

Implementation of Medan Mayor Regulation Number 17 of 2019 concerning Structuring Billboards in Creating Arrangement Cities and Increasing Revenue Native Medan City Area

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ABSTRACT

This study employs a qualitative approach with a descriptive method, involving interviews and observations of informants from various related agencies, the Investment and One-Stop Integrated Services Office, and the Civil Service Police Unit. The research findings indicate that although the Mayor's Regulation has been established with clear standards and objectives, its implementation still faces various challenges. The identified constraints include a lack of trained human resources, suboptimal inter-agency coordination, and resistance from advertising business operators. Additionally, effective communication among implementing organizations is also a crucial factor in the successful implementation of this policy. This research is expected to provide input for the Medan City Government in efforts to improve the arrangement of advertisements, create a more orderly and aesthetic environment.

INTRODUCTION

The city is an area with a high population density and functions as a center of economic, social, cultural, and political activities. According to Branch (1996), cities are home to thousands of people, while Mumford (1983) asserts that cities are the center of civilization, where innovation, culture, and social values of society meet.

The development of cities in Indonesia has a big impact, especially the increase in population and the pressure on spatial planning. Urban planning aims to create a comfortable, efficient, and aesthetically pleasing environment. Budihardjo & Sujarto (1999) stated that spatial planning emphasizes the physical and visual aspects of the city, such as land use and infrastructure networks. This is in line with Law No. 26 of 2007 which stipulates the principles of spatial planning, including environmental harmony, resource utilization, and protection of spatial functions.

One of the challenges of urban planning is the existence of billboards. Although it functions as a medium of information and regional revenue, unorganized billboards can disrupt the aesthetics, safety, and comfort of the city. Rahayu (2010) defines billboards as visual and audio promotional media that have the potential to have a negative impact if not regulated properly.

The Medan City Government has regulated billboards through Mayor Regulation No. 17 of 2019 which sets the criteria for installing billboards. However, violations are still frequent, demonstrating the need for more effective surveillance and law enforcement.

Table 1. Recapitulation of Billboard Control in the City of Medan in 2017-2024

RECAPITULATION OF BILLBOARD CONTROL IN MEDAN CITY YEAR 2017-2024		
NO	YEAR	SUM
1	2017	62 SPOT
2	2018	2008 SPOT
3	2019	674 SPOT
4	2020	122 SPOT
5	2021	29 SPOT
6	2022	465 SPOT
7	2023	685 SPOT
8	2024	797 SPOT
TOTAL :		4842 SPOT

Source : Satpol PP Medan City, 2024

The table shows the number of regulations by the Medan City Satpol PP related to billboard violations. The rampant use of billboards in urban areas has a negative impact, especially if the installation is not appropriate. Careless placement can damage the environment and disrupt the aesthetics of the city. Fierce business competition encourages the installation of billboards without paying attention to the rules, as can be seen from the store's nameplates that are irregular and endanger road users. In Medan, this condition is evident along the main road, where billboards are often installed without regard to the visual quality of the street (streetscape) and safety.



Source: Medan Bisnis Daily.com

Figure 1. Billboards on street corners not dismantled

The implementation of Medan Mayor Regulation Number 17 of 2019 concerning billboard arrangement can be analyzed through six variables Van Meter and Van Horn. Clarity of standards and objectives, availability of resources, and coordination between implementers such as Satpol PP, the Spatial Planning Office, and Bapenda are the keys to the success of this policy. In addition, effective communication, community support, and a positive attitude of the implementers also determine the effectiveness of law enforcement.

However, challenges are still encountered, such as illegal billboards and disorderly installation, which have the potential to disrupt the aesthetics of the city and reduce the potential of PAD. Therefore, this study is titled: **"Implementation of Medan Mayor Regulation Number 17 of 2019 concerning Billboard Arrangement in Realizing City Planning and Improving Medan City PAD."**

THEORETICAL REVIEW

Public Policy

Public policy is a decision made by the government to achieve certain goals for the benefit of the community, based on applicable laws and regulations.

According to Laswell & Kaplan, public policy is a sound decision that concerns the public interest, while Thomas Dye states that policy is any action that the government does or does not do.

Easton defines it as the authoritative allocation of values to society, and Peters emphasizes that policies impact citizens' lives as well as being divided into three levels. Carl Friedrich called policy an action directed towards a specific goal by taking into account obstacles and opportunities.

James Anderson divides policies into several types:

1. Substantive vs Procedural
2. Distributif, Regulators, Redistributif
3. Material vs Symbolic
4. Public Goods vs Private Goods

According to Dunn (1999), the policy process includes five stages: problem formulation, forecasting, recommendation, monitoring, and evaluation. Each policy is problem-oriented and action-oriented, and depends on the involvement of policy actors.

Van Meter and Van Horn explained that implementation involves actions from the government and the private sector to turn policy decisions into operational activities to achieve certain goals. Determinants of successful implementation include clarity of objectives, political support, administrative capacity, effective communication, and public participation.

However, implementation is not always successful. Hogwood and Gunn divide implementation failures into two categories:

1. **Non-implementation:** the policy is not implemented because the implementer is unable or unwilling.
2. **Unsuccessful implementation:** the policy has been implemented, but the results are not as expected due to unfavorable external conditions.

Factors that cause failure include bad execution, bad policy, unfavorable external conditions (bad luck), to unrealistic and reckless initial formulation.

Urban Spatial Planning

Spatial planning is the process of planning, utilizing, and controlling space to create a valuable and functional area. According to Sinulingga (2005), spatial planning aims to regulate land use according to its functions, such as settlements, industries, service centers, and road networks, in order to create comfort and efficiency in the city.

Law No. 26 of 2007 states that spatial planning is carried out based on the principles of integration, balance, sustainability, accountability, and legal certainty. The main goal is to optimize the utilization of resources and prevent conflicts of use of space.

However, as Sutaryono (2007) said, the success of spatial planning is highly dependent on the control of space use in a firm, consistent, and sustainable manner. Without strong controls, spatial planning will not be effective.

Advertisement

Billboards are visual, audio, or other forms of media designed to attract the public's attention in order to introduce, promote, or inform certain products,

services, or ideas. Billboards are short, flashy, and are usually installed in open spaces such as billboards, banners, posters, or videotrons.

Unlike advertisements that are more commonly found in print or electronic media, billboards rely more on visuals and are placed physically. According to Rahayu (2010), billboards are part of marketing communication funded by sponsors, aimed at end consumers as well as between businesses.

Types of billboards according to Suyatno (2004):

1. Informative – informs about a product or service.
2. Persuasive – forming a preference or driving a purchase.
3. Reminder – maintain consumer awareness of a product.
4. Value Add-on – reinforces brand perception and quality.
5. Other Activity Assistance – supports other promotions in marketing strategies.

To be effective, the design of the billboard must pay attention to:

1. Visibility: location, size, and lighting.
2. Legibility: font size, color, and legibility when viewed from the vehicle.
3. Visual balance: draws attention without disrupting the urban planning.

Billboards that are legal must have an official permit from the government, including the type and point of installation.

Theoretical Framework

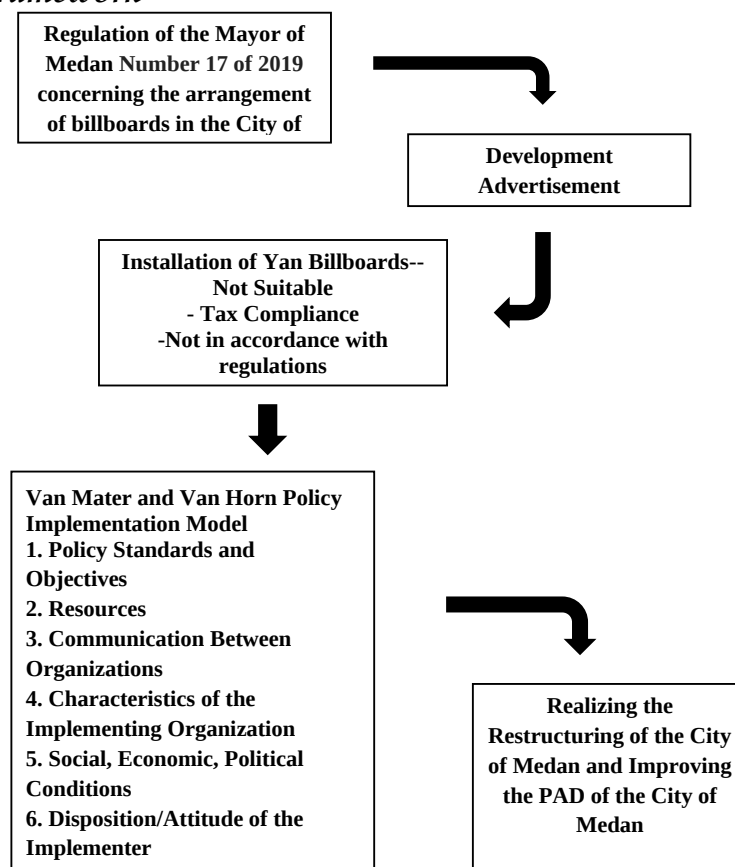


Figure.2 Frame of Mind

METHODOLOGY

Types of Research

This research uses a **qualitative** approach that is descriptive and focuses on process and meaning. Data was collected through interviews and observations, then analyzed inductively. The analysis was carried out in three stages (Sugiyono, 2011):

1. Description – describes the condition of the research object.
2. Reduction – summarizing the data found.
3. Selection – analyze deeper to draw conclusions.

Reason for Using The Method

This study aims to examine the implementation of a policy, in this case a mayoral regulation. Implementation focuses more on the process, working mechanisms, and interactions between actors. Qualitative methods allow researchers to understand how regulations are implemented, the obstacles encountered in the field, and the dynamics of inter-agency relationships. Qualitative methods were chosen because this study focuses on a deeper understanding of policy implementation, exploring the meaning in practice, and explaining the factors that influence the success or obstacles in advertising management in Medan City.

Research Location

The research was conducted in several agencies in Medan City to obtain direct and relevant data, namely:

1. Department of Housing, Settlement and Spatial Planning
2. One-Stop Investment and Integrated Services Office
3. Pamong Praja Police Unit
4. Medan City Regional Revenue Agency

Data Collection Techniques

Data collection is a crucial stage in research to obtain valid and credible data. In this study, three main techniques were used (Sugiyono, 2011), namely:

1. Interviews Conducted systematically with relevant sources to obtain in-depth information about research problems.
2. Observation The researcher observes passive participants, i.e. being present at the research site without being directly involved in the activity, to observe the phenomenon being studied.
3. Documentation Collect visual evidence such as photographs or written documents to reinforce the data that has been obtained from interviews and observations.

Data Analysis Techniques

Data analysis is a systematic process to process data into meaningful information. According to Sugiyono (2011), data from interviews, observations, and documentation need to be summarized, categorized, and arranged so that it is easy to understand. Referring to Miles & Huberman (2014), the analysis is carried out through three stages:

1. **Data Reduction**

Select and simplify relevant data according to the focus of the research. Important data are focused on aspects that fit the variables or themes of the research.

2. **Display Data**

Organize data into visual or narrative form to make it easier to understand and identify patterns.

3. **Conclusion Drawing and Verification**

Conclude findings from the data that has been analyzed and verify them through review so that the results are accurate and accountable.

RESULTS

Overview of Medan City

Medan is the capital of North Sumatra Province and the fourth largest city in Indonesia. Located on the east coast of the island of Sumatra, the city has an area of 265.10 km² and a population of about 2.49 million people. Medan is known for its ethnic diversity such as Malays, Batak, Chinese, and Indians. Geographically, the city is located in a lowland with an altitude of 2.5–37.5 meters above sea level and is crossed by the Deli River and the Babura River. Medan is divided into 21 sub-districts, each with different social and economic characteristics.

Administratively, Medan is bordered by:

1. North: Straits of Malacca
2. East, South, and West: Deli Serdang Regency

Medan is also developing as a technology and innovation hub in Sumatra, supported by infrastructure and city government programs.



Source : Internet

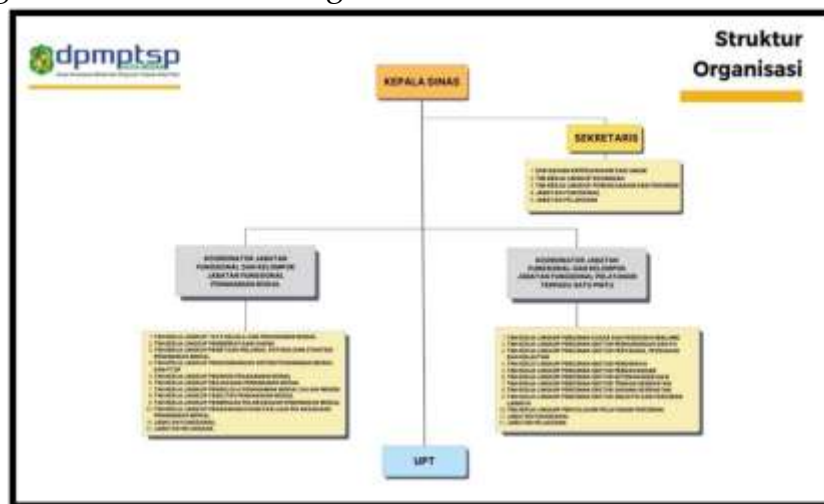
Figure. 3 Overview of Medan City

Medan City Investment and One-Stop Integrated Services Office

The Medan City Investment and One-Stop Integrated Services Office is an implementing agency for government affairs in the field of investment and licensing services. The goal is to create a conducive investment climate and improve the quality of licensing services. As the implementer of regional autonomy, DPMPTSP is responsible for managing investment and licensing effectively, by developing strategic plans and establishing synergies with all employees and stakeholders to respond to the ever-evolving challenges of public services.

Organizational Structure of DPMPTSP

The One-Stop Investment and Integrated Services Office (DPMPTSP) has an organizational structure designed to support the implementation of tasks efficiently and effectively. This structure includes leaders, technical fields, and service units tasked with managing investments and providing licensing services in an integrated manner in the regions.



Source : One-Stop Investment and Integrated Services Office (DPMPTSP)

Figure. 4 Organizational structure

The Role of the Medan City DPMPTSP in Billboard Arrangement

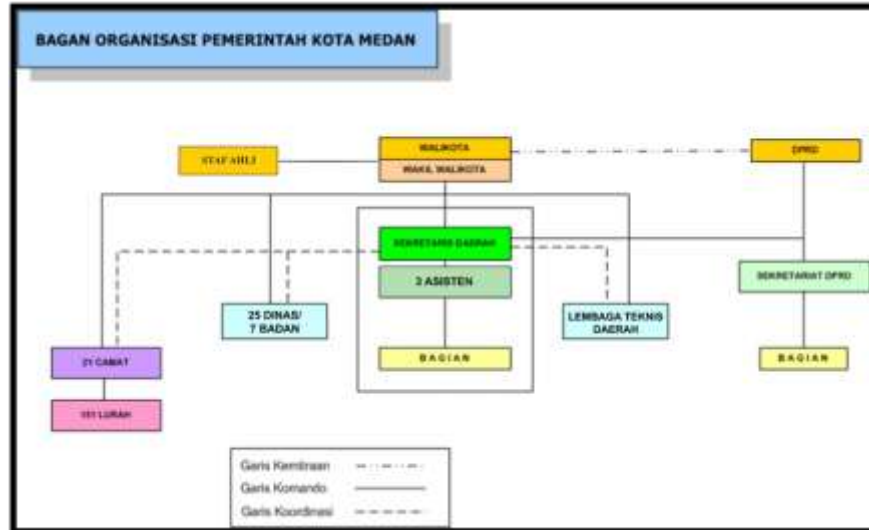
The Medan City DPMPTSP plays an important role in arranging billboards through the licensing process. This agency ensures that each billboard has an official permit, from submission to issuance. Billboards without a permit are declared illegal and can be ordered. In addition, DPMPTSP also coordinates with other agencies such as the Housing Office and Bapenda to ensure that technical aspects and tax obligations are met. DPMPTSP also provides guidance and socialization to billboard business actors to support order, city aesthetics, and increase Regional Original Revenue (PAD).

Medan City Housing Office, Cipta Karya, and Spatial Planning

This office is responsible for the management of housing, settlements, public infrastructure, and spatial planning in the city of Medan. Its main tasks include planning and implementing public housing development, arranging residential areas, providing basic infrastructure such as roads, clean water, and

sanitation, and managing green open spaces. In terms of spatial planning, this agency prepares zoning and land allocation plans to ensure orderly, sustainable, and regulatory urban development. This agency also collaborates with various parties to realize a livable and competitive city.

Organizational Structure of the Housing Office of the Cipta Karya Settlement Area and Spatial Planning of the City of Medan



Source: Cipta Karya Settlement Area Housing Office and Medan City Spatial Planning

Figure. 5 Organizational Structure of the Housing Office of the Cipta Karya Settlement Area and Spatial Planning of Medan City

The Role of the Medan City PKPCKTR Office in Billboard Arrangement

The Medan City Housing Office of Cipta Karya Settlement Area and Spatial Planning (PKPCKTR) plays an important role in determining the zoning and location of billboard installation in accordance with the city's RTRW and RDTR. This agency ensures that billboards do not violate spatial planning provisions, maintain aesthetics, safety, and the function of urban spaces. In addition, the agency also conducts post-installation supervision and recommends control if violations of zones or expired billboards are found.

Medan City Pamong Praja Police Unit (Satpol PP)

Satpol PP was established on March 3, 1950 as part of efforts to maintain public order and enforce local regulations. Initially formed in Yogyakarta after independence, this institution underwent several name changes until it became widely known after the enactment of Law No. 5 of 1974. Currently, based on Law No. 23 of 2014, Satpol PP is a regional apparatus tasked with enforcing local regulations, as well as organizing public order and tranquility.

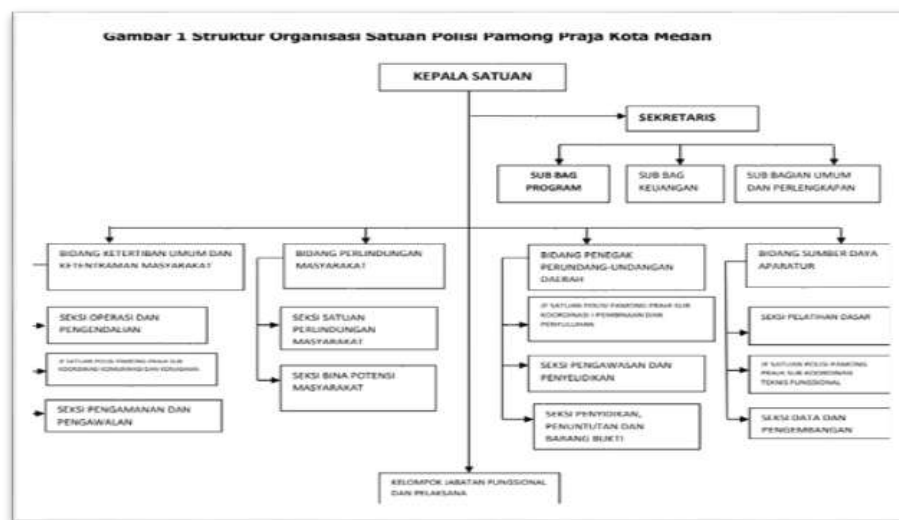
The Medan City Satpol PP was formed in the same year and played an important role in local law enforcement. In its implementation, Satpol PP collaborates with various agencies, such as the police, transportation service, and cleaning service, to ensure the effectiveness of the implementation of tasks in the field.

Organizational Structure of Satpol PP Medan City

The organizational structure of the Medan City Satpol PP is designed to support the implementation of tasks efficiently and coordinated. This structure includes the division of roles and responsibilities in the enforcement of local regulations, the maintenance of public order, and the protection of the community. Units in an organizational structure typically include:

1. Head of Unit: The highest leader who is responsible for the overall operations and policies of Satpol PP.
2. Secretariat: Manages administration, staffing, and finances.
3. Regional Regulation Enforcement Division: Responsible for taking action against violations of regional regulations.
4. Public Order and Public Order: Handling supervision, patrols, and handling disturbances of order.
5. Community Protection Sector (Linmas): Focuses on disaster protection and preparedness efforts as well as community involvement in maintaining order.
6. Technical Implementation Unit (UPT): Serving in certain sub-districts or sectors, as an extension of Satpol PP's operations in the field.

This structure supports the Medan City Satpol PP in carrying out its duties effectively according to its authority under the regional autonomy policy.



Source: Medan City Pamong Praja Police Unit

Figure. 6 Organizational Structure of Satpol PP Medan City

The Role of Satpol PP Medan City in Billboard Arrangement

The Medan City Satpol PP plays a role as an enforcer of Regional Regulations and Mayor's Regulations related to the implementation of billboards. Its main duties include supervision and control of illegal billboards, such as those that are installed without a permit, whose permits have expired, or are in prohibited zones.

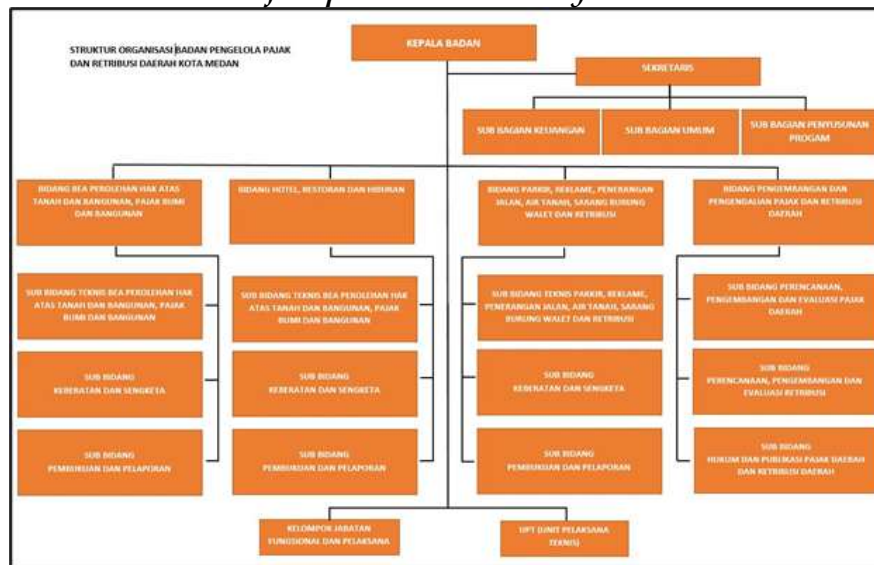
Satpol PP carries out control actions directly or through coordination with other agencies such as DPMPSTP, the Transportation Office, and the Spatial Planning Office. Control is carried out through physical dismantling, sealing, removal of billboard materials, and the imposition of administrative sanctions.

This role is important to maintain the visual order of the city and ensure legal compliance by billboard operators.

Medan City Regional Revenue Agency

The Medan City Regional Revenue Agency (Bapenda) is a regional apparatus institution formed based on the Medan City Regional Regulation as a form of adjustment to the organizational structure of the local government. Bapenda has a strategic role in managing and optimizing sources of local original revenue (PAD), which is one of the main sources of development financing in the city of Medan. The Regional Revenue Agency (Bapenda) is one of the regional apparatus formed as a follow-up to the implementation of regional autonomy mandated by Law Number 23 of 2014 concerning Regional Government, as well as to support fiscal decentralization policies. Before becoming Bapenda, the management of regional revenue in many regions, including the City of Medan, was initially under the structure of the Regional Revenue Office (Dispenda). Along with bureaucratic reform and regulatory changes, especially after the implementation of a more transparent and accountable regional financial management system, the regional apparatus structure was reorganized.

Organizational Structure of Bapenda Medan City



Source : Regional Revenue Agency of Medan City

Figure. 7 Organizational Structure of the Medan City Bapenda

The Role of the Medan City Bapenda in Billboard Arrangement

The Medan City Bapenda plays an important role in the arrangement of billboards from the fiscal side, especially in the management of billboard taxes as a source of Regional Original Revenue (PAD). This agency determines the amount of tax based on the location, size, type, and airing period of the billboard, and ensures that the billboards installed have fulfilled their tax obligations.

In addition, Bapenda also supervises tax payment compliance and provides fiscal confirmation in the licensing process through DPMPSTP. With

this role, Bapenda encourages the orderly installation of legal billboards while optimizing regional revenue.

DISCUSSION

Implementation of Perwal No. 17 of 2019 concerning the Arrangement of Billboards in the City of Medan

The implementation of Medan Mayor Regulation (Perwal) No. 17 of 2019 concerning Billboard Arrangement can be analyzed using the policy implementation theory from Van Meter and Van Horn, which states that the success of implementation is greatly influenced by six main factors, one of which is policy standards and goals. In this case, Perwal No. 17 of 2019 has set detailed technical and administrative standards that regulate the installation of billboards in the City of Medan. The standard includes provisions regarding the size, type, location, and aesthetic elements of billboards that must be met by business actors.

The main goal of this policy is to create a more orderly and aesthetically pleasing urban spatial layout, reduce the number of illegal billboards that do not comply with the rules, and increase Regional Original Revenue (PAD) through legally and professionally managed billboard taxes. However, based on findings in the field, the implementation of this policy still faces various obstacles. One of them is the still rampant illegal billboards that are installed without permission, as well as the low level of compliance of the public and billboard business actors with the provisions that have been stipulated in the Perwal. This shows that although standards and targets have been set well, their implementation has not been fully effective.

The evaluation of the success of this policy can be seen from two main indicators, namely the decrease in the number of unlicensed billboards and the increasing level of compliance of business actors with billboard licensing. However, to achieve optimal results, more intensive efforts are needed, especially in the form of socialization and education to the community as well as increased coordination between related Regional Apparatus Organizations (OPD).

According to the opinions of the speakers who were directly involved in the implementation of this policy, the Spatial Planning Office and the One-Stop Integrated Investment and Services Office (DPMPTSP) emphasized the importance of ensuring that the entire licensing process and billboard arrangement runs in accordance with the provisions of Perwal. Meanwhile, the Civil Service Police Unit (Satpol PP) has a central role in regulating billboards that are not in accordance with the rules, through a cross-agency coordination mechanism. From the Bapenda side, the effectiveness of the implementation of Perwal is also measured through its contribution to increasing PAD and the legality of the existence of billboards installed in the Medan City area. Thus, although the policy has been well designed, its successful implementation is highly dependent on the availability of resources, coordination between agencies, and awareness and compliance of the community itself.

Resources in the Implementation of the Medan City Billboard Arrangement Policy

In the context of the implementation of Perwal No. 17 of 2019 concerning Billboard Arrangement in the City of Medan, Van Meter and Van Horn's theory

emphasizes that resources are one of the key factors in the successful implementation of policies. These resources include human resources, budgets, facilities and infrastructure, as well as information and regulations. In the field, the Medan City Government actually has the necessary forms of resources. Technical labor is available from related agencies such as the Spatial Planning Office, DPMPTSP, Satpol PP, and Bapenda, as well as budget support through the APBD. In addition, the use of information technology has also begun to be used in the process of monitoring and managing billboard data. Mayor Regulation No. 17 of 2019 is the main legal guideline in the restructuring process.

However, there are a number of obstacles that hinder the optimization of the use of these resources. One of the main obstacles is the limited number of personnel on duty in the field, which is not proportional to the size of the city of Medan and the number of billboards scattered. Direct supervision becomes less than optimal. On the other hand, budget limitations also complicate the implementation of comprehensive and sustainable billboard control. In addition, the uneven training for human resources causes not all officers to understand the standard operating procedures (SOPs) and regulations that apply properly. Coordination between agencies is not fully optimal, so policy implementation is often fragmented.

To overcome these obstacles, several strengthening efforts have been made, such as providing basic training and technical briefings to some officers. However, this strengthening still needs to be improved through more comprehensive and continuous training so that all officers truly understand and are able to carry out their duties professionally. In addition, collaboration between agencies must be expanded and strengthened massively so that efforts to organize billboards run more integrated. Socialization to billboard business actors also needs to be improved, in order to foster awareness and compliance with applicable rules.

Characteristics of Policy Implementing Organizations

The characteristics of the policy-implementing organization have a great influence on the effectiveness of policy implementation, as explained by Van Meter and Van Horn. In the arrangement of billboards in the city of Medan, the organizational structure of implementing organizations such as DPMPTSP, Satpol PP, the Spatial Planning Office, and Bapenda has been formed quite well, with a clear division of tasks according to their respective fields, such as licensing, control, supervision, and levy management. Resource persons such as Trisilia Pohan, Delfi Farosa, Rakhmat Adisyah Putra, and Roby Chairi stated that the organizational structure has been organized, according to SOPs, and involves coordination between relevant OPDs.

However, challenges remain in its implementation. The main problems include weak communication between units, differences in priorities between agencies, and resistance from billboard business actors who feel disadvantaged. Rejection and even resistance often arise when demolition is carried out, especially if business actors feel that they have complied with the rules or have incurred costs to certain individuals. These challenges show that even though formal structures are already in place, implementation on the ground still faces obstacles to

coordination and integrity. Therefore, strengthening cross-agency collaboration and consistency in law enforcement are crucial to support policy effectiveness.

Attitudes of Policy Implementers

In the implementation of the billboard arrangement policy in the city of Medan, the attitude of policy implementers is a very important determining factor. Based on Van Meter and Van Horn's theory, the success of implementation is greatly influenced by the acceptance, commitment, and objectivity of the implementers. In the context of the Regulation of the Mayor of Medan Number 17 of 2019, most of the implementers from related agencies such as Satpol PP, the Spatial Planning Office, DPMPTSP, and Bapenda showed a positive attitude towards the policy. They realize that the arrangement of billboards is not only a matter of urban aesthetics, but also related to order, community safety, and increasing Regional Original Revenue (PAD).

Trisilia Pohan emphasized that her party is committed to regulating even though it has to deal with non-compliant business actors. The same thing was also conveyed by Delfi Farosa and Rakhmat Adisyah Putra who fully support the implementation of this regulation in order to create a neat and clean city. Roby Chairi also emphasized the importance of enforcing the rules, especially regarding the location of billboard placement in accordance with the provisions of Article 4 in the Perwal.

Thus, it can be concluded that the positive attitude of policy implementers is the main force in carrying out the arrangement of billboards in the city of Medan. However, in order for the policy to run optimally, continuous support is needed in the form of training, capacity building of apparatus, and strengthening coordination and communication across agencies and to the community.

Communication between Policy Implementing Organizations

An implementing attitude is a key factor in policy success, as Van Meter and Van Horn emphasize. In the implementation of Medan Mayor Regulation No. 17 of 2019, most of the implementers from agencies such as Satpol PP, the Spatial Planning Office, DPMPTSP, and Bapenda showed a positive, professional, and highly committed attitude. They realize the importance of arranging billboards for the sake of city regularity and increasing PAD.

However, challenges such as personnel limitations, resistance from billboard business actors, and technical obstacles in the field remain obstacles. The implementers responded with a persuasive, educative, and cross-OPD coordination approach and firm but wise enforcement of rules. This attitude is the main strength in maintaining the consistency and effectiveness of policy implementation.

Social, Economic, and Political Influences on Billboard Arrangement in Medan City

The implementation of billboard arrangement in Medan City is influenced by social, economic, and political conditions. Socially, the community supports it because they want an orderly and beautiful city, but some business actors refuse because they feel limited and do not understand the rules. From an economic

perspective, billboards play an important role in increasing PAD, so structuring needs to be done without overburdening business actors. Politically, the support of regional heads and the DPRD is very important, but political interests can be a challenge in the consistency of law enforcement.

Although inter-agency coordination is already underway, massive socialization, persuasive approaches, and fair and consistent enforcement of rules are still needed. The collaboration of all parties is the key to making this policy effective and sustainable.

Factors Hindering the Implementation of Billboard Arrangement in Medan City

The implementation of Perwal Medan No. 17 of 2019 faces various obstacles, even though it has shown progress. First, even though the standards and policy goals are clear, there are still many billboards that violate the rules. Second, limited resources—such as the number of personnel, budget, and technology—hinder oversight and control. Third, coordination between agencies such as DPKPPR, DPMPTSP, Satpol PP, and Bapenda has not run optimally due to differences in priorities and lack of harmonization. Fourth, even though policy implementers show commitment, they often face resistance from billboard business actors. Fifth, communication between organizations is not yet effective because there is no integrated information system. Finally, social, economic, and political factors are also obstacles, especially because there are still many people who install billboards without permission.

CONCLUSIONS AND RECOMMENDATIONS

The implementation of Medan Mayor Regulation No. 17 of 2019 concerning Billboard Arrangement has a clear regulatory basis in technical, administrative, and zoning aspects. However, its effectiveness in the field is still not optimal. Based on Van Meter and Van Horn's theory, obstacles are found in aspects: non-compliance with rules, limited resources, lack of coordination between agencies, resistance from business actors, unintegrated communication, and fluctuating socio-political influences. In order for this policy to truly create an orderly, aesthetically pleasing, and supportive urban space, implementation on the ground needs to be strengthened comprehensively.

Suggestion

1. Regular socialization of regulations to the public and business actors through various media.
2. Increasing the capacity of human resources, especially field apparatus, through regulatory and technical training.
3. The use of information technology to monitor and record billboards digitally.
4. Establishment of a permanent cross-agency team for policy coordination and evaluation.
5. Evaluate regulations regularly to remain relevant and applicable.
6. Simplification of the licensing process and increased transparency of services.

7. A persuasive approach in governance, by involving business actors in dialogue and solutions.

With this strategy, the arrangement of billboards in Medan City is expected to run more effectively, orderly, and sustainably.

FURTHER STUDY

Future research on the implementation of Medan Mayor Regulation Number 17 of 2019 concerning billboard structuring can be further developed in several directions. First, it is necessary to conduct a comparative study with other regions or cities that have implemented similar regulations to identify best practices and alternative policy models. Second, subsequent studies should include a deeper analysis of the socio-economic impacts of billboard structuring, not only in terms of regional revenue but also urban aesthetics, public safety, and the dynamics of the local creative economy. Third, longitudinal research is recommended to evaluate the effectiveness of this regulation over a longer period, particularly in terms of its contribution to sustainable urban planning and governance. Lastly, further studies may integrate perspectives from multiple stakeholders, including government officials, private advertising companies, small businesses, and the community, to provide a more comprehensive understanding of challenges and opportunities in implementing billboard regulations.

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