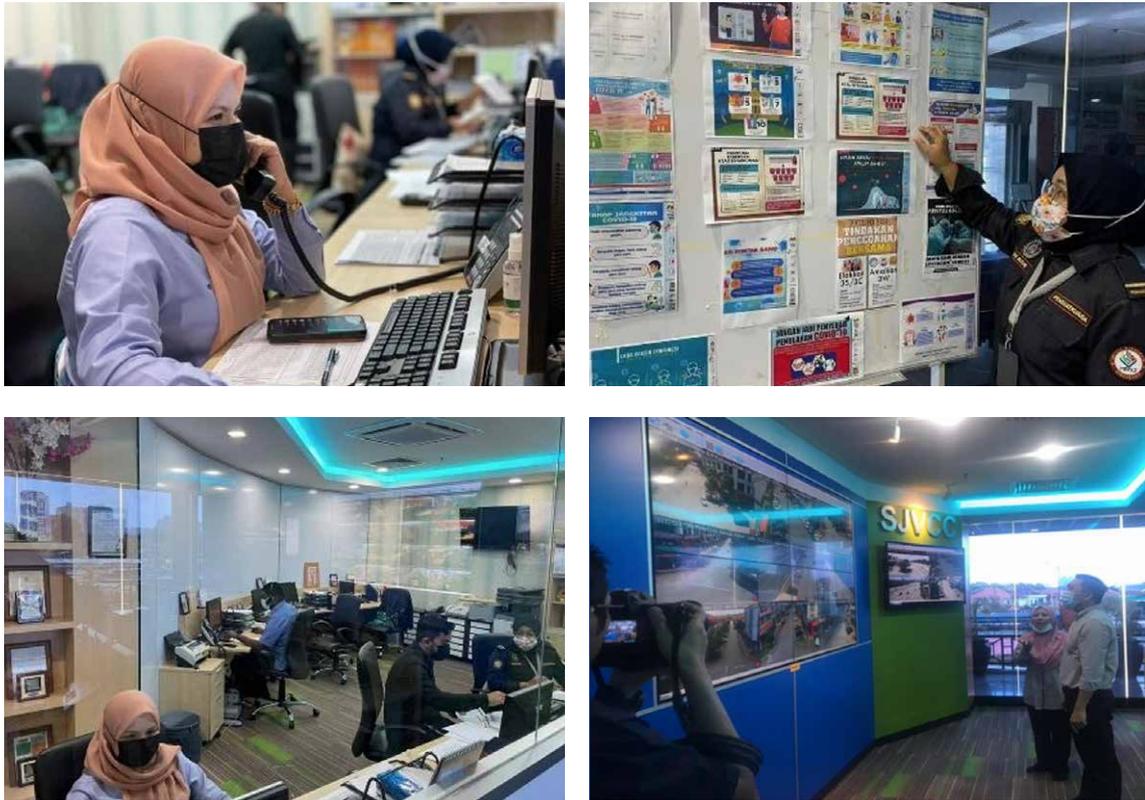


Figure 14: Disinfection of premises by the Fire Department and MBSJ (left) and sewing skill training for women provided by MBSJ (right)



Subang Jaya COVID-19 Response Highlight

Response to COVID-19 by Subang Jaya City Council, council members, residents committee and other synergy partners

Revision of City Council Expenditure

SJCC Revised Expenditure

Expenditure	2020 (USD millions)	Revised Covid-19 (USD millions)
Operational	25.67	20.17
Development	47.84	38.87
Total Expenditure	73.52	59.04

Source: Subang Jaya City Council: Challenges & Strategies to Restructure the Budget Post COVID-19.
Exchange rate: MYR 1 = US \$ 0.24

Revision areas:

- Reduce administrative cost
- Retain development cost

Expenditure decreased by

**15% from
May-Dec 2020**

City Financial Reserve

Maintain 4 months expense reserve & practice good financial habits such as:

- Reduce overtime
- Opt for in-house training
- Reduce meeting expenses
- Paperless policies

Facilitate Business and Residents



Instalment plan with zero interest for assessment tax



Waiver on late payment fees for assessment tax



Online transactions:

- Friendly and fast business license application and renewal
- Discounts 50% on traffic compound
- Minimum rates on other compounds (eg: license & permit compound)



Enhanced online payment platform including OSC 3 Plus Online (Planning & Development cost)

COVID-19 Financial Aid

2020

103 programs
6,077 beneficiaries
Total cost: RM 205,371.80

2021*

403 programs
20,642 beneficiaries
Total cost: RM 270,009.96

Note: from January 2021 – July 2021



Diversification of City Income



Introduction of new business licensing and guidelines
- Post Natal Care
- Home Business



Fixed Income Investment (SUKUK Fund) with a minimum yield of 3.5%



Revision of disposable assets worth of RM 20.57 million including houses, shop lots vacant land and bungalows



Extend advertising services via SJCC's online platform and social media such as SJCC Portal Facebook and Twitter

RM 20 million

Reevaluation exercises to increase revenue by 20%



Social Protection Activities

- Foodbank and kitchen materials
- Medical and financial aid for the disabled, single mothers and B40 families at low cost homes
- Personal protection equipment (PPE) distribution to lower income families and business owners



Command Centre

Establishment of COVID-19 Command Centre and Task Force

4.0 SJCC Recovery Strategy

In consultation with the Mayor's Office, the City Council Senior Leadership Team and various city stakeholders, a series of strategies were developed to aid the SJCC in helping the city of Subang Jaya to build back better after the pandemic.

Existing SJCC urban policies and planning documents, such as the Subang Jaya Local Plan 2035 and Subang Jaya Strategic Plan 2020- 2025, were taken into consideration to avoid replication and/or to enhance and accelerate existing initiatives. The recovery strategies are in alignment with the 17 Sustainable Development Goals and the 4 sustainable urban development pillars derived from The Future of Asian and Pacific Cities report.

The following themes were developed as a way to coordinate the SJCC's recovery and rebuilding efforts:

- **Governance:** focus on institutionalizing the governance and financial management at the SJCC level.
- **Businesses and Job Opportunities:** focus on economic support and recovery for Subang Jaya's businesses, especially to support small and medium enterprises (SMEs) and the tourism sector.
- **Resilience and Climate Change:** focus on enhancing and advancing SJCC's climate change initiatives.
- **Mobility:** focus on increasing the connectivity and accessibility of local communities to public infrastructure and amenities.

Strategic plans are drawn up based on three implementation timelines which are based on community needs and ease of project implementation. The timeline is as follows:

- **Short term** : 2022 – 2024
- **Medium-term** : 2022 – 2026
- **Long term** : 2022 - 2030

To further strengthen Subang Jaya's initiatives to build back better, data gathered from the study will act as a baseline for monitoring and evaluation purposes and the proposed strategies will be integrated into the city's revised local and strategic plans. Moreover, detailed project briefs of the strategies will be developed as a means to garner buy-in and support from implementation partners, obtain financing as well as attain pre-feasibility documentation for new project proposals.

4.1 Governance

REVISE SUBANG JAYA'S URBAN POLICY AND PLANS



Call for Action:

- Recovery response goes beyond the local government's traditional roles and responsibilities.
- Existing socioeconomic vulnerabilities, especially among the most vulnerable, were exacerbated during the pandemic. The SJCC played a critical role in softening the impacts and continues to do so.
- Adapting to the "new normal" culture in response to COVID-19.



Strategy Implementation:

- Revise Subang Jaya Local Plans and Strategic Plans to reflect the post-COVID-19 world.
- Among the elements to be considered and included are:
 - Maintain financial reserves of 20 per cent of the yearly budget or allocate a reserve of four months' expenses for certain city services in city budgeting.
 - Collect data at the city level, especially on population demographics, city and industrial revenue and city assets and resources.
 - Plan scenarios to explore and learn the implications of current actions on present and future needs.
 - Utilize further digital tools in City Council products and services.
 - Improve urban design to ensure easy access to urban services and amenities while protecting the security, safety and health of Subang Jaya residents.
 - Increase involvement and support of non-state actors, community groups and civil society in city planning, implementation, and resource mobilization.



SJCC Departments Involved:

Subang Jaya City Council

Implementation Partners:

- Multi-level Government Agencies
- Civil Society
- Community Groups
- Private Sector



Implementation Status:

On-going



Implementation Time Frame:

Long Term (2022- 2030)



Strategy Impact:

- Ensure sustainable recovery from the COVID-19 crisis as well as the needs of the future generation.
- Lessen the impacts on the financial system during times of crisis.
- Ensure inclusion and access to urban services for all as well as reduce inequalities.

Aligned SDGs:



4.2 BUSINESSES and JOB OPPORTUNITIES

ENHANCE SJCC ENTREPRENEURSHIP AND SKILLS-INTEGRATED PLATFORM



Call for Action:

- Lack of awareness and accessibility of current entrepreneurship and learning opportunities and aids provided by the city, state and federal which may not reach the most marginalized groups in the city.
- Wider income gaps due to COVID-19-induced unemployment and temporary and permanent business closures.
- Skills mismatch and skills atrophy due to long-term unemployment and shift in labour market demand.



Strategy Implementation:

- Enhance SJCC Digital Customer Experience by integrating current and future entrepreneurship opportunities, financial aids and skill and training activities available in Subang Jaya all in one platform.
- The integrated resource platform will mainly focus on:
 - Financing Aid
 - Upskilling and Business Scaling-Up Trainings
 - Small Traders and Hawker Opportunities
 - Employment Opportunities
 - Business Matching



SJCC Departments Involved:

Corporate & Strategic Management Department, Information Technology Department, Business Licensing Department, & Community Development Department

Implementation Partners:

- Government Agencies
- Local Supermarkets
- Online Marketplace
- Trade Unions
- Skill Agencies
- Financing (Micro) Agencies
- Education Centres



Implementation Status:

New



Implementation Time Frame:

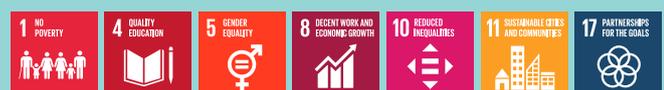
Short Term (2022- 2024)



Strategy Impact:

- Support displaced communities, in Subang Jaya, to acquire basic skills and upskilling including numeracy, literacy, language, and digital skills.
- Enhance citizens' employability and resilience in adapting to economic and social change due to the pandemic.
- Increase opportunities for decent work and support local economic growth.
- Diversify Subang Jaya's local economy further.
- Reduce SJCC's liability to provide social aid.
- Improve career mobility and human capital flight.

Aligned SDGs:



TRANSFORM UNDER-UTILIZED SPACES AND BUILDINGS FOR COMMUNITY AND COMMERCIAL USE



Call for Action:

Building Occupancy

- 28 per cent of industrial lots in Subang Jaya are not occupied.
- Further reduction of rentals and occupancies in commercial buildings is expected as businesses adopt a hybrid working model as a new workplace strategy.

Community Well-being

- Inadequate community facilities to support communities, especially marginalized groups in their daily lives.
- Increasing population and number of non-communicable diseases.



Strategy Implementation:

- Transform empty and unoccupied spaces and buildings:
 - Convert empty factories into recreation and food and beverages outlets and centres.
 - Convert empty spaces into hawker centres and new community areas.
 - Convert passive empty spaces into urban farms or community gardens.
 - Convert commercial areas into multi-spaces for the community, and entrepreneurial and economic activities.
- Partner with developers and private sectors to finance and build community centres and commercial areas to better utilize spaces in the city.
- Encourage building owners to convert older commercial buildings into mixed-use developments, such as lifestyle amenities, hotels, supermarkets and public spaces.



SJCC Departments Involved:

City Planning Department

Implementation Partners:

- Land and Building Owners
- Private Sectors
- Community Groups



Implementation Status:

On-going



Implementation Time Frame:

Short- Medium Term (2022- 2026)



Strategy Impact:

- Improve access to the city's amenities and facilities.
- Diversify City Council revenue and local economy.
- Reduce the cost of travelling.
- Reduce carbon emissions.
- Promote innovative use of spaces by better utilization of city assets and buildings.
- Improve city vibrancy.

Aligned SDGs:



PROMOTE SUBANG JAYA'S TOURISM AND LOCAL ATTRACTIONS



Call for Action:

- SJCC witnessed a reduction of 59.4 per cent and 24.6 per cent in tourism (hotels) and entertainment revenue, respectively, in 2020.
- Selangor recorded a drop of 41.3 per cent in domestic visitors, and 54.6 per cent in total receipts, in 2020.



Strategy Implementation:

- Develop Subang Jaya Tourism Blueprint and Packages for tourism agents and tourists to promote the following:
 - Eco-tourism
 - Medical tourism
 - Food tourism
- Collaborate with related tourism associations (State and District level, Hotel and Budget Hotel, Agents, etc.), to promote local tourism packages in Subang Jaya.
- Gather tourism data, at the city level, for tourism mapping and continuous improvement in tourism-related activities.
- Promote the utilization of SMART Tourism to enhance business competitiveness, and attractiveness as well as restore tourist confidence on the public health front.



SJCC Departments Involved:

City Planning Department, Community Development Department, Business Licensing Department

Implementation Partners:

- Tourism Selangor
- Malaysia Association of Hotels
- Malaysia Budget Hotel Association
- Food and Beverage Vendors
- Tourism agents



Implementation Status:

New



Implementation Time Frame:

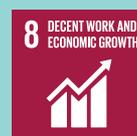
Short Term (2022- 2024)



Strategy Impact:

- Strengthen local and economic development.
- Promote city brand position and local attractions.
- Diversify the local economy.
- Enhance local and industrial creativity and innovation.
- Increase employment opportunities.

Aligned SDGs:



DIVERSIFY THE LOCAL ECONOMY BY EMPOWERING SMALL AND MEDIUM ENTERPRISES



Call for Action:

- Wider income gaps due to COVID-19-induced unemployment and temporary and permanent business closure.
- An increase in the cost of living leads to food insecurity and wider economic and social inequalities.
- The inability of marginalized communities to attain public amenities due to physical, economical and emotional barriers.



Strategy Implementation:

- Introduce new business and business guidelines to adapt to the new working culture that emerged during the pandemic. Among the new emerging businesses to be considered and enhanced are:
 - Mobile post-natal care (approved and in progress)
 - Home businesses (currently being tabled on the state level)
 - Commercial cleaning services
 - Virtual activities for general wellness
 - Individual delivery and errand services
- Collaborate with the marketplace and technology companies to help small food producers to streamline their product distribution channels within a specific community. Currently, the SJCC has collaborated with GrabMart, setting up small warehouses and distribution centres that services communities at Putra Heights.



SJCC Departments Involved:

City Planning Department, Community Development Department, Business Licensing Department

Implementation Partners:

- Local Supermarkets
- Online Marketplace
- Community Groups
- Community/ Urban Farming Groups



Implementation Status:

On-going



Implementation Time Frame:

Short Term (2022 - 2024)



Strategy Impact:

- Strengthen local and economic development.
- Increase employment opportunities for individuals and small and medium enterprises.
- Promote food security and commercialization of community farming.
- Reduce price fluctuations and quality of goods and services.
- Protect community consumer rights.

Aligned SDGs:



4.3 CLIMATE CHANGE AND RESILIENCE

TAKE INVENTORY OF SJCC GREENHOUSE GAS (GHG) EMISSIONS



Call for Action:

- Population compound annual growth rate (CAGR) is projected to be 3.2 per cent between 2020 to 2035, with a total population increasing to 1,556,656 people in 2035.
- Support Malaysia’s commitment to reduce carbon emissions by 45 per cent by 2030 and become carbon neutral by 2050.



Strategy Implementation:

Immediate Step

- Develop a comprehensive and robust city-wide Greenhouse Gas (GHG) Inventory to support SJCC’s Climate Change Action Plan.
- Conduct GHG baseline of all Subang Jaya’s activities that contribute to the city’s gross domestic product (GDP), including all industrial and commercial activities (started in 2020).
- Data to be evaluated includes:
 - Electricity consumption
 - Petrol and diesel consumption
 - Gas
 - Water
 - Chemical
 - Activity floor space (square feet)
 - Operational time
 - Nature of business and output
 - Labour force output and travelling trend

Continuous effort

- Yearly monitoring and evaluation.
- Develop and introduce relevant guidelines and policies based on trends and outcomes from the inventory.
- Impose a green requirement for all business activities in Subang Jaya.



SJCC Departments Involved:

City Planning Department, Licensing Department, Health Department, Environmental Management Department

Implementation Partners:

- Government agencies such as Safety and Health Department (DOSH), Environment Department (DOE), Health Department (DOH) and Energy Commission
- Transportation and Utility Companies
- Private Sector
- Industrial Players



Implementation Status:

On-going



Implementation Time Frame:

Long Term (2022 - 2030)



Strategy Impact:

- Manage GHG risks at the city level as well as identify pollution reduction opportunities.
- Increase and strengthen Subang Jaya’s sustainable development efforts through evidence-based and climate-sensitive planning.
- Improve the efficiency of city energy consumption and operation.
- Improve city guidelines and policies.
- Increase city competitiveness.
- Strengthen Subang Jaya City’s status and brand as a sustainable city.

Aligned SDGs:



BUILD CRISIS AND DISASTER MANAGEMENT PLANS



Call for Action:

- The 2021 Global Health Security Index indicated that cities are still unprepared for new pandemics and epidemics despite being in the second year of responding to COVID-19.
- Recent extreme weather trends in Klang Valley (including Subang Jaya), due to climate change, have led to increasing natural disasters such as flash floods and landslides.
- Recent urban and flash floods, in late December 2021, demonstrated community unpreparedness in responding to emergencies.



Strategy Implementation:

- Enhance Subang Jaya Business Continuity and Disaster Management and Response plans by:
 - Adopting a coordinated multi-sectoral, whole-of-government and whole-of-society approach to harness local resources in responding to emergencies.
 - Identifying the city's existing and future hazard risks, vulnerabilities and vulnerable communities.
 - Identifying and engaging with potential partners that can be mobilized during emergencies.
 - Leveraging SJCC's COVID-19 Operation Room and Command Centre in disseminating and coordinating information to communities.
 - Investing in community training and participation in responding to emergency situations, taking a special focus on disabled, single and elderly communities.



SJCC Departments Involved:

Corporate and Strategic Management Department, City Planning Department, Engineering Department, and Community Development Department

Implementation Partners:

- Climate and resilience agencies
- Non-profit organizations
- Community groups
- Private sector



Implementation Status:

On-going



Implementation Time Frame:

Long Term (2022 - 2030)



Strategy Impact:

- Strengthen local collaboration and participation during emergencies.
- Enhance city resiliency and resource management.

Aligned SDGs:



4.4 MOBILITY

EXPAND AND INTEGRATE THE SUBANG JAYA PEDESTRIAN AND CYCLING-LANE NETWORK AND PROMOTE COMMUNITY-BASED TRANSFORMATION



Call for Action:

- In Subang Jaya, 80 per cent of roadsides, excluding highways, have dedicated walkways for pedestrians, however continuous and seamless connection is crucial.
- The total length of bicycle lanes in Subang Jaya is only 13.7km which are found only in Putra Height, USJ 4, and Bandar Kinrara. This bicycle network falls short in comparison to neighbouring cities such as Petaling Jaya and Shah Alam.
- Increase in population and the number of non-communicable diseases.



Strategy Implementation:

Immediate Step

- Enhance and maintain pedestrian walkways in the city by making it mandatory for developers to include pedestrian walkways in all their future development plans and to ensure that they meet the desired standards.
- Expand and integrate Subang Jaya Cycling Lane Network by:
 - Expanding Subang Jaya’s existing cycling lane network and integrating it with existing public transportation and important nodes.
 - Making it mandatory for developers to include cycling lanes in their future development plans.
- Promote community-based transportation, such as “Kumpool” in providing residents with an alternative mode of connectivity to retail, health services, businesses and schools within the vicinity.



SJCC Departments Involved:

City Planning Department

Implementation Partners:

- Land Owners
- Developers



Implementation Status:

On-going



Implementation Time Frame:

Long Term (2022 - 2030)



Strategy Impact:

- Promotion of 20-minute city.
- Improve city accessibility and improve city connectivity network.
- Reduce the cost of travelling.
- Improve city air quality.
- Reduce carbon emissions.
- Promote a healthy lifestyle.

Aligned SDGs:



5.0 Appendix

1. Contributors Toward Data Collection, Verification and Validation

Institution	Name	Position
Subang Jaya City Council	Datuk Johary Bin Anuar	Mayor of Subang Jaya
	TPr. Noraini Binti Roslan	Former Mayor of Subang Jaya
	TPr. Ismail Bin Muhamad	Director of Town Planning Department
	Hjh Sharifah Rohaida Bt. Abdul Rahman	Director of Revenue Department
	Tn. Hj. Mohd Fadzil B. Mahat	Director of Finance Department
	Rubaizah Binti Mohamed Noh	Deputy Director of Community Development Department
	Muhammad Azli Bin Miswan	Director of Corporate & Strategic Management Department
	Azfarizal Bin Abdul Rashid	Deputy Director of Corporate & Strategic Management Department
	Hjh. Noraziah Binti Ali	Director of Audit Department
	Muhamad Hafidz Bin Mohd Kamal	Town Planning Officer (Coordinator)
	Helda Syima Abdul Talab	Senior Assistant for Corporate & Strategic Management Department
	Nor Najihah Binti Sukor	Deputy Director of Corporate & Strategic Management Department
	Rosmawati Binti Zainudin	Licensing Department Officer
	Siti Zuhaidah Binti Epon	Finance Department Officer
	Norsafinas Binti Hamid	Finance Department Officer
	Aida Binti Omar	Audit Department Officer
Reyzal Mazlan	Service Management Department Officer	
Subang Jaya Council Members	Tuan Ar. Kamarul Hisham Bin Hj. Yeop Hashin	Council Member of MPP Zon 4
Selangor Youth Community	Nurul Azwa Rodzi	CEO
Urbanice Malaysia	TPr. Ts. Norliza Binti Hashim	CEO
	Dr. Azmizam Bin Abdul Rashid	Deputy CEO
	Aliaa Nabila Binti Mohd Nor	Senior Executive
	Dr. Mohd Hafiyyan Bin Mahmud	Senior Executive

2. List of Participants from the DA13 Strategy Workshop

Institution	Name	Position
Subang Jaya City Council	TPr. Ismail Bin Muhamad	Director of Town Planning Department
	Ismail Bin Salim	Director of Service Management Department
	Azfarizal Bin Abdul Rashid	Deputy Director of Corporate & Strategic Management Department
	Aida Binti Omar	Director of the Valuation and Property Management Department
	Nik Zalina Binti Megat Muda	Director of Licensing Department
	Hjh Sharifah Rohaida Bt. Abdul Rahman	Director of Revenue Department
	Samzol Bin Saat	Director of Information Management
	Rubaizah Binti Mohamed Noh	Deputy Director of Community Development Department
	Mohd Marwan Bin Khaliludn	Director of COB
	Muhamad Hafidz Bin Mohd Kamal	Town Planning Officer (Coordinator)
	Nor Najihah Binti Sukor	Deputy Director of Corporate & Strategic Management Department
	Dr. Nurnawwar	Health Officer
	Mohd Iskandar Azmi	Assistant Director, Enforcement Department
	Mohd Yusnaldi Salleh	COB Officer
	Siti Aminah Binti Hashim	Community Development Officer
	Zuliana Husin	Licensing Department Officer
	Raja Mohd Ashraf Bin Maja	Service Management Department Officer
	Mohd Kamaruzzaman Bn Mohd Idkin	Service Management Department Officer
	Norsilawati Binti Mohd Yatim	Revenue Department Officer
	Mazlina Binti Abdul Latif	Community Development Officer
	Khairudin Bin Haji Shamsuddin	Financing Department Officer
Norsuhana Binti Mokhtar	Financing Department Officer	
Siti Zuhaidah Binti Epon	Finance Department Officer	
Urbanice Malaysia	Aliaa Nabila Binti Mohd Nor	Senior Executive
	Nur Cempaka Edlin Binti Rosli	Intern

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