



COLORFUL SANXIA

(Planning Project for a Multi-cultural Town)

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Summary

Sanxia is located on the southwest side of the Taipei Basin; with its abundance of scenic spots, special topography, historical heritages and long-standing traditions is really a unique living environment and a very fascinating destination for tourists with cultural and ecological attractions. There is also a special district where major re-planning project is underway that close to the historical area. At its center was the campus of National Taipei University with incorporated residential buildings along with businesses. It has successfully attracted a new wave of people who have decided to make Sanxia their home, turning it back into a flourishing community.

Looking at the positioning of Sanxia we can see that it acts as a gateway for New Taipei City, connecting Taoyuan (where international airport is located) and can be accessed from other northern parts of Taiwan via transportation networks. In the next few years, the constructions of Sanxia-Yingge MRT line and Maizaiyuan urban plan would be expected to boost the competitiveness of the whole Sanxia area. To be in accordance with the rapid development and population growth of New Taipei City, in order to enhance the city's academic capacity, the Taipei University Special Zone project was published by the city government and till now, the plan has been basically complete since 2005 and also offers residents a high standard of living environment. Sanxia urban planning had been conducted 2nd overall review in 1995, but the 3rd overall review has not been approved by now and many developmental issues in Sanxia have not been solved.

With a new developmental vision of Sanxia, in our project, we aim to plan this place to become more friendly in a multicultural environment and to create a strong community network for interaction between local people and foreigners. And moreover, in conformity with the vision of Taipei as an international city, we are ambitious to foster Sanxia to be more attractive to foreigners, who come here for studying at the Taipei University Special Zone, experiencing their living life in a cultured high standards living area, for working and finding job opportunities and to discover the scenic pots and historical preservations in Sanxia as a destination for tourism. With our vision, we desire to bring Sanxia a more colorful face and a new appearance.

To understand Sanxia area and characters of people who live in this planning area, the study conducted surveys and interviews with officer, foreigners, local people in one month. The research found out some issues and gaps relate to current planning. From issues the report suggested some strategies for Sanxia to solve the gaps, to meet the needs of foreign residents and achieve the total goal of planning purpose. And then action plans are also discussed to carry out. In the end, a SWOT analysis is applied to exam strengths, weaknesses, opportunities and threats that affect to this projects and its implementation.

I. Introduction

1.1 Background

Sanxia is a district located on the southwest side of the Taipei Basin. Three of its sides are surrounded by mountains and hills while the fourth faces the Dahan river valleys. Its special topography naturally led to a unique living environment. Early settlers to the area were attracted to the area's converging rivers because they afforded excellent shipping that let commerce develop and thrive. Later, however, sedimentation made the rivers ill-suited to shipping, lowering commercial activities and eventually leading people to migrate out of the area. In recent years, the situation has begun to change again. In the old area of Sanxia, where the historical streets are located, off to one side is a special district where major re-planning is underway. At its center is National Taipei University, and it incorporates residential buildings along with businesses. It has successfully attracted a new wave of people who have decided to make Sanxia their home, turning it back into a flourishing community.

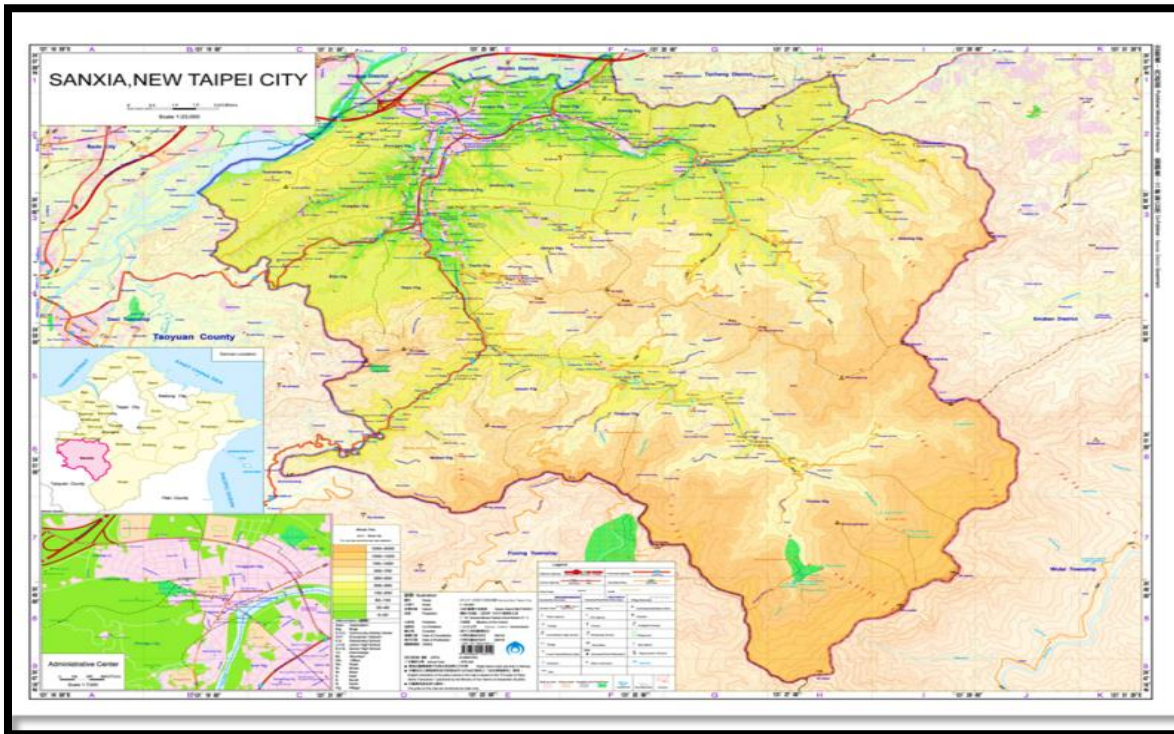
1.2. Planning Area

General information:

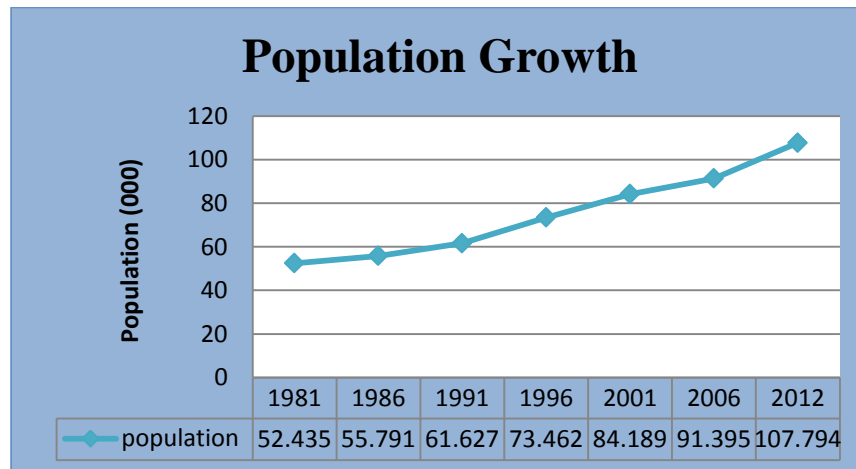
Area: 191.45 km²

Population: 107.794 (2012), growth rate: 15% every five years.

Density: 563 people / km²



Map of Sanxia, *Source: New Taipei City Government, 2013*



Source: Sanxia District Office, 2013

“In Sanxia 90% of the area are hills and mountains, only 10% of the area is flatland, Sanxia is a alluvial plain composed of silt made by Dahan River, Sanxia River and Heng River. Geology of Sanxia mainly red clay and sandy soil. The temperature is about 23°C, the northeast monsoon brings strong winds during the winter and maximum wind speed is 11,87 m/sec. Annual precipitation about 2,394 mm, concentrated in the summer by typhoon, plum rain etc.”

1.3. Attractions

With its abundance of scenic spots, historical heritages and long-standing tradition, Sanxia is evident a fascinating destination for tourists. The chief attractions in Sanxia can be divided into two categories: culture attractions and ecological attractions.

1.3.1. Culture Attractions

Sanxia Old Street

Sanxia Zushi Temple

Hakka Museum

National Taipei University and Art Boulevard

1.3.2. Ecological Attractions

Forest of Jhulun Village

Yuan Mountain

Man Yue Yuen National Forest Recreation Area

1.4. Local activities and events

The Pigs of God Festival

Sanxia Indigo Blue Dye Festival

II. Goals Setting

2.1. Origin

Through the process of urbanization, Taipei city has fully developed. Therefore, the new population growth have been moving to the outer rim of Taipei metropolitan, Taipei County in the past was upgraded and developed into New Taipei City where Sanxia is located

Another important milestone was the establishment of Taipei University Special Zone since 1997. To be in accordance with the rapid development and population growth of New Taipei City, in order to enhance the city's academic capacity, the Taipei University Special Zone project was published by the city government and till now, the plan has been basically complete since 2005 and also offers residents a high standard living environment.

Sanxia with its position as an urban district in the gateway of New Taipei City, connects to Taoyuan (where located international airport) and can be accessed from other northern parts of Taiwan (i.e. Yingge, Tucheng, Yoning, Banciao, Central Taipei, etc.) via transportation networks like Formosa No.3 Freeway, convenient bus system. In the next years, the constructions of Sanxia-Yingge MRT line and Maizaiyuan urban plan would be expected to boost the competitiveness of the whole Sanxia area.

Sanxia urban planning had been conducted 2nd overall review in 1995, but the 3rd overall review has not been approved by now and many developmental issues in Sanxia have not been solved.

2.2. Planning purposes

With a new developmental vision of Sanxia, in our project, we aim to plan this place to be more friendly in a multicultural environment and to create a strong community network for interaction between local people and foreigners. And moreover, in conformity with the vision of Taipei as an international city, we are ambitious to foster Sanxia to be more attractive to foreigners, who come here for:

- Studying at the Taipei University Special Zone
- Experiencing their living life in a cultured high standards living area
- For working and finding job opportunities
- To discover the scenic pots and historical preservations in Sanxia as a destination for tourists.

With our vision, we desire to bring Sanxia a more colorful face and a new appearance.

III. Research Methodology and Finding

3.1. Data collection strategy

To estimate number of foreigners who live, study, work and do businesses in Sanxia, we collected data from different sources:

- NTPU campus
- Language teaching centers/foreign schools
- New town community
- Foreign restaurants/shops
- Banks
- Post offices
- Mobile companies
- Others

From the collected data, make a comparison with

- Number of foreigners in New Taipei City with overall Taiwan
- Determine the dominant group of foreigners in New Taipei City
- Compare the population and distribution among districts within New Taipei City

Finding and results

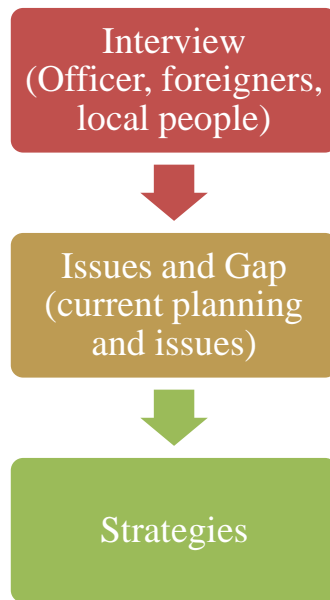
To find out current issues, we conducted some interviews with foreign workers from Indonesia, Vietnam and Aboriginal in Sanxia. All interviewees from Indonesian and Vietnamese answered that they do not have any seriously problems or any difficulty in daily life. In practicing their religion, they do not have a place like mosque, temple or church to follow their religion in Sanxia, especially in Sanxia campus area. To celebrate special days (religion's big holidays and special days that they use to practice in their country) they just gather together in small groups. For example, Indonesian always gather together on weekend at one of Indonesian shop.

Indonesian workers usually held big events in Taipei and the events are organized by Indonesia Embassy and Indonesian Worker Association. They will help Indonesian workers to connect with local government. For example, they will counsel workers how to get official letter permit and permit to use areas or places to hold the event.

In shocking culture they do not find any distinction in culture with Taiwanese. In general, culture still has the same as its own. In promoting culture, they find some difficulties. They don't have any place or supporting from local to do it. They suggest New Taipei City Government to provide or build one place to help them to held some culture events that can include local and foreign residents.

3.2. Methodology

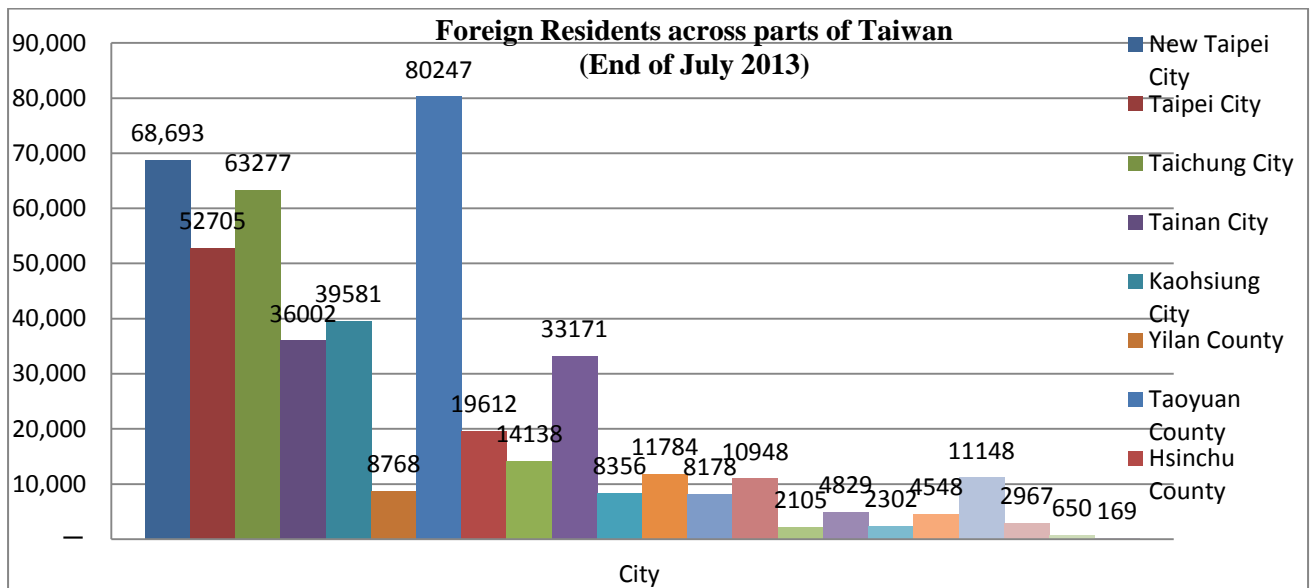
Framework for our research methodology



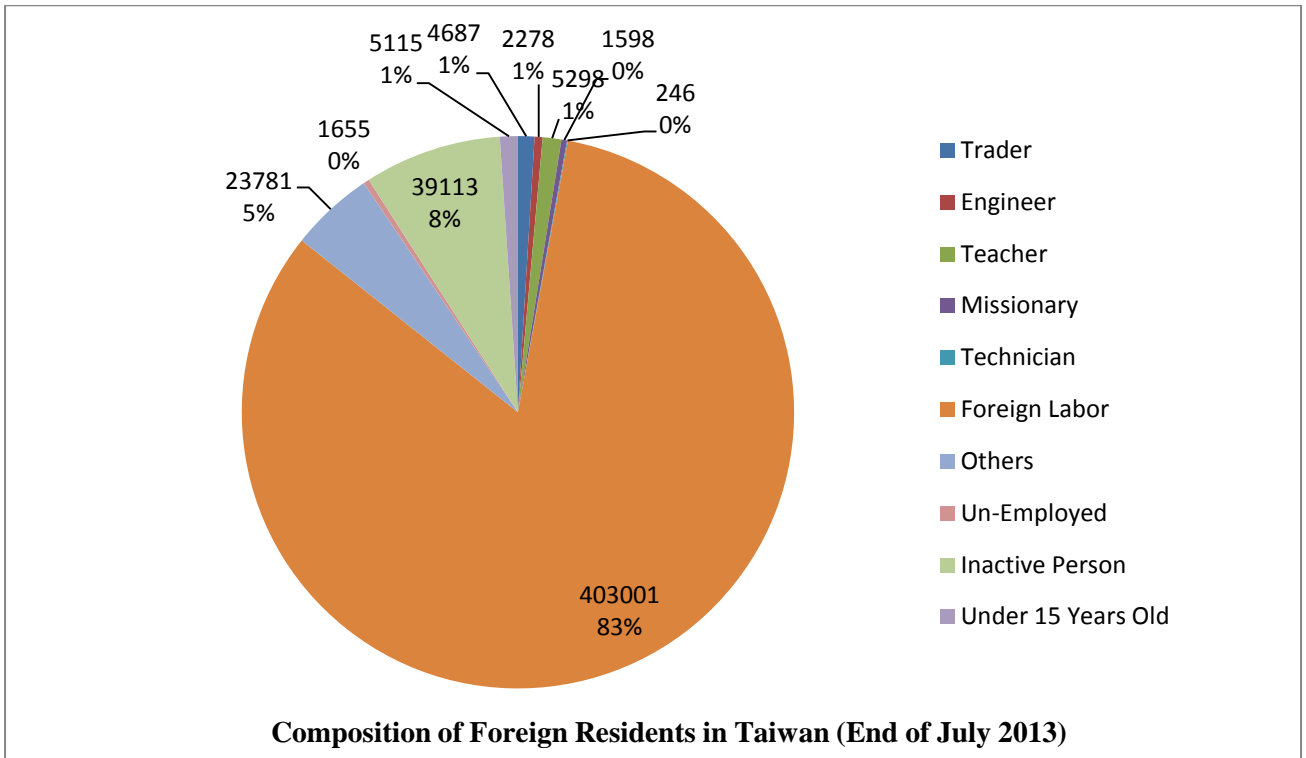
From the issues that we found, we can set some strategies for Sanxia to solve gaps and meet needs of foreign residents. Planning strategies will be discussed in the next chapter.

3.3. Data Collected

3.3.1. Number of foreigners in Taiwan, including Taipei and New Taipei Area

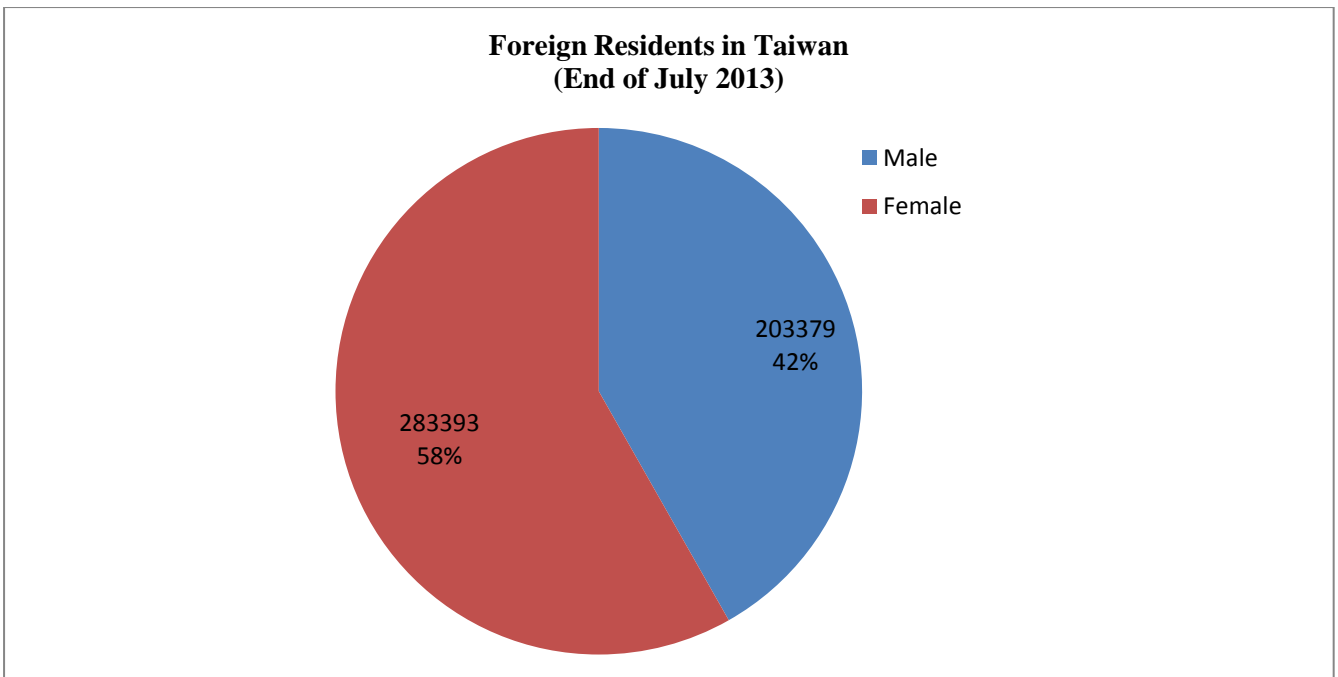


Source: New Taipei City Government, 2013



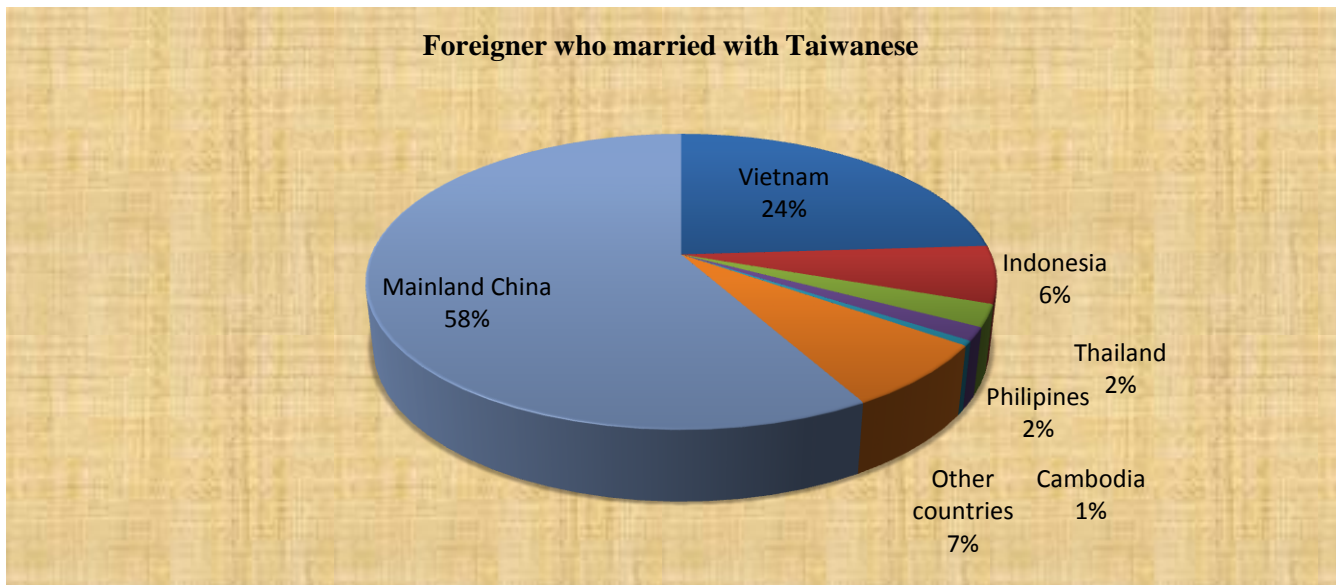
Composition of Foreign Residents in Taiwan (End of July 2013)

Source: New Taipei City Government, 2013



Source: New Taipei City Government, 2013

3.3.2. Foreigners who are married with Taiwanese



(Source: Office of immigration in New Taipei City)

Statistic number from 1987 to 2013 shows that there are 482,837 foreigners who married with Taiwanese . Only in New Taipei City, the number is 92,707, highest among regions in Taiwan.

3.3.3. Foreign Students in NTPU

No	Year	Total
1.	2011	24
2.	2012	41
3.	2013	50

Source: Foreign and Over Seas Chinese Department NTPU, 2013

IV. Planning issues & strategies and Action plans

4.1. Living environment for foreign residents

Sanxia is a complex town because the demographics show a culturally diverse environment. Giving the multitude of cultures present in Sanxia our research needs to answer the following

question: are these cultures really interacting? In a more metaphorical sense, is Sanxia a melting pot or a patchwork quilt? In order to understand how dynamic the relationship between the different ethnic groups in Sanxia actually is, we decided to narrow our research and build up a case study. We wanted to know how many foreigners live in the latest developing area – the New Town – and compare the data with the number of foreigners living in the older part of the city. We wanted to find out if the area around NTPU campus is gentrifying because this is a good indicator of the social stratification in Sanxia. We want to understand how the foreign residents live here and how are they grouped. This is an important aspect because cultures are living processes and in order for a multicultural community to develop it needs a proper environment. We interviewed the people who work in the New Town condominiums (the security guards for example) and collected the information in order to discover how diverse the residents actually are. We divided in two groups, one team researching the Old Town area while the other focused more on the old part of the city. This will help us get a better image of the residential patterns and led us to some interesting conclusions. First of all we discovered that Sanxia is suffering a process of ghettoization. By this we understand the separation of ethnic groups into closed communities and the segregation of more affluent residents in the New Town. Usually these groups have little interaction with other foreigners and their relation with the locals is usually limited to a strictly professional connection. Moreover there is a separation between the newcomers who move in the new part of the city and have a better financial status and the ones living the old, less developed parts of town. This increases the separation between different social and ethnic groups. In this sense we analyzed this problem from several perspectives (social, cultural and governmental) and tried to find the best strategies and solutions. There are several ethnic groups living in Sanxia: Vietnamese, Indonesian, Pilipino, Thai, Westerners. Our initial findings concluded that:

- From the residential point of view these groups are mixed with the local population. There are no major ethnic clusters in this sense. However these groups tend to form communal networks that are accessible only to their co-nationals.
- However the interaction between these ethnic minorities is minimal.
- There are no NGOs or associations related with these groups in Sanxia.
- Some of the foreign workers are illegal immigrants.

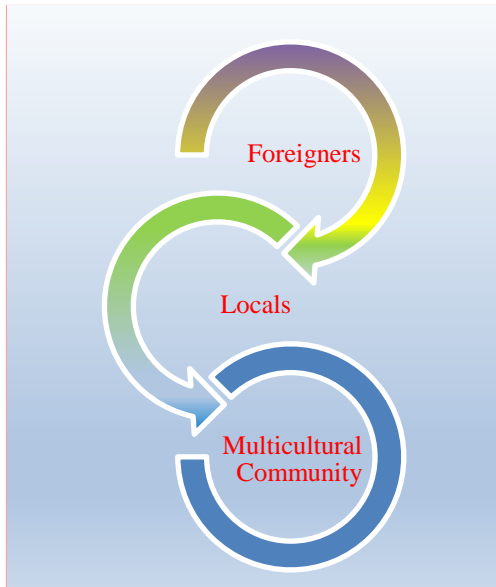
Because Sanxia lacks a proper space in which the cultures can merge we want to look upon the intrinsic subtleties that characterize this part of New Taipei City. We need to focus more on the details in order to reach new conclusions and this is why we believe this direction is for the best for building a comprehensive discourse on urban multiculturalism. The need for understanding local particularities is undeniable and our endeavors are aimed at gaining as much knowledge as possible about Sanxia and the way it functions.

After conducting interviews with 4 foreigners (1 South African & 3 North Americans) living in Sanxia we reached several other conclusions:

- Overall impression about Sanxia: suburban, familial, rapidly developing, offers good living conditions. And it's boring.
- Daily life in Sanxia: easy, peaceful, convenient, relaxed, reliable. It has the advantage of proximity however sometimes it is hard to find certain products/food.
- Relation with locals: polite and formal. The conclusion is that it's hard for Westerners to build strong ties with the Taiwanese. Most of the relations are casual.
- Little interaction with other ethnic groups. Living in Sanxia has not contributed much in understanding other existing cultures.

All four respondents agreed that Sanxia is a multicultural space. In their opinion there is only a question of time until the city fully exposes its cultural diversity. However they were doubtful about a real integration of these groups. From the communitarian point of view Sanxia is not fully mature. There are many developing areas and even the Taiwanese residents who move here are kind of "strangers". They do not have a sense of belonging and it is hard to build strong communities with people who don't know each other.

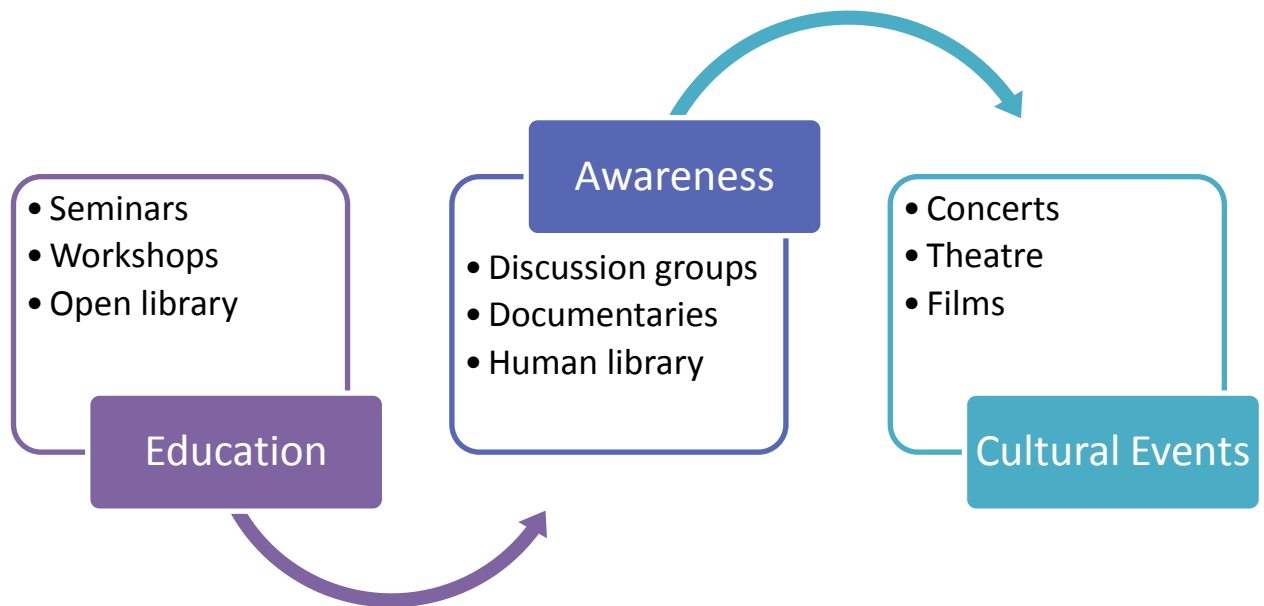
A first step is to provide residents attractive public spaces where they can interact and solidify their communal ties. This will increase the self-awareness of the community and from the urban governance perspective it will generate a debate ground for solving local issues. Our suggestion



in this sense is the revitalization of the waterfront near the Old Street. Secondly there is a need for the existing NGOs or associations that deal with specific foreign groups to get involved in this area. In this sense the local government could provide the necessary administrative spaces and encourage these civic entities to come here.

The idea is to build an inclusive community. Even if there are several ethnic groups living in Sanxia, the relation between them and the local people are still superficial. In order to solidify a network that can later on become a full fledged community there is a need for spaces of inclusion. This means creating a multicultural center where all minorities can gather and organize events (ex. Language exchange groups, traditional cuisine workshops, seminars, human library etc.)

By creating a multicultural center we create a common space for intercultural interaction and help build a network for a multiethnic community. Another goal is to raise awareness beyond stereotypes and prevent racism. This can be achieved through:



The existing ethnic groups are to be recognized by the local administration according to the number of registered foreign residents. There should be established minimum number of ethnics in order to register a minority. Minorities also have the right to apply for membership if they suffice the minimum quota. Once a minority is registered it can select a representative in the local cultural council. Some criteria need to be established in this sense. The council will have members from all existing registered ethnic groups (ex. Taiwanese, Aboriginal, Indonesian, Vietnamese, Pilipino, Thai etc.) including a representative from local government. All members will have equal voting powers. Communities will take turns in organizing events so no group is disadvantaged or neglected. The location should be provided by the local government.

The center should function based on volunteers. They will help organize the events and they should be members of the designated ethnic groups. The center should have a limited number of permanent employees paid by the local government. Their main attributes: manage the venue, accounting, assist the cultural council, and supervise the events and the volunteers. There should also be the possibility of other groups that are unregistered to participate. In this sense NTPU can collaborate with the cultural center and organize joint events.

Beyond the multicultural aspects, Sanxia also needs more opportunities for spending leisure time. In this sense Sanxia has been catalogued as being too “suburban”. Most of the people living here, locals and foreigners alike, prefer to go to Taipei or other close by districts like Banqiao to relax and spend the weekend. Considering the number of students living here, investing in local

entertainment can be very successful. Because of that there is a need for an entertainment infrastructure in order to encourage residents to spend more time here and thus get the opportunity to know each other. By entertainment infrastructure we understand the totality of places where people can spend their leisure time: cinemas, amusement parks, sports centers, bowling alleys, KTV etc. There is almost no night life in Sanxia. There are only a few bars, one billiard house and no night clubs. This generates a static lifestyle where people don't go out too much and thus have little interaction with each other.

By solving the two mentioned issues we believe that Sanxia can become a better place to live in. Along with the social and cultural benefits there are also plenty of business opportunities that can help the local economy grow.

4.2. Infrastructure for Colorful Sanxia as a multicultural city

The convenience and safety of a smart city, as well as the consideration for the environment a smart city empowers, are all made possible to various fully functioning and mutually coordinated public infrastructures. How to running the city as a comfortable city for the citizens and also for tourist in Sanxia, the infrastructure is one of the most important elements to supporting the daily activity in town. The services and facilities necessary for attracting the tourist come to Sanxia, it can be generally in all of aspect. It is an important term for develop or re-developing the city. According to purpose this city how to make Sanxia as a multicultural city, therefore all of the infrastructure have provide not only about the function but how it's work and useful for the resident and the tourist.

In general typically refers to the technical structures that support a society, such as roads, public facilities. In this term for the tourist in Sanxia, must be interrelated providing commodities and service essential to enable and sustain the tourism activities.

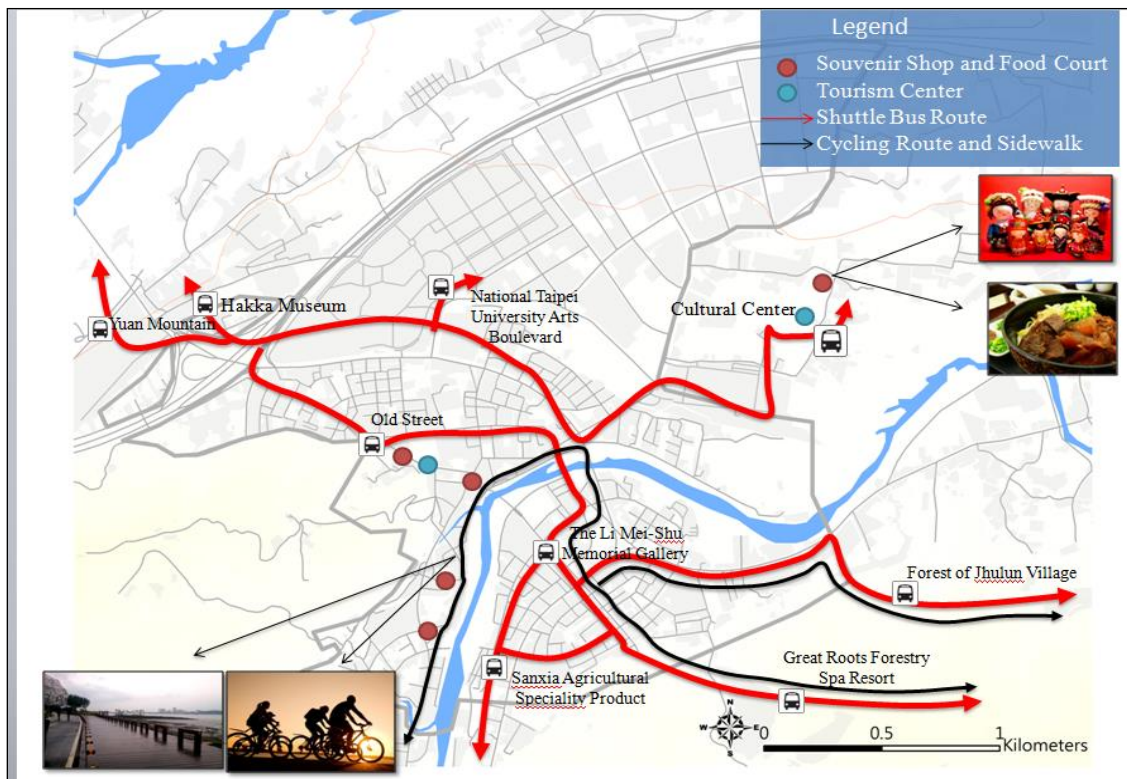
In the case for the Old Street area have concerns for renew and redesign to organize for some infrastructure, e.g.:

- Organizing the Parking area with build spot center for parking lot at basement because the limit of availability area in that place.
- Build the hostel around the old street area, it's easier for the tourist to stay for a long term in sanxia city. And can be increasing revenue for the local government financial.

- Provide the shuttle bus for the tourist that also can connect to other tourism spot in Sanxia. That can connect from the new town area to Sanxia and the other tourism spot in Sanxia.
- Build the media/ place for local artist for some of Art activities, workshop, and Art exhibition.
- Provide the infrastructure for the people in practicing their religion activities (Mosque, Church)
- Organize the shop area around the Old Street area, and centering in one place dividing with their function and make easier for tourist to find them (e.g. Souvenir shop, food corner, and other service place)
- Build and improving the center information in The Old Street area and along river side. Actually, for the foreigner (tourist) they are difficult in get the information about the place, direction and something that they needs.
- Most important provide all of information/ direction in English and other languages. Ensuring all the direction for all public facilities in English for easier to tourist get information and anything they needs.

Organize Infrastructure in Old Street

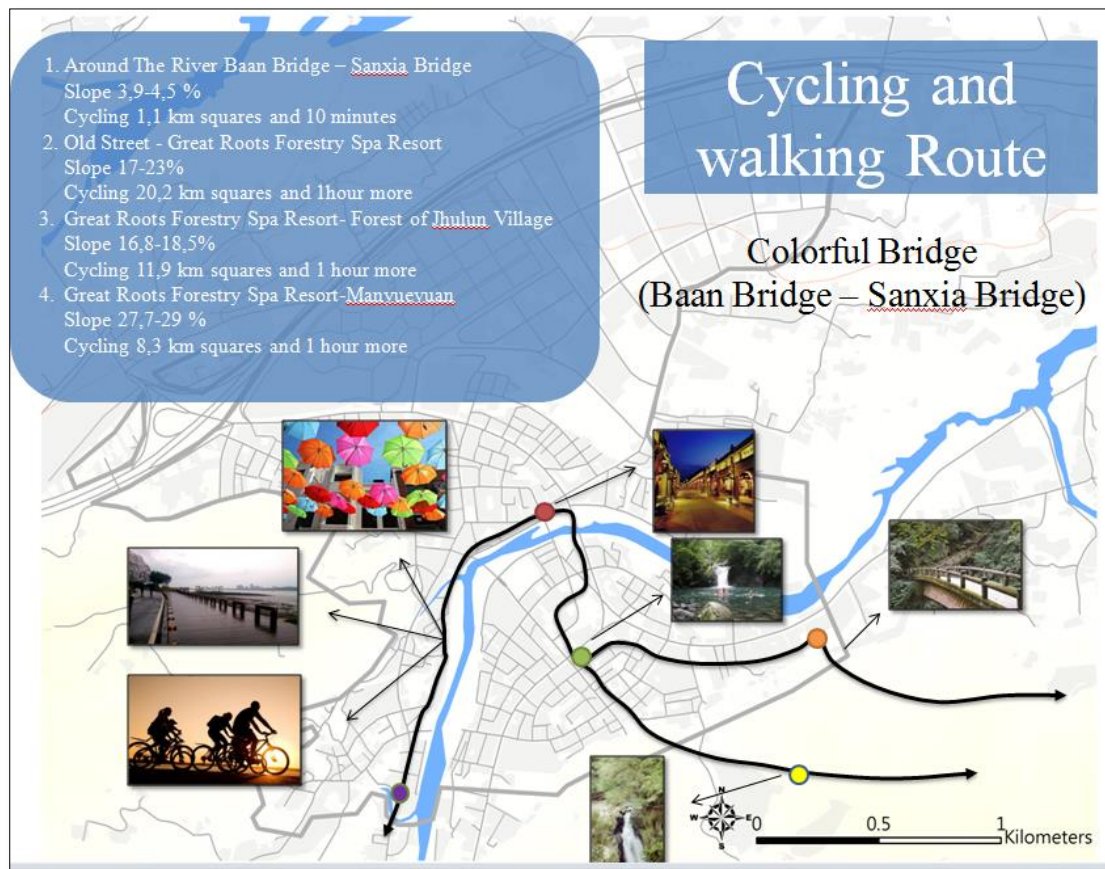
Circulation for shuttle bus, cycling route and sidewalk.



In this action plan, trying to plan shuttle bus, cycling route and sidewalk. Shuttle bus will visit some tourism destination places and will start from Tourism center in Maizu yuen. Provided shuttle bus for connecting and carrying tourist to see beautiful places in Sanxia. Providing cycle route also intended for tourist who like to cycling and hiking, because cycling route will connected some tourism places around old street and around places in the mountain. Build shuttle bus and cycling route separately aimed at safety and decreasing traffic. Cycling route as part of the transportation system, as an enjoyable recreation activity, a healthy from of exercise and a tourism of Sanxia. Tourism places connecting to some shops which are providing souvenirs and food court. Souvenirs shop will be putted in Maizu Yuen and around the river.



Source: Planning route created by international student group, 2013



Source: Planning route created by international student group, 2013

4.3. How to promote colorful Sanxia as a tourist destination from cultural resources

Sanxia has many historical and landscape attractions combined with diversified cultures. Therefore, culture tourism might be an important sector for the tourism development that can also promote the development of cultural and economic diversification. However, for the moment Sanxia tourism has not fully developed to promote its multicultural town and attract foreign tourists to come. The research found out some related issues and will promote suitable strategies and action plans to assist to develop Sanxia as a tourist destination and promote its colorful culture and beautiful landscape to outsiders.

4.3.1. Scarcity of information: limit information of Sanxia to tourists

Sanxia is not very popular presently and its notoriety among foreign tourists is quite low. A first indicator in this sense is the quantity of relevant information about Sanxia on the Internet. Giving the fact that we live in an Information Society, new media provides the main tools for acquiring information. This is why it is quite relevant to analyze the online presence of Sanxia

related data. Except for the professional travelling sites like Lonely Planet, Trip Advisor or the official Taiwanese touristic sites there are around 10-15 independent English written articles about Sanxia, most of which are quite repetitive and show the same places like the Old Street, Zushi Temple, the bull horn croissants, Pigs of God festival etc. The majority of these articles are posted on personal blogs and there is one such blog dedicated to Sanxia Old Street (<http://sanxiaoldstreet.blogspot.tw/>). This means that the number of readers is quite small due to the limited reach a personal blog has. The only major newspaper with an English edition that published something about Sanxia in recent years is the China Post. (<http://www.chinapost.com.tw/travel/taiwan-north/taipei/2009/09/07/223648/A-second.htm>)

From this perspective it seems that Sanxia is known only to local people and probably tourists from Mainland China. The scarcity of information and the repetitive details about Sanxia undermine its full potential. For example no one talks about the New Town and the creative environment that surrounds the main boulevard, the exterior artwork and the mosaic benches. Tourists are encouraged to explore only a limited zone instead of offering them full description of Sanxia.

Strategies


Promote colorful Sanxia to outside

- Improve the communication flat-forms and methods to bring more information of Sanxia to people (both foreigners and local people) to promote the multi-cultural diversity and colorful Sanxia
- Use media and e-platform to promote diversified cultural Sanxia :Lonely Planet, Trip Advisor, China Post , other official Taiwanese touristic sites. Ex: invite traveller writers to visit Sanxia and write articles to introduce Sanxia to foreign tourists
- Increase the using of advertisements and social media
- Improve and add more interfaces in other languages for tourist guidance websites : <http://www.sanchiaoyung.com.tw/>
- Cooperate with local & international travel agencies to promote Sanxia. Ex: Trip Advisor, Agoda
- Constantly update information of Sanxia: map of cultural heritage sites, events or festival dates, exhibition location and opening hours.
- Support of multimedia technology to help tourists understand the local cultural values.

- Promoting diversified cultural Sanxia through media and e-Platform not only increases local communities’ awareness but also promotes local cultural expression. This is the way to reach international tourists.
- An E-platform should be designed with a multi-language interface (ex. English, Japanese, French, Spanish, Thai etc.). This way the information about Sanxia will reach more tourists.
- A forum should be implemented where people can ask for information and advices.
- Possibility of posting reviews written by visitors in different languages.
- A comprehensive guide of Sanxia plus a convincing photo gallery.

Action Plan

Tools	Stakeholders	Location	Timeline	Cost	Benefit
advertising & PR through media, newspaper, travel magazine,	local government, tourist agencies, PR companies	tourist center, website, cooperate with local & international partners	Monthly , quaterly depend on different seasons of the year	Depend on local budget → research a professional PR company	Get awareness from outside and attract tourists
Eplatform, websites, forum, ect					

Sanxia Tourist website content	Tourist website examples
<ul style="list-style-type: none"> • General information • Sanxia history • Historical places & landscape • Foods & culture • Events & activities • Tourist packages • Map & infrastructure • Transportation & hotels • Experiences & stories: from local residents & tourists. Ex: interesting places, experiment of foods, culture, local people... • Supported sites 	 <p>The top example is the 'Agritourism Australia' website. It has a green and orange color scheme. The header includes the logo and a navigation menu with links for 'WELCOME TO AGRI-TOURISM AUSTRALIA', 'TRIP PLANNER', 'BLOG', 'WHAT IS AGRI-TOURISM?', 'ABOUT', 'CONTACT', and 'TESTIMONIALS'. The main content area features a 'Welcome to Agritourism Australia' section with a paragraph about agritourism, a small image of a farm, and a search bar. Below this is a 'Check out farm-related tours, accommodation and produce in Australia' section with another paragraph and a small image. At the bottom right, there is a 'Agritourism Newsletter' sign-up form with fields for 'Name' and 'Email', and a 'Join' button. The bottom example is the 'Travel Blog' website. It has a green and white color scheme. The header includes the logo and a navigation menu with links for 'HOME' and 'ABOUT'. The main content area features a 'Welcome to Travel Blog!' section with a paragraph about WordPress and Blogspot templates. Below this are sections for 'Recent Post', 'Recent Comments', and 'CATEGORIES #2' and 'CATEGORIES #1'. Each category section contains a list of posts with titles like 'Hello world!' and 'Lorem Ipsum', and a 'Read More' link. The footer includes copyright information and links for 'About', 'F.A.Q', 'Index', 'Contact', and 'Sitemap'.</p>

4.3.2. Lack of tourist support services

We discovered that there is little support for the foreign who visit Sanxia Old Street. For example the touristic information center was closed before the closing time (15.00). Also the tourist centre is a small office with poor design and less tools to assist foreign tourists to search information.



Even the public touch screens to introduce information about old street have no English interface.



Sanxia area needs to develop facilities of the cultural tourism such as co-operation between local government, community, hotels, tourism attractions, tourist companies, information and communication system. The information services are important requirements of tourists. We should constantly updated the map of cultural heritage sites, events or festival dates, exhibition location and opening hours to public. There is also a need for multimedia technology in order to help the tourists understand the local cultural values. Beside, a friendly transportation network inside area is required to consider to help tourists explore the area by themselves such as e-bike and English direction signboards.

Strategy

Develop tourist facilities and other infrastructure to support tourist activities

- Provide friendly transportation network inside area to help tourists explore the area by themselves: e-bike & shuttle bus and English direction signboards.
- Possibility to download virtual maps and smartphone applications. A smartphone travel guide could be sold online.
- Develop facilities of the cultural tourism: co-operation between local government, community, hotels, tourism attractions, tourist companies, information and communication system.
- Support of multimedia technology to help tourists understand the local cultural values.

Action plan

Rebuild Tourist center

Relocate or redesign Sanxia tourist centre: information, technologies, design & tools to develop the Tourist service information. Maizu yuan is a undeveloped area with a plenty of land can meet capacity requirement to obtain many tourist activities. Also the tourist centre will be supported by ubus and near cultural centre that are very convenient for tourists. The current tourist centre is very small and under capacity to support professional tourist services. Also it is located in busy Old street with high density and less space so it is very difficult to enhance the size of tourist centre.

Tools	Stakeholders	Location	Timeline	Cost	Benefit
Tourist center (more than 20 tourists)	Local government, tourist agencies	Maizu yuan	1-3 years	Depend on local government and the size of tourist centre	attractive, modern design & effective capacity to attract and support tourists professionally



4.3.3 Lack of activities to attract tourists

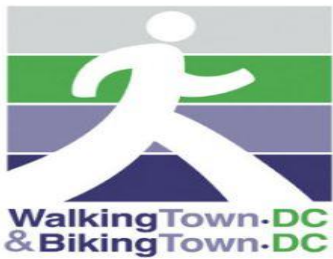


It seems that Sanxia does not offer many activities or events to attract tourists to join and explore. Occasionally, events are organized around temples and on Chinese New Year. Normally, Sanxia is a quiet town for even local residents and not attractive to tourists.

Strategy

Designs along Sanxia river site and bridge

- Exploit spaces under the bridge by designing colorful theme and relate to the cultural diversity
- Design and build walking trail or bike path along the Sanxia riverside

Action Plan

Design & Activities	Stakeholders	Location	Timeline	Cost / funding	Benefit
<p>Design</p> <p>1. Decorate a colorful theme for Sanxia bridge: creative art by local people to present diversified culture in Sanxia: local, Hakka, VN, Phil, Indo, Tland</p> <p>2. Walking trail along bridge and surroundings (map)</p> <p>3. Bike trail along riverside and connect to mountain points (map)</p> 	<p>local government, culture centre, Artists, ect</p>	<p>along river</p>	<p>1-3 years</p>	<p>Local government budget and other sources</p>	<p>Design a attractive place with many interesting activities to attractive tourists and bring a good image along the river</p>
<p>Activities</p> <p>1. Cycling race (summer)</p> <p>2. Outing days : local & foreign residents: homemade bakery, light foods, fruits, drinks...</p> <p>3. "Make your place beautiful": local activity week</p>  		<p>along river</p>			<p>Provide more activities & leisures for local residents & tourists</p>

Creating many activities & events to attract tourists

Different programs and events should be introduced as a series of cultural events, tours such as old street tour, activities along river and mountain landscapes, traditional musical performances, and an exhibit featuring artificial works by aboriginal, local artists etc.

Sanxia should hold more events, festivals or activities to introduce, popularize and promote the cultural diversity to many people with a great participation from foreigners. For example, Sanxia can organize cultural week or cuisine fair, cultural carnivals, cuisine fairs, traditional night market where involvements from both local and foreign residents. Also, carnival food festival during weekend for international and local dishes involve foreign and local residences can attract many attention of outside visitors. Moreover, traditional market a long river site on the weekend for local culture specially in food, vegetables can draw local and international tourists to come. Events such as painting event for family of foreign and local residents can be interesting.

Beside, Sanxia needs a place to display the cultural richness of the people inhabiting this district for Cultural products Exhibition. As an example, the Hakka museum unveils the uniqueness of this particular culture, maybe a cultural complex where traditional cuisine, artisanal products and objects of art belonging to aboriginal, local and foreign cultures can be made and sold would introduce the diversity of existing cultures in local area and become one of sources to attract tourists. For instance, . DIY Workshops (Do It Yourself) can be organized and people can learn how to manufacture such products and thus learn more about their neighbors. Such events can encourage tourists to participate in local activities and enjoy their time with special moments in Sanxia. Also it can provide a change for residents to introduce their products and cultures to international market due to the inflow of foreign tourists.

Action Plan



Events	Activities	Stakeholders	Location	Timeline	Cost / funding	Benefit
Sanxia cultural day	traditional performance, clothes, foods, customs, handcraft, ect 	local government, culture center, Artists, local, hakka, foreigners residents, private companies, ect	cultural center, Sanxia old street	One time per year (2 weeks)	local government & private companies,	Provide more activities & leasures for local residents & tourists
Colorful cuisine festival	various cuisines, colorful dishes ... (can invite other cities to join the event to bring diversify of foods) 		cultural center, Sanxia old street	One time per year (1week)		
Sanxia story/photo competition	invite local, foreigners, students, tourists to join the competition to introduce Sanxia, attract tourist to come and gain local awareness of the beauty of Sanxia where they are living		cultural center, Sanxia old street	Seasonally		

Creating different types of cultural tourism services to provide customized tourist packages to attract tourists

The need for creating different types of cultural tourism services to attract more tourists: landmark attractions for general tourists, in-depth experience such as through the participation of tourists in cultural activities to help them to experience the traditional culture; tourists with specialized needs: combine art & artisanal products, local performance and historical buildings.

- Design different types of cultural tourism services to provide customized tourist packages
- Create activities & events to attract tourists to have experiment through local cultural; to explore natural landscapes, museum and historical places of colorful Sanxia
- Landmark attractions for general tourists: mountains & river
- In-depth experience such as through the participation of tourists in cultural activities to help them to experience the traditional culture. Ex: DIY Workshops (Do It Yourself)
- Provide tourists packages with specialized needs: combine art & artisanal products, local performance and historical buildings.
- Link Hakka museum, Sanxia old street and historic preservation zone
- Support facilities: provide information board & direction sign board in English(multi-lingual); provide ebike and shuttle bus to help tourists explore Sanxia area


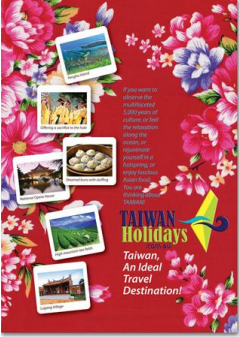
Action plan

Packages	Activities	Stakeholders	Location	Timeline	Cost/funding	Benefit
<p>Pac1: Nature explore</p> 	<p>landscape & mountain points for hiking and adventure</p>	<p>local government, culture center, tourist agencies, ect</p>	<p>sanxia area: landscape, mountain, museum, historical places, attractive points, other cities</p>	<p>Regularly depend on season</p>	<p>Design costs</p>	<p>Attractivet ourist package services & to attract and support tourists professionally</p>
<p>Pac2: Food & historical explore</p>	<p>local dishes, famous restaurants, “cook your meal, traditional market, historical places...</p>					
<p>Pac3: local culture & art experiment</p> 	<p>colorful cultural: museum, cultural center Art hall/showroom: local art, Taiwanese art , “Do by</p>					

	yourself” (make it by yourself and will be displayed)					
Pac4: Student explore Sanxia	Sanxia history, lifestyle, cultural, foods..					
Pac5: relax/enjoy in Sanxia	cuisines, landscapes, entertainments					
Pac6: discovery sanxia & neighborhoods	make a link between attractive points in Sanxia and nearby cities					



Participating outside events

Activities	Stakeholders	Location	Timeline	Cost / funding	Benefit
National/ International tourist exhibition 	local government, culture center, tourist agencies, ect	national & international events	Monthly/ quarterly	Local government & tourist companies	Introduce colorful sanxia to outside and learn experiences from other cities
Taiwan cultural events 		national & international events			
Join national/ international tourist destination competitions: interesting places for hiking, tasty cuisine, colorful town.		national & international events			



4.4. Governmental & Institutional Design for Multi-Cultural and Colorful Sanxia

4.4.1. Reviews of the Sanxia City Council

In general, the local government in Sanxia has done some jobs to deal with the issues by foreigners within town.

- To grasp, understand and manage the resident status in the local area, including foreigners
- To handle with the disorders or illegal residences, to guarantee the public order and safety in the area (i.e., there is a detention center in Sanxia for the illegal residents; mainly are run-away workers who make troubles and commit bad evils, etc.
- The local government also provides help, information, guidance and emergency assistances to foreigners.

However, there are still lack of interactions, connections, information & networks among ethnic groups living in Sanxia; also between the local residents and foreign people.

For the reasons, to meet goals for creating a strong community, to promote the cultural diversity and a colorful town, it's needed for an institutional design (ID). ID includes regulations, procedures and organizational structures for achieving planning goals. That is not simply just the organizations but also their interactions.

4.4.2 .Goals and missions

We want to help foreigners to deal with their issues, provide helps, assistances and services (i.e., legal consultancies, anti-human trafficking, other emergent helps and reduce the illegal residences, etc.)

We aim to help to connect and organize the separate groups into a more solid, stronger linked community. Groups here are:

- Foreigners who marry with Taiwanese (women are dominant: Vietnamese, Indonesian, Mainland China, etc.)
- Foreign labors who live and work in Sanxia or in neighborhood (mainly, to carry the old people, do the house-works and work in industrial factories, etc.)
- International students in NTPU and other academic agencies
- Foreigners who come, stay and work temporarily, short-term in Sanxia (language teaching, business project doing, etc)
- Other temporary, short-term residents or long-stay tourists

We want to establish a collective group that will actively join in introducing, spreading and promoting the cultural diversity the multi-cultural and a colorful Sanxia.

4.4.3. Strategies

For our project of a colorful Sanxia; to meet with planning goals, in our strategies we aim to make a collective action with participations from:

- Non-Governmental Organizations (NGOs) and a number of other religious associations, clubs, charity and philanthropy groups that will play the actively key role in our actions plan. These entities can work very actively and attract volunteers who associate with less or without payments.

- Every strategy and action plan need to receive helps and assistances from the local government like providing partial financial supports, prioritize office with less rental fee, etc.
- To promote the cultural diversity and colorful Sanxia, it's cannot be done without the collaborative participation from ethnic group representatives including both of the local and foreign residents who live in Sanxia.

We plan to establish a collective network with public-private partnership mechanism, intend to locate nearby or share office with our tourist center for cost saving and co-operation.

In explanation for the role of NGOs and other association, for example the religious groups

There have already been some existing NGOs and associations in Taiwan available conditions, resources, experiences, humans and facilities, etc., working effectively to help foreigners (i.e. migrant brides and workers) to solve their problems with their life in Taiwan. For example, there is a list of some organizations, for many years have been doing to provide many helps, emergent assistances, services, legal consultancies, etc. to people who really need it (particularly, with the task to anti human-trafficking, a critical issue in Taiwan) and they can get adaptive to the society of Taiwan more quickly and easily.

- Migrant Empowerment Network in Taiwan
- Vietnamese Migrant Workers & Brides Office (VMWBO) under the Hsinchu Catholic Diocese
- Coalition to abolish modern day slavery in Asia (CAMSA)
- Taiwan new immigrant workers network
- And other clubs, associations, charity and philanthropy groups, etc.

However, these organization still don't run with their all functions in help to build a cohesive diversified community for foreigners who live in Sanxia.

To meet our goals, we plan to take advantage, exploit and cooperate with the existing NGOs because of their available conditions. Therefore, we can help foreigners in Sanxia to deal with problems and promote the multi-cultural community.

In Sanxia, there are already two religious associations that we can work with as our prediction:

- Catholic Church in Dàguān Road, Sanxia Distric
- Christianity Church in No.4, Ln. 29, Dayong Rd., Sanxia District

4.4.4. Actions Plan

Our action plan include 3 parts

1. Founding

- We plan to discuss with the existing NGOs & associations in Sanxia and nearby with suggestion to found a collective group to work, etc.
- Concurrently, we need to require the local government for helps and assistances
- We should raise funds from the government's support, donations and other sources

2. Organizing

- We plan to recruit a couple of organic staffs (with monthly salary) and volunteers (with less or no payment) from both local and foreign residents, who will be the main human resources.
- We want to call for representative and collaboration from every ethnic groups to deal with the common issues and more important, to a collective network that works together

3. Running

From the founded organization, our members will work with the two main tasks

- Firstly, the basic function is to help the foreigners with their life in Sanxia, for the issues as mentions above.
- Concurrently, these people will play a role in introducing and promoting the cultural diversity and build a strong community for foreigners through many activities. For example: to hold the language class for foreigners, organize the cultural festivals or immigration weeks, etc.

V. SWOT ANALYSIS

5.1. Strength

Sanxia is a traditional district located in northern Taiwan, easily accessible from Taipei. Had a lot of Temple, which is unique among all the Chinese temples of the world for the painstaking and time-consuming dedication to classical temple arts that is manifested in its modern reconstruction work.

Sanxia Old Street is a powerful attraction for tourists from all over Taiwan and the world. It has being of the essential historical and its architecture dates back to the early days when the Republic of China was newly established.

Still have fresh air atmosphere because located in suburban with redesign in modern places.

Had a lot of the beautiful mountain with naturally beautiful view around and still have many natural scenic spot.

5.2. Weakness

Limited information about Sanxia in English, on website, even on the Sanxia's office. So, we have difficulty to know about sanxia, especially for foreigners.

Limited transportation to visit some tourism places in Sanxia, while the distance between one place to other place far away. For example, if we want to go to natural places like mountain we need waiting bus around 2-3 hours and some places no access.

Not so many english signal boards, it's difficult to know the direction and location.

5.3. Opportunities

Residential Opportunities

Opportunities are the external factors that offer potential for Sanxia. From a planning perspective this district already has the advantage of being under continuous development for the last decade (ex. NTPU campus, New Town area). The undergoing projects (ex. MRT blue line extension to Sanxia) are confirming this trajectory. This area is already quite popular because of its touristic attractions and natural landscapes. Moreover the NTPU campus also attracts young people from all over Taiwan who come here and study. Beyond being a vast educational hub the

campus is also a green island for the residents. So from this point of view Sanxia has the advantage of modernization. This along with the rising housing costs in Taipei also contributed to a sort of “exodus” of residents to Sanxia which is expanding its population. Having a young community is a benefit as people are more open to changes than long established populations.

Sanxia is a dynamic district and planning it requires taking into consideration many aspects. The way in which Sanxia functions is somehow divided between the residents who live and work here and the ones who work in Taipei or in other areas. These two groups have different needs so what might be an opportunity for one side might not have the same positive effect for the other. However the current state of affairs seems to be balanced from this point of view.

For the ones working in other places, transportation is convenient and fast and the access to highway makes it extremely suitable for car owners to commute. These advantages make up for the fact that Sanxia is located quite far from the city center. This also allows visitors to reach Sanxia relatively easy. With the upcoming MRT extension the existing situation will be improved a lot more. These kind of pluses benefit everyone, even if some individuals might find them more attractive.

However the ones who spend most of their time in Sanxia require other things like a commercial infrastructure, recreational spaces, public facilities etc. As stated in the interview with 3 Americans and a South African, all 4 living and working in Sanxia for more than a year, this place is described as very “convenient”. Everything is accessible in terms of food, shopping, sports and education. This makes Sanxia a very livable town that can satisfy the requirements of all residents.

Being a developing district with lower rents and apartment prices than Taipei Sanxia is also suited for foreign workers. There are many nationalities living in Sanxia like Indonesian, Vietnamese, Thai, Pilipino, American not to mention the diverse cultural milieu at NTPU. This demonstrates openness and tolerance which entitles Sanxia of calling itself a truly cosmopolitan district. The fact that so many different cultures can intersect here represents an immense advantage.

Touristic and business opportunities

Sanxia is well known for its Old Street, temples and festivals. Because of that it attracts a large number of tourists every year. Having so many visitors means that there are lots of opportunities for developing businesses here. The more people come to Sanxia the more gains for local economy. Currently this share of the market is sufficed however once the MRT extension is finished there will probably be an increase in the number of tourists which translates in increased revenue. If the demand of feeding and entertaining the ones who choose to come here rises, it means the offer need to grow as well. Because of that Sanxia represents a good place to invest in the future.

However it's not only the tourists who are supporting the local entrepreneurs. The newcomers also need to eat and spend time in this place so by offering more options for recreating and entertaining the local economy can prosper even more. For the moment Sanxia lacks a real leisure time infrastructure (cinemas, bars, bowling alleys etc.). Giving the rise in population and the fact that here are living so many students, investing in businesses that can satisfy the entertainment needs has a high chance of success.

The overall conclusion is that Sanxia has the potential of becoming even more prosperous. There are several advantages enlisted before that not many districts have. In this sense the local government should exploit more these characteristics and thus increase the quality of life in this district. The fact that Sanxia is a good place for business is obvious however there is a need for public and private initiatives in order to trigger economic growth.

5.4. Threatens

Our project certainly will meet some kinds of difficulties that is not easy to solve due to:

- The cultural conflicts and other discrepancies that cause huge gaps among ethnic groups
- The linguistic differences among groups, between the local and foreign people
- The segregation among groups of residents who live in Sanxia; even with small communities who live in the same areas.

VI. Timeline

Timeline	Action Plan	Processing
Week 1	Basic Information and Out Line	Done
Week 2-3	Data Collection	Done
Week 4-5	Data Analysis	Done
Week 6-7	Finding and Planning	Done
Week 8	Proposal and Mid-Term Presentation	Done
Week 9	Planning Proposal Review	Done
Week 10-11	Planning Strategy	Done
Week 12-15	Action Plan and Final Report	Done
Week 16	Final Presentation	On going

VII. Conclusions

To conclude, we aim to plan this place to become a more friendly multicultural environment and to create a strong community network for interaction between local people and foreigners. And moreover, in conformity with the vision of Taipei as an international city, we are ambitious to foster Sanxia to be more attractive to foreigners, who come here for studying , working, experiencing their living life in a cultured high standards living area, and to discover the scenic pots and historical preservations in Sanxia as a destination for tourism. The plan is to bring Sanxia a more colorful face and a new appearance. Sanxia is a changing community. The research showed that there is a gap between the emerging new community and other surrounding areas that need a link and community interaction between all those different groups and subgroups by promoting local activities. This can help reduce the existing social and cultural divides require their participation and contribution to local area. To identify a strategy in order to create a network that will link foreigners with locals and improve Sanxia's image and increase its desirability as a place for visiting, working, studying and living, Sanxia needs to create a cohesion and more interaction between local and foreigners residents. People of multiple

confessions and cultural backgrounds are living here however they are not fully aware of each other. Also it lacks the social infrastructure in order to satisfy the need of all those foreigners living here. In fact, Sanxia has many historical and landscape attractions combined with diversified cultures. We believe that Sanxia has the potential of truly becoming a multicultural environment and a destination of culture tourism. However, Sanxia has scarcity of information to introduce the colorful local from cultural resources and attract tourists and foreign residents. Also the report suggests to have a strategy to deal with the lack of space to organize exhibition and less programs to create activities & events to promote diversified cultures and gain more awareness and interaction of local residents

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Appendices

1. Questionnaires for Interview

1. How many tribes ? (Aboriginal)
2. How is similar in their culture?
3. How do they practice their religion and culture?
4. How often they held events / culture? Where? Do they have enough space to practice their culture?
5. Where do they want to practice or orginize events/ culture?
6. Do they orginize events together?
7. Do local community support a place for them to practice their culture or events?
8. What difficulties to promote their culture?
9. How local community/ officers can help?
10. Do they want to know different culture?
11. How local people think of their culture? (if possile , can ask local people if they aware of culture of abroginal, hakka, Indo, VN..)
12. What do you think if this town become a multiculture town?
13. What are your suggestion to promote this place become a multicultural town?

2. The Answer by Interviewed (Indonesian Worker in Sanxia)

1. –
2. There is no kontras different comparing the Indonesian culture with the Taiwanese, overall there is almost similar. At least how they interact in daily life.

3. They didn't find something difficult in practice their religion/ culture and also have not like the discrimination, etc.
4. In Sanxia they never held special event or big event. The activity that always they do is gathering together in the weekend in Indonesian shop in Sanxia.
5. Usually they held the event likes celebrates the special Indonesian holiday in Taipei city. The event organized by the Indonesian Workers Association 3 or 4 times a years.
6. The event organized by the Indonesian Worker Association, if they held the event they will organize by them self but rarely.
7. The local community supported them if they are have some event and sometime the Indonesian workers inviting the local people to come and for participates.
8. They don't have many time to promoting their culture for local people because they are very busy to working and have a little time for holiday.
9. For the big event KDEI (Indonesian Ambassador) will help them to connecting with the local government in arranges for example permitting letter, place and other thing.
10. Not really because they don't have many Taiwanese friends (in this case is different with foreign student that they always interacted with the Taiwanese student at school).
11. –
12. They are Agree, they thinks it will be a good opportunity for foreign residence to ruining their life in this town especially for the foreign residence will stay live here for a long time.
13. Provides the International Culture Foundation, held the annually International culture event at least 3 time in a years. And this is a good ways to foreign residence to get interacts with the local residence and they would be participate together. And also the local government official have to take more care for the foreign residence in every single thing life aspects.

3. The Answer / conclusion by Interviewed (Vietnamese Worker in Sanxia)

- They don't have VN community in Sanxia, don't know all Vietnamese here, just know some.
- Don't held any event, don't have anyone to organize and don't have any place to do
- On special days or holiday, use to gather in someone house to cook and have small parties together.
- VN no have community organization or leader in Sanxia. Sanxia is a new town and small
- No foreign agency to help foreigners issues in Sanxia
- Taipei is centre place to meet people or connect with community or get help, use to go taipei if have time
- No cultural event in sanxia, events are used to be hold in Taipei or in big Uni in taipei
- No exhibition or activities to promote culture in sanxia
- In Yingge, there is a place to display things of aboriginal
- Would like to know other cultures
- Would like to introduce Vn culture to local and other people
- Local community in sanxia don't have any activities to support or organize events/ culture
- Different cultures, different date of events, small group of people, not may interaction with local people.
- Sanxia / new taipei is a new area: 20% buildings in new town are occupied , most of buildings are still empty.

4. The Answer / conclusion by Interviewed (Aboriginal in Sanxia)

There are 9 tribes, and 6 tribe in public housing. Every tribe has different culture, but they were believed Christianity and Catholicism. They only thing that they are similar to each other and have a pronounced feature (face). They celebrate their culture with ceremony, local government will offer them some place to hold the ceremony and sometimes they will back to their hometown. Government offer some subsidy and aboriginal students can get some extra scores when they take some entrance exam of high school or university.

Aboriginal community are friendly and welcome to different culture. Usually, the promote their culture with do some artifact, teach mother language, dance and wearing traditional clothes. In their opinion, building cultural center is good idea and possible.