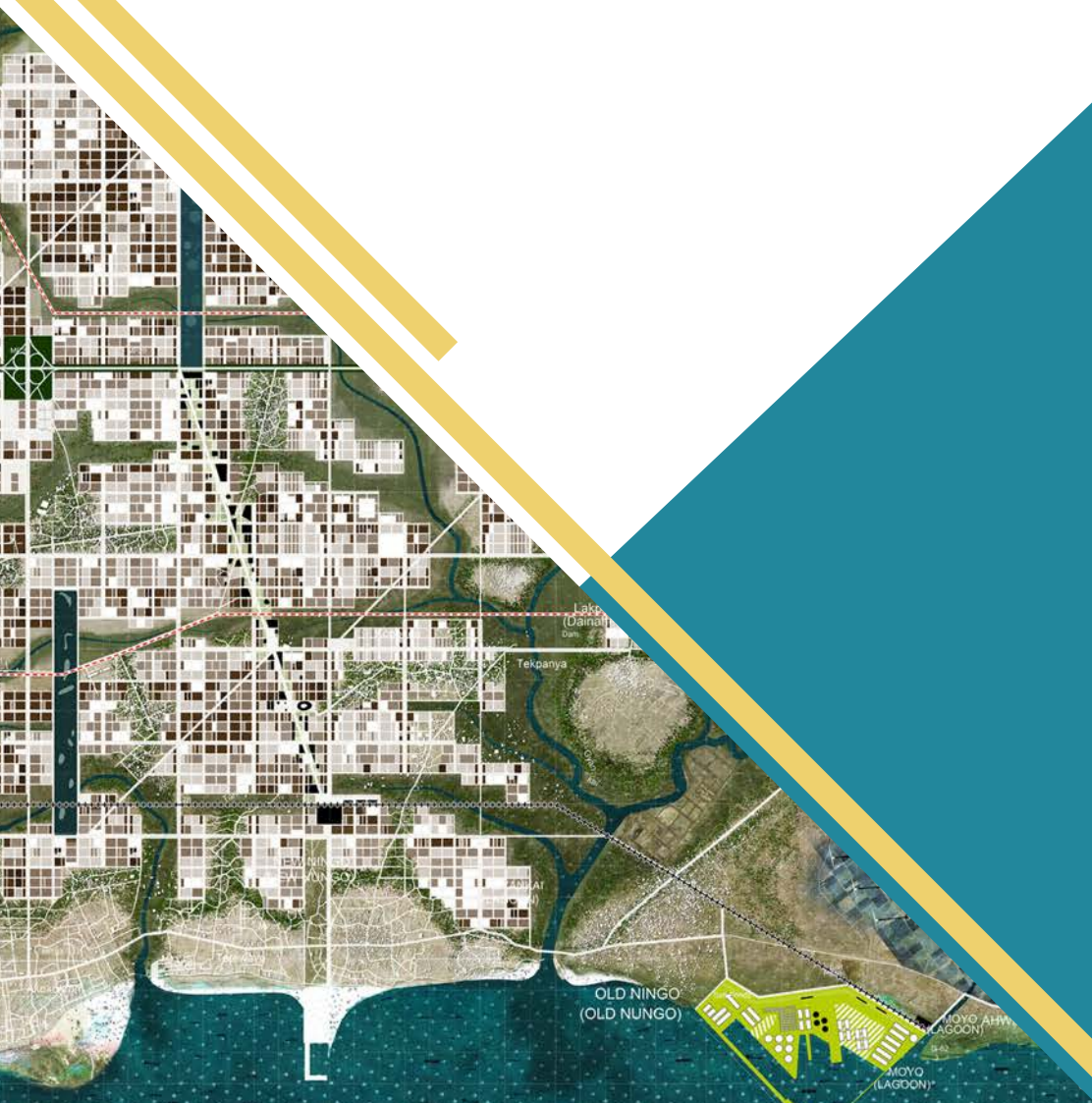




Compendium of Inspiring Practices

# SDG FOCUS **03**



**INTERNATIONAL  
GUIDELINES  
on URBAN  
TERRITORIAL  
PLANNING**

## **Compendium of Inspiring Practices: SDG focus**

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# SDG FOCUS

**INTERNATIONAL  
GUIDELINES  
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TERRITORIAL  
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# Table of Contents

Summary.....	2
Introduction .....	3
Background.....	3
About the Compendium.....	3
Key Lessons Learned.....	4
Key facts about the cases .....	6
The case and the IG-UTP principles .....	6
The cases: the New Urban agenda and the SDGs.....	9
Sample of 17 Case Studies .....	10
1. <b>Argentina, Bolivia and Colombia</b> - Migraplan .....	13
2. <b>Australia, Adelaide</b> - Creative Holdfast Arts and Culture Strategy.....	16
3. <b>Austria, Vienna</b> - Vienna Model, the New Danube .....	18
4. <b>Belgium, Antwerp</b> - Co-productive Brownfield Redevelopment: Park Spoor-Noord .....	20
5. <b>China, Wuhan</b> - Post-Covid 19 Revitalisation Plan of Wuhan City.....	22
6. <b>China, Shenzhen Yantian District</b> - Shenyang Landscape Improvement.....	24
7. <b>Egypt, El Obour City</b> - Y’Ahl El Hay - Architecture for Coexistence.....	26
8. <b>Georgia, Tbilisi</b> - Hualing Tbilisi Sea Residence .....	28
9. <b>Ghana, Greater Accra Region</b> – Ningo Prampram Planned City Extension.....	30
10. <b>Iran, Dogonbadan</b> - Renewal and Renovation Consultation Services in Deteriorated Areas of Dogonbadan city .....	32
11. <b>Nepal, Bagmati Province</b> - Sustainable Tourism and Green Growth for Heritage Settlements of Kathmandu Valley .....	34
12. <b>Nepal, Bidur Municipality</b> - Integrated Development Planning of Bidur.....	36
13. <b>South Africa, Drakenstein Municipality</b> – Paarl Street Museum .....	38
14. <b>Switzerland, Limmat Valley</b> - The Limmat Valley: Cross-cantonal Area of National Importance .....	40
15. <b>Tanzania, Dar es Salaam</b> - BRT Phase 1 Corridor Development Strategy (CDS) .....	42
16. <b>United Kingdom, England</b> - The Place Alliance.....	44
17. <b>USA, Massachusetts, Springfield</b> - #GreenNFit Neighbourhood Rebuild Project in Springfield.....	46
Annex 1: List of Case studies .....	48
Annex 2: List of Authors and Institutions .....	49
Read More .....	50



# Summary

The need for simple, universally agreed principles to guide actors and decision-makers involved in the planning of rural and urban development, led to the International Guidelines on Urban and Territorial Planning (IG-UTP or Guidelines) being approved by UN-Habitat's Governing Council in 2015. These Guidelines provide a global reference framework for policies, plans, designs and implementation processes that will lead to more compact, socially inclusive, better-integrated and connected cities and territories that foster sustainable urban development and are resilient to climate change. They consist of 12 key principles and 114 action-oriented recommendations, targeted at four stakeholder groups: national governments, local authorities, planning professionals and their associations, and civil society and its organisations.

The evidence and lessons learned in relation to the Guidelines from various regions and contexts were documented in the publication IG-UTP: Towards a Compendium of Inspiring Practices. That document is intended to be of use to the global IG-UTP network and relevant planning constituencies. The second collection of case studies, the Compendium of Inspiring Practices: Health Edition, showcased 15 urban and territorial planning projects that positively and explicitly contribute to human health through the development of the built and natural environment. It is the result of an open call for case studies by UN-Habitat in mid-2018. This was followed by the development of a sourcebook on the integration of health considerations in urban and territorial planning.

The presented compendium features 17 inspiring cases from nations around the world that highlight the approaches taken to the resolution of diverse issues and the imaginative highlights of each case that contribute to a more sustainable future. The cases are all exceptionally distinctive from each other and are drawn from a wide array of nations at diverse stages of urbanisation in diverse climates that present distinctive challenges to the wellbeing of citizenry, economy,

and resilience to future threats.

Four key lessons on the urban and territorial development process have been drawn from the compilation and analysis of the case studies, as follows:

- 1) **The importance of inclusive participatory planning and community participation.** Participation and community development are mobilised through various methodologies and perspectives, and with several actors. Considering people and local communities within the planning processes generates positive impacts in community solidarity and empowerment, ownership and acceptance of change.
- 2) **The strength of integrated spatial development planning.** To ensure the efficacy of development interventions, it is necessary to integrate the three interdependent dimensions of sustainable development in territorial planning. These dimensions are economic, social and environmental. It is also important that considering these dimensions simultaneously should be aimed towards unifying national and provincial priorities with local potential, needs and challenges.
- 3) **The power of partnerships and multi-stakeholder involvement within the project.** Including different stakeholders and multiple levels of governance in spatial planning strengthens the efficiency of the process, generating wider positive impact and reducing overlaps between ongoing activities.
- 4) **The necessity of implementation focus in the plans.** A project aimed at creating lasting impact with a positive effect on people's health and well-being, requires an effective implementation plan, to ensure that its efficacy is upheld in the face of future challenges.

# Introduction

## Background

Different approaches to planning have been tested and implemented worldwide. Whilst these diverse efforts provide valuable lessons to learn from, there is still a need for simple, universally agreed principles that can guide actors and decision-makers towards common goals. The International Guidelines on Urban and Territorial Planning (IG-UTP or Guidelines), approved in 2015 by UN-Habitat's Governing Council under Resolution 25/6, fill this critical gap by providing a global reference framework for policies, plans, designs and implementation processes that will lead to more compact, socially inclusive, better integrated and connected cities and territories that foster sustainable urban development and are resilient to climate change. The IG-UTP complement two other sets of guidelines adopted by the Governing Council: The International Guidelines on Decentralisation and the Strengthening of Local Authorities (2007), and Access to Basic Services for All (2009).

The Guidelines were based on strong evidence and lessons learned from various regions and contexts as documented in the IG-UTP: Towards a Compendium of Inspiring Practices. They consist of 12 key principles and 114 action-oriented recommendations, targeted at four stakeholder groups, namely; national governments, local authorities, planning professionals and their associations, and civil society and its organisations.

The compendium of inspiring practices is an ongoing effort from the IG-UTP and UN-Habitat. This third edition of the Compendium of Inspiring Practices is linked to the global report, Implementing the IG-UTP 2018-2020. The Global Report includes cases that have used the IG-UTP as a framework. This compendium covers a broader range of cases, that use different frameworks for urban and territorial planning linked to the Sustainable Development Goals and the New Urban Agenda.

## About the Compendium

The IG-UTP Compendium of Inspiring Practices is an ongoing and open initiative at UN-Habitat for which new experiences are collected on an ongoing basis, to document and share with the global IG-UTP network and relevant planning constituencies. The first IG-UTP: Towards a Compendium of Inspiring Practices, is a collection of 26 experiences in urban and territorial planning that provides inventive, ambitious and unique cases that address common issues of urban and territorial development worldwide. The objective of the compendium is to create an evidence base that can support and illustrate the conditions for, and benefits of, applying the key principles included in the Guidelines.

The second release, the IG-UTP Compendium of Inspiring Practices: Health Edition, is a showcase of urban and territorial planning examples that positively and explicitly contribute to human health through the improvement of the built and natural environment. This sample of 20 international experiences from all regions of the world was developed with submissions from an open call for case studies made by UN-Habitat in mid-2018.

This compendium, the third edition "Compendium of inspiring practices: SDG focus" is a showcase of urban and territorial planning examples that look toward the achievement of the Sustainable development goals. Covering planning topics such as developing public space, mobility, greening strategies, and food security, the cases demonstrate the inherent relationship between planning and public health at different spatial levels: supranational and transboundary, national, metropolitan and city-region, city and municipal, and neighbourhood.

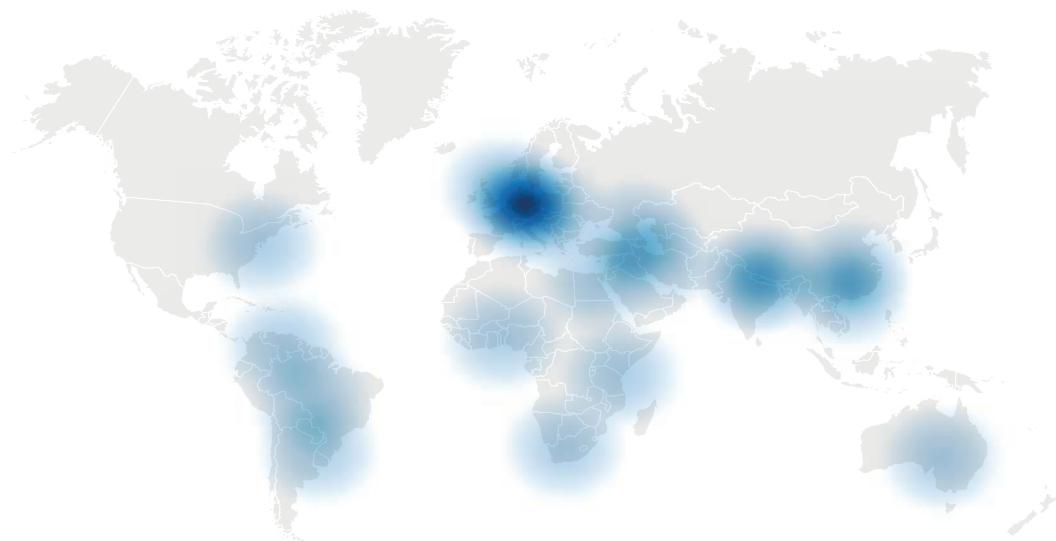


Figure 1. Geographical distribution of case studies

# Key Lessons Learned

The following compendium features an array of case studies covering different geographical locations, from different socio-political contexts, at different scales - National to neighbourhood. This brings varied typologies of intervention, together with a considerable range of challenges and issues addressed in different modalities. The common string that ties the considered case studies together is the ultimate goal of achieving sustainable cities and communities, always considering people's health and well-being as a priority in the planning process. To achieve that, multiple key lessons are highlighted in the case studies analysed: **1) The importance of inclusive participatory planning and community participation, 2) the strength of integrated spatial development planning, 3) the power of partnerships and multi-stakeholder involvement within the project, 4) the necessity of implementation focus in plans.** These key lessons, strictly linked to each other, can be applied at all planning levels, scales and locations.

## The importance of inclusive participatory planning and community participation

A binder throughout the cases is the value of community involvement and citizen participation in order to achieve significant and long-lasting results from planning in terms of cultural, social, and urban functional outcomes. The success of initiatives was positively affected when citizens were consulted and eventually granted authorisation to contribute to urban strategies, particularly in the implementation phase of projects. Considering people and local communities within the planning process generates positive impacts, whether it concerns neighbourhood scale projects (**Antwerp, Belgium; El Obour city, Egypt; Drakenstein, South Africa; Springfield, USA**), city or regional level projects (**Adelaide, Australia; Dogonbadan, Iran; Greater Accra Region, Ghana; Dar es Salaam, Tanzania**), or even projects on the National or Trans-National scale (**Migraplan, Latin-America**).

**Drakenstein Municipality** and **Adelaide** set excellent examples on how residents, local businesses and local communities can contribute and participate through consultations, community-based workshops and design, using art and culture as a means to build and strengthen communities and increase social cohesion. In **Antwerp, Belgium** the project shows how the involvement of the local population explicitly improved the predicted quality of the results.

A participatory approach can be crucial, especially in the long-term, to ensure the implementation of the project while minimising costs and maximising benefits, responding to the evolving needs and priorities of the project throughout its development (**El Obour city, Egypt**). When it comes to urban regeneration, a dialogue between planners and local stakeholders is fundamental to explore diverse options and adapt the design and architectural forms to local needs (**Dogonbadan, Iran**).

Development planning at the city-scale would not work without local rooting that creates a dialogue between local planners and residents. To develop the **BRT Corridor Development Strategy** in Tanzania and the **Ningo Prampram planned city extension** in Ghana, extended consultation with local residents was conducted to define the key objectives of the plan.

## The strength of integrated spatial development planning

Spatial planning has the potential to integrate the three interdependent dimensions of sustainable development; economic, social and environmental. An integrated spatial planning approach is a participatory process that unifies national and provincial priorities with local potential, needs and problems and is based on a common vision and strategy that is developed to consider every sector involved.

The **Vienna Model** set an early example of integrated spatial development, addressing the threat of natural disaster with a new approach. The successful metamorphosis from a pure engineering project to a multi-purpose design was made possible through this new typology of planning process. Today, the area has developed into one of the city's most popular recreational zones. In the **Shenzhen Yantian District**, urban designers and engineers work jointly to integrate standalone project initiatives to create the conditions for infrastructure projects to trigger urban regeneration. In **Limmat Valley, Switzerland**, an integrated and multi-disciplinary urban development approach combined landscape design, urban planning and transport planning with the ultimate goal of preserving the environment, while creating job opportunities and fostering social cohesion. Analogously, in the development of the **BRT Corridor Development Strategy in Tanzania**, insights from socioeconomics, real estate, urban planning, transport, and infrastructure sectors were brought together to form an integrated design approach.

## The power of partnerships and multi-stakeholder involvement within the project

As well as community participation, the involvement of multi-level stakeholders and governance, from national to local, is fundamental to the achievement of significant results within urban projects. Including different actors in spatial planning strengthens the process, reducing overlap with other ongoing activities, and thereby, generating wider positive impacts.

The dialogue between countries to face the problem of displacement is made possible in the Latin-American **Migraplan** through a network of academics and practitioners sharing data and peer to peer learning in planning for migration. This allowed for an open dialogue about trans-national migrant corridors and issues that needed to be treated at multiple levels of governance, across diverse sectors. Relevant stakeholders include the participants of the



Migraplan network that was behind the overall push for the process, with local and national governments developing policy frameworks and local communities engaged in the process at a neighbourhood level. Multi-stakeholder engagement has also proved fundamental at smaller scales of intervention, as in the **Adelaide, Australia** and **El Obour City, Egypt** cases.

For the development of the **Ningo Prampram city extension** in Ghana, all key players have been activated in the process, from local stakeholders, to the President. This spanned all political levels, including the local population, in an effort to attract investments from both the public sector and global institutions.

In the design of the **BRT Phase 1 Corridor development strategy** in Tanzania, a careful analysis of other plans from municipal to national level, within the public and private sectors were conducted. Empowering the community, engaging the private sector and actively involving institutional agencies is an essential ingredient to successful city planning. Illustrating development possibilities through a range of engagement activities ensures the project reaches a variety of audiences and offers an increased level of feedback. In the **Integrated Development Planning of Bidur**, a cross-institutional, cross-departmental, cross-county, open cooperation was built to create innovative cooperation between international and national organisations.

On a different scale of intervention, through its independent work in networking initiatives, **Place Alliance, UK** is setting an example on how to enhance global partnerships to share and mobilise knowledge, expertise and technology that can support sustainable development.

### **The necessity of implementation focus in plans**

A project aiming for lasting impact and a positive effect on people's health and well-being, needs an effective implementation plan to ensure that its efficacy continues over time. The process can be facilitated, as abovementioned, through community participation, multi-stakeholder involvement and integrated spatial development during the project but requires a special focus.

The Latin-American **Migraplan** underlined the difficulty of transforming short-term actions or innovative pilot approaches into long-term policies and interventions as at a national and trans-national level. This requires the development of policy frameworks that unstable economic conditions can make challenging. To overcome this, for the **Ningo Prampram city extension**, a New City Service Centre was installed that was fundamental in defining the following steps for plan implementation. The centre was planned to be more than a technical facility, but a specialist network linking government with local knowledge and expertise. In **Tanzania** an institutional capacity and governance strategy was mobilised

to gather stakeholders and identify institutional weaknesses before the plan implementation. Even at a smaller scale, an effective implementation plan in **El Obour city, Egypt**, led to a minimisation of costs and maximisation of benefits allowing the project to be scaled up multiple times.

An implementation plan is also fundamental in urban renewal projects. In **Georgia**, a housing project was well-positioned to solve a short-term problem but the effective implementation strategy meant that it was able to contribute to the long-term urban prosperity of Tbilisi, setting parameters to speed urbanisation. In **Dogonbadan, Iran**, an implementation plan enabled public and private sector initiatives to renovate and build thousands of dwellings, making housing more accessible for the original residents. In **Wuhan, China**, an implementation strategy has been established that includes six three-year, people-oriented action plans.

# Key facts about the cases

## The cases and the IG-UTP principles

The Guidelines promote key urban and territorial planning principles and recommendations that can assist all countries and cities to effectively guide urban demographic changes and improve the quality of life in existing and new urban settlements. One of the goals embedded in the guidelines is to capture universal principles from national and local experiences that can support the development of diverse planning approaches, adapted to different contexts and scales. Although the case studies were not developed with a particular focus on the Guidelines principles, they are connected.

The Guidelines present twelve principles that could guide decision-makers in developing or revising policies, plans and designs through an integrated planning approach, targeting four stakeholder groups: national governments, local authorities, planning professionals and their associations, and civil society and its organisations. Principles are divided into 4 groups and one is sub divided into 3: A) Urban Policy and Governance; B) Urban and territorial Planning for sustainable development; B1) Urban and Territorial Planning and Social Development; B2) Urban and Territorial Planning and Sustained

Economic Growth; B3) Urban and Territorial Planning and the Environment; C) Urban and Territorial Planning Components; and D) Implementation and Monitoring of Urban and Territorial Planning. Principles at a glance can be found in Table 1 and in the Guidelines.

The cases featured in the compendium are linked to all of these principles in different ways, however, principles 1, 2, 3, 5 and 6 have been found to be related across many case studies. Principles 1 and 2 concern Urban Policy and Governance and are reflected in the cases of **Migraplan Latin America; Adelaide, Australia; El Obour City, Egypt; Ningo Prampram city extension** and the **Place Alliance** in the UK. Principles 3, 5 and 6 fall under Urban and Territorial Planning for Sustainable Urbanisation and are subdivided by Social Development and Sustainable Economic Growth. Cases related to these principles include the **BRT Corridor Development Strategy; Antwerp, Belgium; El Obour city, Egypt; Drakenstein, South Africa, Iran; Greater Accra Region, Ghana; Dar es Salaam, Tanzania**. The Graph in figure 2 shows in percentage the relations between the case studies and the principles.

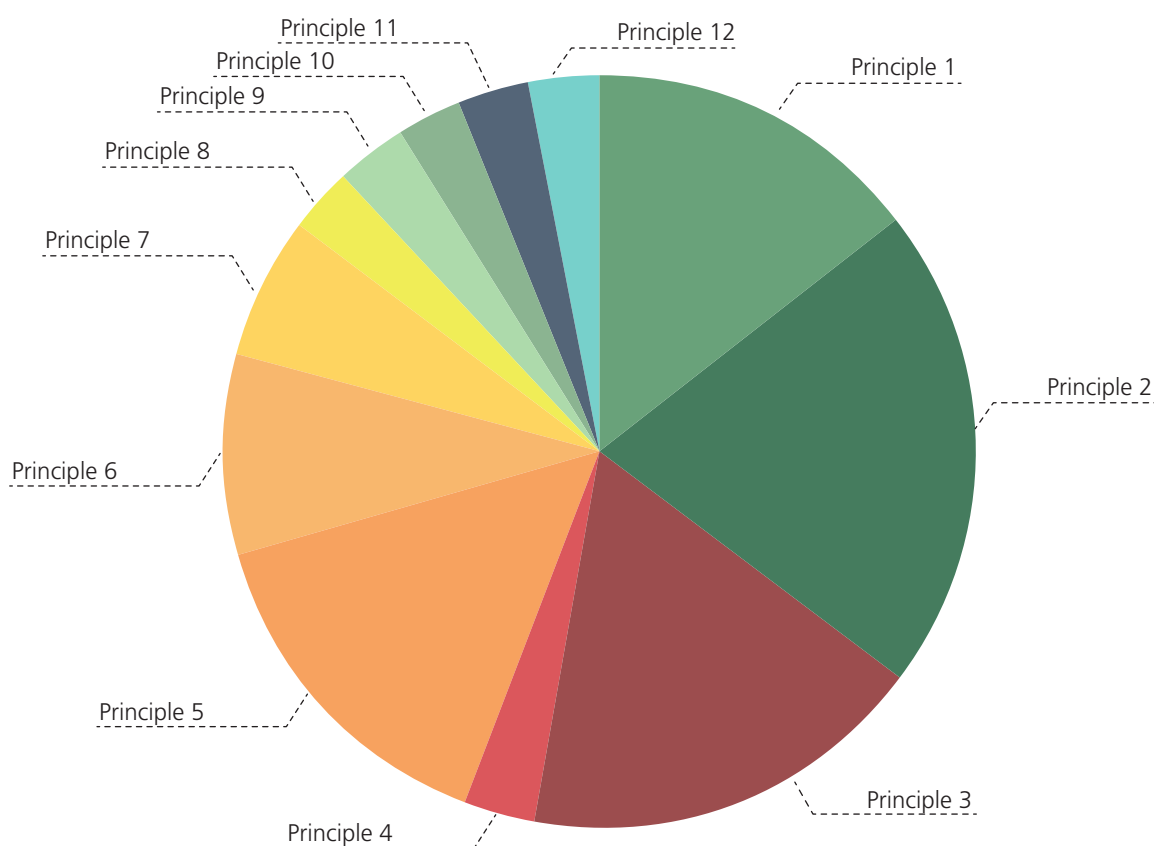


Figure 2. Case studies and their relations to the IG-UTP principles

Table 1. *Principles at a glance*

1	Urban and territorial planning is more than a technical tool, it is an <b>integrative and participatory decision-making process</b> that addresses competing interests and is linked to a shared vision, an overall development strategy and national, regional and local urban policies;
2	Urban and territorial planning represents a core component of the renewed urban governance paradigm, which promotes <b>local democracy, participation and inclusion, transparency and accountability</b> , with a view to ensuring sustainable urbanisation and spatial quality.
3	Urban and territorial planning primarily aims to realise <b>adequate standards of living and working conditions for all</b> segments of current and future societies, ensure <b>equitable</b> distribution of the costs, opportunities and benefits of urban development and particularly promote social inclusion and cohesion;
4	Urban and territorial planning constitutes an essential investment in the future. It is a precondition for a <b>better quality of life</b> and successful globalisation processes that respects <b>cultural heritages and cultural diversity</b> , and recognises the distinct needs of various groups.
5	Urban and territorial planning is a catalyst for sustained and inclusive economic growth, that provides an <b>enabling framework for new economic opportunities</b> , regulation of land and housing markets and the timely provision of adequate infrastructure and basic services;
6	Urban and territorial planning constitutes a powerful decision-making mechanism to ensure that sustained economic growth, social development and environmental sustainability go hand in hand to promote <b>better connectivity at all territorial levels</b> .
7	Urban and territorial planning provides a <b>spatial framework to protect and manage the natural and built environment</b> of cities and territories, including their biodiversity, land and natural resources, and to ensure integrated and sustainable development;
8	Urban and territorial planning contributes to increased <b>human security</b> by strengthening environmental and socioeconomic <b>resilience, enhancing mitigation of, and adaptation to, climate change</b> and improving the management of natural and environmental hazards and risks.
9	Urban and territorial planning combines several spatial, institutional and financial dimensions over a variety of time frames and geographical scales. It is a continuous and <b>iterative process, grounded in enforceable regulations</b> , that aim to promote more <b>compact cities and synergies between territories</b> .
10	Urban and territorial planning includes spatial planning, which aims to facilitate and <b>articulate political decisions based on different scenarios</b> . It translates those decisions into actions that will transform the physical and social space and will support the development of <b>integrated cities and territories</b> .
11	Adequate implementation of urban and territorial plans in all their dimensions requires <b>political leadership</b> , appropriate <b>legal and institutional frameworks, efficient urban management, improved coordination, consensus-building approaches</b> and reduced duplication of efforts to respond coherently and effectively to current and future challenges;
12	Effective implementation and evaluation of urban and territorial planning requires, in particular, <b>continuous monitoring, periodic adjustments</b> and <b>sufficient capacities</b> at all levels, as well as sustainable financial mechanisms and technologies.

## The cases: the New Urban Agenda and the SDGs

All the Case studies featured in the compendium had a contribution to the New Urban Agenda (NUA) and the Sustainable Development Goals (SDGs) as a common goal. In particular, they all share a common orientation towards SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable. However, different targets of the SDG 11 are considered across the case studies. This chapter collects the main objectives of each case study and links their goals with the SDGs and SDG 11 targets.

**Target 11.3** includes capacity building for local governments, involving community groups in **participatory planning** that includes trainings and workshops to **enhance inclusive, integrated and sustainable human settlement planning and management**. Integrated urban development should consider multi-disciplinary, multi-level governance, with active vertical and horizontal cooperation across administrative bodies at different spatial levels, academic institutions, and the local population. **Target 11.a Supports positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning**. These contributions are common to the **The Vienna Model, the Migraplan, the First Nations Community Planning Project and the Renewal and Renovation consultation services in the deteriorated area of Dogonbadan**.

Heritage preservation, creative and cultural richness are fundamental for achieving **health, inclusive and safe cities**. **SDG 11 Target 11.4 is aimed at strengthening efforts to protect and safeguard the world's cultural and natural heritage**. Promoting sustainable cities and communities using heritage, arts and culture can improve social inclusion, health and wellbeing of residents. These goals are common to the **Creative Holdfast Arts and Culture Strategy** initiative, **The Sustainable Tourism and Green Growth for Heritage Settlements of Kathmandu Valley** and the **Integrated Development Planning of Bidur**.

**Target 11.7 (to provide universal access to safe, inclusive and accessible green and public spaces, in particular for women and children, older persons and persons with disabilities)** is reflected in the **Co-productive brownfield redevelopment: Park Spoor-Noor intervention** and the **Post-COVID 19 Revitalisation Plan of Wuhan City**, which upholds the principle of “putting people first” and applies the development concept of a safe, healthy and prosperous city.

**Target 11.2 (to provide access to safe, affordable, accessible and sustainable transport systems for all)** is among the main objectives of the **INTEGRATE Mighty Growth Engine for Economy & Community** and the **BRT infrastructure project in Dar es Salaam** which assist the transition to a lower carbon footprint via reduced private car dependency and increased accessibility throughout the city.

Case studies in the compendium are further related to more SDGs, demonstrating their interconnectivity. In particular, they show relations to SDG 3: Good health and wellbeing; SDG 10: Reduced Inequalities; SDG 13: Climate Action and SDG 17: Partnerships for the Goals.

**Health and wellbeing (SDG 3)** considerations can be found across different case studies that contribute to the establishment of healthier built and natural environments such as the **Post-COVID 19 Revitalisation Plan of Wuhan City, the Creative Holdfast Arts and Culture Strategy, Y’Ahl El Hay: Architecture for coexistence in Egypt, and the project INTEGRATE, Mighty Growth Engine for Economy & Community**.

**Reduced inequalities (SDG 10)** aims to empower and promote social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status (Target 10.2). This is a common goal to all the cases that use a capacity building and participatory approach, such as the case of the **regeneration of Paarl Street Museum** through spatial justice.

**Climate Action (SDG 13)** aims to integrate climate change measures into national policies, strategies and planning (target 12.2). The **Ningo Prampram Planned City Extension, Accra** case study explores the challenges and possible solutions of ongoing rapid urbanisation in emerging economies. It conceptualises a flexible masterplan that provides a robust framework for addressing water management, waste management and food production strategies, facilitating urban resilience and development in the city of Accra.

**Global Partnerships (SDG 17)**. Through its independent work of networking initiatives, the **Place Alliance** is setting an example on how to enhance global partnerships to mobilise and share knowledge, expertise and technology that contributes to the Sustainable Development Goals.



Figure 3. Sustainable Development Goals

## The 17 Case studies

01 Argentina Bolivia Colombia	National	09 Ghana	Greater Accra Region
02 Australia	Adelaide	10 Iran	Dogonbadan
03 Austria	Vienna	11 12 Nepal	Kirtipur & Bidur
04 Belgium	Antwerp	13 South Africa	Paarl
05 06 China	Wuhan & Shenzhen	14 Switzerland	Limmat Valley
07 Egypt	El Obour city	15 Tanzania	Dar es Salaam
08 Georgia	Tbilisi	16 United Kingdom	National
		17 USA	Springfield

## Spatial Level

Transboundary	01 10
National	01 03 16
Metropolitan & Region.	01 03 05 06 09 14 15 16
City & Municipality	01 02 04 06 07 10 11 12 13 15 16 17
Neighbourhood	01 02 04 06 07 08 11 13 15 16 17

## Stakeholder Groups

Nat. Government	01 03 07 08 09 10 12 14 15 16
Local Authorities	01 02 03 04 05 06 07 09 10 11 13 14 16 17
Planning Prof.	03 04 05 06 07 09 10 12 14 15 16
Civil Society	01 02 04 07 10 11 13 17
Private Sector	04 06 08 09 15 16
Int. Organizations	01 07 09 11 12 16 17

## Types of Intervention

Programme	06 13 14 16
Spatial Plan	01 03 04 05 06 09 11 12 14 15
Design	01 03 04 06 07 08 10 11 15 16 17
Policy	01 08 09 10 15
Strategy	01 02 04 06 07 10 14 15 17

## Areas of Intervention

Urban Planning	02 03 04 05 06 09 12 14 15
Transport & mobility	06 10 14 15
Slum upgrading	07 10 11
Greening strategies	03 04
Housing	08 10 15 17
Environment manag.	03 04 09
Public space	01 03 04 06 07 12 13 16 17
Social development	01 02 03 04 07 13 14 17

# Sample of 17 Case Studies









# 01

## ARGENTINA, BOLIVIA AND COLOMBIA MIGRAPLAN

**Duration:** 2012 - 2020

**Issue:** Recurrent discontinuities, long processes for resolving land tenure issues, corruption in national and local practices, unemployment and marginalisation

**Type of intervention:** Design, Spatial plan, Policy, Strategy

**Spatial Level:** Neighbourhood, City & Municipality, Metropolitan & Regional, National, Transboundary

**Key focus areas:** Liveability, Social determinants of health, Evidence-based policy and planning

### Relation with the Sustainable Development Goals

The plan contributes to the New Urban Agenda and SDGs in three ways: a) Capacity building for local governments, engaging community groups in participatory planning that includes training, strategic institutional reforms and focus on territorial interventions; b) Building a leading case of territorial interventions at multiple scales, demonstrating the feasibility of a participatory planning approach. c) Networking and lobbying internationally to empower communities to move forward in the new urban agenda principles, contextualised according to different contexts in Latin America.

The inflow of migrants and displaced communities to the cities in Latin America is causing rapid urbanisation that results in the growth of informal settlements. The situation creates tensions with host communities who perceive migration as a threat rather than an opportunity for local development. Instead of capitalising on such human assets, urban and territorial planning rules either ignore the presence of migrant and vulnerable communities, or even worse, target migrant communities with demolition of their dwellings and relocations, which seriously damage their development possibilities. Migrants are usually excluded from population censuses and frequently lack professional associations that could assist them in representing their interests. This deprivation results in various abuses. Supporting migrants while addressing the challenges that rapid migration presents to the city has become a challenge for local governments.

The planning intervention of “Migraplan” was necessary to address the aforementioned challenges faced by migrant communities, inviting local governments to explore alternative planning approaches. Evidence provided by projects implemented in Soacha in the outskirts of Bogota, Plan 700 in Cochabamba and in Escobar in Buenos Aires, illustrate the feasibility of achieving positive results in the engagement and support of these communities by working with forcibly displaced groups, whether internally displaced or international economic migrants.

Migraplan works as a network of academics and practitioners sharing data and peer-to-peer learning in planning for migration. In other words, “Migraplan” is a methodology for documentation, mapping and open dialogue about migrant corridors and displacement affecting rapid urbanisation at regional and international levels. The results of these efforts contribute to national and supra-national planning strategies, facilitating the dialogue between countries facing the problem of displacement, which results in the depopulation of certain regions and rapid urbanisation in major cities of neighbouring countries.

Migraplan started in 2012 in Buenos Aires and was followed by Soacha in 2014 and Cochabamba in 2016. It is expected to be finalised in 2020. The first outcome was a statistics report published in 2015 on the impact of rapid urbanisation caused by migration and displacement in Latin America and

was followed by the design of a joint participatory planning methodology, “The Compass”, between Bogota and Buenos Aires. This methodology was designed to assess migration impact and to mobilise communities and foster solutions.

The “Compass” is a methodology for quick diagnosis on the impact of migration on urban and rural habitats aiming at consensus building on priority actions among neighbours and local authorities to progressively promote human rights. Based on that consensus, an action plan is agreed and implemented collaboratively by governments and communities. Migrants and displaced communities are empowered in this process, which promotes an active dialogue with local governments and host societies on how all might contribute to solutions to their challenges. In the participatory process, relevant information is collated, including positive contributions to local economies, and shifting urban and territorial plans. More inclusive and resilient plans emerged as a result of these activities, helping local administrations as well as national governments to plan more strategically to integrate migrant communities, assimilating their dynamics and abilities to create more integrated and resilient cities.

The intervention has been carried through a tripartite agreement of cooperation between “Migraplan”, universities (University of Buenos Aires, Catholic University of Bolivia and Salta, National University of Colombia, PROCASHA, University San Simon Cochabamba), NGOs (Techo (previously Un Techo para Mi País), Microenergía), local governments and communities. Migraplan contributes evidence and models to address the sensitive issues faced by migrant and displaced communities and the best ways to integrate them, wherever they are. Migraplan work on two types of intervention in the areas in which migration is generated that face depopulation and poverty, and in the areas receiving migration that are experiencing rapid urbanisation, mounting pressure on scarce



*The program managed to prevent demolition and resettlement, encouraging community mobilisation for re-designing and upgrading public spaces and to generate affordable housing solutions based on self-help.*



resources and informal settlement growth. As human rights are at the centre of the approach, Migraplan take efforts to develop solutions that match challenges faced by migrants.

For this reason, relevant stakeholders involved include the promoters of the plan, that participate in the “Migraplan” network, who push the process by organising symposiums and conferences and finance initial community consultations using the compass to reach consensus on key actions. Along the process, local government and national actors take the lead in the development of policy frameworks centred on progressive human rights fulfilment, backed by communities engaged. Targeted stakeholders of communities extending from vulnerable groups have continued engagement throughout the process, mobilising in defence of their interests to progressively engage local societies as universal benefits of plans become more evident.

The participatory decision-making process consists first of a diagnosis phase, using the “Compass” methodology. The methodology includes 100 indicators that measure the perception of fulfilment on key basic services (land tenure, housing, public transport, schools, hospitals, green areas, etc). The compass aims at summarising, localising and prioritising interventions needed to guide the discussion with local governments on specific projects. It is followed by the “Participaplan” methodology, a plenary session in which the diagnosis and scenarios for action are presented and agreed, aimed at engaging local government authorities to fulfil their responsibilities on the implementation. These agreements are documented in spatial plans matching specific areas and together define policy guidelines, as well as implementation arrangements that include financial details.

Notable achievements can be seen in the case of Soacha, where a more suitable self-help approach to host families escaping violence in rural areas replaced the 40m2 previously provided by the National Government. The new neighbourhood was designed in Soacha, based on the principle of compactness and accessibility, to ensure inclusion within the wider urban fabric. In Cochabamba, the programme led to Plan 700, which assisted the neighbourhood in subdividing the land and applying for official titles, expanding the dwellings to reduce overcrowding. In Escobar, Argentina, the project helped informal dwellers to develop their own plan that served as a foundation for the municipality to apply a land subdivision scheme and the regulatory framework for the area.

All these experiences are in line with the principles featured in “Leading Change” a publication based on the IG-UTP implementation by South Africa Legal Government Assosiation (SALGA) and UN-Habitat, shared in Habitat III, Quito as a way to contribute to the global goals.

[Leading change](https://unhabitat.org/leading-change-delivering-the-new-urban-agenda-through-urban-and-territorial-planning) <https://unhabitat.org/leading-change-delivering-the-new-urban-agenda-through-urban-and-territorial-planning>

The programme has demonstrated important achievements in terms of housing and slum upgrading plans. It managed to prevent demolition and resettlement, encouraging community mobilisation for re-designing and upgrading public spaces and to generate affordable housing solutions based on self-help. This is extremely important in Soacha, an area with a high concentration of displacement, where proper location of families requires sensitive housing solutions in order to avoid negative interactions with rival groups. Within the Plan 700 in Cochabamba, displaced communities require smart solutions to provide water and overcrowding and affordable investments to expand housing options. In Escobar, the participatory exercise lead to a revisiting of the city master plan and reforming municipal structures to create a department that could carry out regularisation processes with a special window for migrants to facilitate their integration.

Moreover, the programme achieved an open dialogue among professionals of different Latin American countries to deepen understanding on how migrants create their own habitats under adverse conditions in different cultural environments, and pathways to fuller integration within local economies. Among the successes, the program faced various challenges which lead to valuable lessons learned. Among others, the key challenges included:

- **Recurrent discontinuities** between local authorities and national governments, which affect the most vulnerable communities.
- **Long process** in resolving land tenure issues and conflicts of interest
- **Traditional planning instead of tactical planning:** Well-established traditional planning is hard to change, in particular regarding sensitive issues such as migrants and displaced populations.
- **Unemployment and marginalisation:** In the context of rampant unemployment and marginalisation of certain groups, xenophobia and violent expressions against minorities are common.
- **Transforming short term-action into long-term policies:** The experience indicates that it is feasible to achieve short-term interventions, even piloting innovative approaches as demonstration projects, but it is highly difficult to transform these positive experiences into medium and long-term interventions, as they require the development of policy frameworks, which are very difficult to achieve under unstable economic conditions.

**Key Words:** [Migration](#) | [Displaced communities](#) | [Inequality](#) | [Migraplan](#)



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## AUSTRALIA, ADELAIDE

### CREATIVE HOLDFAST ARTS AND CULTURE STRATEGY

**Duration:** 2019 – 2024

**Issue:** Increasing community life and cohesion, revitalisation of public spaces

**Type of intervention:** Strategy

**Spatial Level:** Neighbourhood, City & Municipality

**Key focus areas:** Urban and Territorial Planning, Social Development

#### Relation with the Sustainable Development Goals

Creative and cultural richness are fundamental for achieving health, inclusive and safe cities. The initiative addresses SDG 11 on achieving sustainable cities and communities using arts and culture to improve health and wellbeing of residents and to strengthen local communities, stimulating the economy and revitalising public spaces.

The City of Holdfast Bay stretches along almost 9 kilometres of the Adelaide city coastline in South Australia, is home to almost 37,000 people and attracts over 1.2 million visitors each year. The Creative Holdfast Strategy was developed in recognition of the value of arts and culture to invigorate the lives and improve the health and wellbeing of residents, stimulate the local economy, strengthen social cohesion and inclusion and to revitalise and activate public spaces. It provides a framework and road map to guide the philosophy, co-ordination, promotion, management and investment of arts and culture across the municipality over the next five years, through the six strategic themes:

- Create – generate opportunities for people of all abilities, cultures and ages to participate in making art and being creative.
- Experience – provide invigorating meaningful arts and cultural encounters, activities and events.
- Celebrate – honour, promote and protect the unique and rich creative and cultural identity of Adelaide
- Grow – stimulate creative and cultural talent, skills, and opportunities for jobs, business and tourism.
- Form – shape the design and provoke the activation of distinctive and culturally rich places and creative spaces.
- Connect – develop relationships and build links with local, state and national practitioners and organisations in arts and culture, as well as other Councils.

The creative and cultural life of a place is created by its people and their willingness to contribute and participate in activities that build community. That includes the residents, businesses and traders, community organisations, visitors and the schools and students. The Creative Holdfast Strategy acknowledges the municipalities' vital role in supporting people to participate in artistic and cultural expression, as well as conserving cultural sites, infrastructure and collections, hosting events for entertainment, celebrating culture, administering funding, and promoting arts and culture in the community.

The final Strategy was released in June 2019 and will be implemented though June 2024. It was developed over six months in response to an extensive programme of community engagement with residents and businesses, creative practitioners, community arts groups, key organisations and industry leaders. The Strategy is supported by an action plan that is framed across the six strategic themes, each with three

objectives and a set of over 100 actions that align to staff responsibilities and delivery timelines. The extensive programme of community consultation for The City of Holdfast Bay included:

- Meetings with the First Nations Kurna Nation Cultural Heritage Association
- Presentations at six community meetings and business groups
- Interviews with 21 individual local Creative and Cultural Leaders
- Meetings with 16 key Council staff
- Presentation to Elected Members

The staff and consultant team undertook face to face conversations with over 100 adults at four public events. Postcards and postcard posting boxes were placed in over 30 businesses and venues. Three online community surveys were hosted (customised for adults, young people and business). The engagement provoked a conversation with the community about what is valued and what future creative and cultural life is desired. Over 400 postcard responses were submitted and 180 surveys were completed. Hundreds of ideas, suggestions and comments were provided through interviews, emails and phone calls with residents, traders and community leaders as well as informal conversations on the street. 90% of participants agreed (or strongly agreed) that arts and culture are an important aspect of community life at Holdfast Bay. 80% of young people said that arts and culture made them feel good about life. Adults stated that they want their neighbourhood to be safe, welcoming, vibrant, creative and friendly. Young people stated that they want their neighbourhood to be welcoming, comfortable, safe, relaxed and progressive.

The Creative Holdfast Strategy sets out a series of actions and initiatives involving collaboration and contribution from a wide range of organisations. While some actions are deliverable through the reframing of existing budgets, the Council will consider the feasibility of any additional funding that will



*The creative and cultural life of a place is created by its people and their willingness to contribute and participate in activities that build community.*



be subject to the Council's formal processes or will seek new investment and partnerships with aligned organisations and agencies. As opportunities arise, new initiatives may be added where they are deemed to support the goals and objectives of the strategy.

The City of Holdfast Bay acknowledges the traditional country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present. We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today. The engagement process revealed the existing capability in the community and examples of excellence in artistic and cultural production. It also provoked considerable expressions of respect for First Nations people and acknowledgement of the importance of the ancient stories unique to place.

The greatest lesson learned was the crucial need to engage elected members and staff across all sectors in the development of the priorities and actions to ensure the desires of the community were feasible and viable in supporting the implementation.

The Strategy will result in:

- Increased opportunities for residents and visitors to participate in arts and culture while making it easier for

artists and cultural practitioners to engage in creative production and generate new opportunities for creative expression.

- Building the municipalities identity as a city of creative excellence, inspiring new venues and events and attracting new audiences.
- Greater celebration of first nations Kurna culture and the diverse multicultural heritage for each precinct to develop its own unique cultural identity.
- An increase in the number and diversity of creative and cultural businesses.
- An improved capacity to measure and articulate the value and impact of arts and culture.
- The commissioning of meaningful public and integrated art and the increased use of existing infrastructure for arts and cultural activities.
- Consideration of cultural impact in new and renewed urban developments.
- Better communication of existing arts and cultural activity and increased partnerships with other community organisations.

**Key Words:** Creativity | Art & Culture | Community | Wellbeing



© creative Holdfast arts and culture strategy

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# 03

## AUSTRIA, VIENNA

### VIENNA MODEL, THE NEW DANUBE

**Duration:** 1977 - 1987

**Issue:** Danube flood risk, absence of open green and public spaces on the riverside

**Type of intervention:** Design, Spatial plan

**Spatial Level:** Metropolitan & Regional, National

**Key focus areas:** Flood Protection, Landscape Design, Urban Recreation

#### Relation with the Sustainable Development Goals

In its essence, the “Vienna Model” as a collaborative planning process, is considered a root for contemporary informal planning procedures, anticipating SDG 11 on enhancing the capacity for participatory, integrated and sustainable human settlement planning and management. In addressing the threat of natural disaster, the case describes the core of resilient city approaches, highlighting the need for integration of the natural environment into urban processes, recalled later through SDG 6 and 11.

The first plan to protect the City of Vienna from the devastating floods of the Danube River consisted of the construction of an authorised channel of approximately 21 kilometres. However, the steep embankments secured with large stone blocks would block any access or use of the river by the resident population. Instead, a local recreation area has been created, offering rest and relaxation to hundreds of thousands of people on beautiful summer days, as well as bathing and leisure-time pleasures of many kinds. The ‘new’ Danube has also passed all practical tests as a technical flood protection project. The successful metamorphosis of a pure engineering structure to a multi-purpose project was made possible through a new kind of planning process, born of the flooding emergency in the 1970s.

The project timeline is as follows:

- 1957: Start of regulation plans of the Danube
- 1975: First km of flood channel construction finished, stop to further construction
- 1977: Establishment of Danube Ad Hoc Organization Competition
- 1980: Start of construction of the new integrated plan
- 1987: Construction complete, followed by maintenance and multipurpose use up to today

Over the centuries, Vienna has experienced multiple episodes of devastating floods. The highest water level ever measured was 14,000 m<sup>3</sup>/s in 1501. Where the New Danube and the Danube Island exist today, the first of Vienna’s Danube regulation attempts (1868–1875) created a flood area, resulting in a broad meadowland that was submerged during the floods.

The flood of 1954 brought about an initiative for better protection, which at that time could withstand a limited average flood level of approximately 10,000 m<sup>3</sup>/s. The planning for a new approach began in 1957 and after years of discussion, a new Danube River Regulation Plan was developed to include a discharge flume and the creation of an elongated island in the Danube itself, using the deposit of material excavated for the flume. This plan, based purely on the requirements for flood protection, included a civil engineering structure with steep banks and stone slopes over along the entire length

(21 km) of the island, parallel to the river’s flow through Vienna’s urban area. Further uses of the river and its banks such as those for leisure and recreation, were not considered, in particular on the dam of the New Danube where a new motorway was planned.

After the completion of the first phase in the mid-1970s, the staff of the Building Department of Vienna, and the then state governor Hofmann criticised the one-dimensional plan. However, at that time, the plan was already in place. Therefore, the responsible actors from the state and federal governments took an initiative that resulted in the creation of a time-limited organisation under the leadership of Jakob Maurer, professor for Spatial Planning at ETH Zurich, which had already developed a portfolio of unusual innovations. Jakob Maurer had the strong support of Kurt Freisitzer, a sociology professor at the University of Graz.

The starting point was a competition in 1977, from which several teams were invited to work on further developments that included regular exchanges with an Evaluation Committee. Within three years, it was possible to design the river space and the new Danube Island in such a way that today several hundred thousand visitors can find both peace and quiet, time to recuperate, and enjoy other recreational activities such as bathing on beautiful summer days. The former plan of a solid bank dam was replaced with ‘soft’ areas featuring smooth, gently increasing embankments. The autobahn was relocated behind the dam on the north side and covered using green bridges. Finally, the new Danube Island was connected to the city by the regional railway system and the subway, as well as by trams and diverse bus lines of the public transport system.

It was already clear that the attraction of the waterfront in the New Danube, especially the northern bank, would experience settlement pressure. The solution was to design the connection network to the spaces of the island to lower the



*What began as a one-dimensional hydro-engineering project became a multi-faceted and unusual recreational space that also provided the necessary floodwater protection.*



profitability of construction, and ensure the area would be exclusively available for leisure and recreational purposes. To lower the necessary heights of the banks, the island design would be required to withstand planned flooding during periods of exceptionally high-water levels.

The new construction has created a risk-free floodwater discharge of up to 14.000 m<sup>3</sup>/s. The floods of 2002 and 2013, which exceeded the 20th century high, were managed successfully. Water distributed across the different weirs of the new Danube means that the current levels there are lower than that of the main Danube. Consequently, the New Danube is designed to be fed continually by the main Danube and water will be filtered and cleaned on its passage around the Danube Island to achieve a water quality suitable for bathing. Any excess water in the New Danube will be continually diverted over weirs 1 and 2. A multi-purpose project was realised – with manageable additional costs – that today, in addition to the Vienna subway and the new central railway station, can be counted among the most distinguished Viennese urban development projects of the recent past. Moreover, it has developed into the city's most popular recreational area.

The most distinctive feature of the innovative approach of the Vienna Model is the introduction of retreat-like meetings of the actors involved in the project; in Vienna, this was called 'coupling' (Kupplung). In contrast to the usual method of using expert opinions and counter-opinions in consecutive processes to solve difficult issues, the new approach offers a time-limited platform for the direct and regular exchange of those who draft solutions and those who evaluate.

The central component is a critical discourse on the questions related to the submitted solutions. Which solutions are appropriate and which are not, can only be understood in in

comparison to previous suggestions. Without comparison, they can only be given a relative evaluation and not an absolute one. Previous solutions that provide applicable references for the difficult task of spatial planning are essential for comparisons that can draw lessons. Without these, tasks can be drawn out in time-consuming consecutive processes, often with conflicts among the experts. The new simultaneous process not only had the advantage of speed, but was carried out in such a manner that conflicts could be worked out along the way. This approach complements the (required) legal foundation of formal processes in spatial planning. Collaborative models arising from the Vienna Model such as the test planning processes conducted in Switzerland, belong to a category of planning processes, that are informal in nature. The design of such processes can be tailored to each situation, however, this does require extensive knowledge and experience.

What began as a one-dimensional hydro-engineering project became a multi-faceted and unusual recreational space that also provided the necessary floodwater protection. This was only possible with the support of the excavation team and a pioneering informal spatial planning process. The creation of an ad hoc organisation that could experiment with innovative methods in spatial planning was crucial for the success of this project.

The artificial Danube Island is today an important urban greenway and a crucial element of Vienna's green network. Known as the Vienna Model, it became well known as one of the forerunners of the use of informal processes. Today, the use of such processes for the exploration, clarification and solution of difficult and extremely important spatial planning tasks has become indispensable in many countries.

**Key Words:** [Water Management](#) | [Disaster Risk Reduction](#) | [Green Development](#) | [Multi-Stakeholders Coordination](#)



© Vienna model, the new Danube

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## 04

## BELGIUM, ANTWERP

## CO-PRODUCTIVE BROWNFIELD REDEVELOPMENT: PARK SPOOR-NOORD

**Duration:** 2000 - 2008

**Issue:** Revitalisation of urban and polluted brownfield, reclamation of public spaces

**Type of intervention:** Design, Spatial Plan, Strategy

**Spatial Level:** Neighbourhood, City & Municipality,

**Key focus areas:** Neighbourhood Revitalisation, Greening and Recreation, Landscape Design, Public Space

#### Relation with the Sustainable Development Goals

This intervention depicts the process of brownfield revitalisation as a mechanism for sustainable development, aimed at providing access to safe, inclusive and accessible green and public spaces, and promoting inclusive and sustainable urbanisation (SDG 11). It highlights the collaborative planning approach to include a variety of stakeholders and the role of an innovative funding and management structure in its implementation.

In 2000, the National Belgian Railway Company abandoned a 24 ha railway site in the northern part of Antwerp. The brownfield was heavily polluted and the railway infrastructure formed a barrier between three surrounding deteriorated residential areas, where the local population had been demanding a park for a long time. However, the real stimulus for the redevelopment came from the Federal Urban Policy and European URBAN II funds, which provided substantial financial incentives for interesting social urban projects. In 2001, a new organisation (AG ANN, an autonomous city enterprise Antwerp New North) was established by the city, with juridical and financial independence and was tasked to develop a vision for the area that would consider the interests and ambitions of the owner, the citizens, the Federal Government, the EU and the city. In a policy agreement, the new structure, which included the planning team, project definition, financial consequences and a strict schedule, were laid down, forcing the city to take decisions within short periods. The result was the realisation of an attractive 18 ha park and a 6 ha commercial area.

The first activity of the planning team participating in the redevelopment of the abandoned railway area was to compile the Starting and Discussion Notes that brought together relevant information, key issues, potential and an inventory of existing visions and concerns. The notes also formulated a proposal concerning the planning process, possible development perspectives, and the timing, which was scheduled in four phases.

In the first phase (2001), the planning team organised Vision Days in which different city services, politicians and external experts worked together in a vision development team, a financial scenarios development team and a 'research by design' team. The city expressed its vision for the development and strict timing for the process in a Consensus Note, which was discussed with the neighbourhood and accepted by the Council in October 2001. The city proposed to divide the area into three parts: two areas for commercial development by the railway company (6 ha with 1.0 floor area ratio counted on the 24 ha) and an 18 ha park area. As a condition, the city also required the organisation of an international urban design competition in order to guarantee the spatial and social quality of the development.

During the second phase, the Consensus Note was used as

the basis for negotiations with the owner, who had high financial expectations. Under pressure from the subsidy deadlines, a Policy Agreement was signed with the owner in December 2001. The content of the Consensus Note was accepted by the parties, with the exception of the proposed floor area ratio which was changed to 0.8–1.2 (190,000 m<sup>2</sup> – 280,000 m<sup>2</sup>). A legal land-use plan clarifying the functions of the three areas and the floor ratio was defined, and a limited city public company was established as a financial and juridical instrument for the realisation. An intensive Appeal Programme with events, expositions, newsletters, workshops, and discovery walks in the area was organised during the negotiations to attract people to take 'mental possession of the promised but so far unknown land'.

It was the right moment for developing the Spoor-Noord Park. Inhabitants had been asking for it since Antwerp was elected European Cultural Capital in 1993. Different Belgian schools for architecture, urbanism and planning designed proposals for the Spoor-Noord area. Inhabitants, however, reacted against a purely commercial development, demanding instead a park for the very dense neighbourhood. Sufficient momentum was finally achieved in 2000. Politicians wanted to oppose the growing influence of the extreme right party in the area. A non-profit Neighbourhood Development organisation with representatives of the city, the universities and NGOs, worked with the inhabitants to support the park concept. The European Union started the URBAN II programme, providing funds for integrative, inclusive projects. Last, but not least, the city established a Planning Cell using young, capable and highly committed planners with a clear vision. The common vision of all these parties made it possible to positively steer the negotiations with the owner of the land.

In the third phase, an international urban design competition was organised. The project "Villages and Metropolises" from Studio 03, driven by Bernardo Secchi and Paola Viganò was chosen by the jury. The team considered the role of Spoor

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*An immediate effect of redeveloping the brownfield site was the creation of new recreational area in the neighbourhood. The park provided local residents with space and facilities for recreation, sport and social and cultural activities.*

”



Noord at different scales, as a garden for the neighbourhood and a park for the city.

The project proposed a social, free and open space with different dimensions, functions and forms creating specific atmospheres with the potential to grow and change. It included a billiard sheet with changing functions and activities for sport and recreation, with buildings, paths for walking and biking, trees and various playgrounds targeting different age groups. This resulted in a transparent, intimate, partly open, partly closed, ecological and safe space.

The fourth phase was focused on the realisation of the idea and quality assurance. The winner of the competition received the commission to design a concrete project for the park and to develop a legally required land-use plan, guaranteeing the legal certainty for the partners. The city created a very capable, mixed project team responsible for the realisation, management and quality assurance of the project, in close cooperation with the design team and the inhabitants.

An immediate effect of redeveloping the brownfield site was the creation of new recreational area in the neighbourhood. The park provided local residents with space and facilities for recreation, sport and social and cultural activities. It gives a much-needed boost to the surrounding neighbourhoods, stimulating private investments and reversing the downward spiral of decline in the area.

In broader terms, the creation of an innovative, authentic space for such a mixed population of local residents and immigrants, poor and rich, inner city and regional, is an impetus for social cohesion. The initial vision from the city and the quality of the concrete design were fundamental incubators of its appeal. The reuse of existing railway buildings, initially intended for demolition, helped keep the collective memory and the *couleur locale* of the past, but also to create a new adaptive future.

The Spoor-Noord case demonstrates methods to deal with a complex process and project, to deal with a powerful stakeholder (the railway company) through negotiation, how trading and agreements can create opportunities for the city, and guarantees for both spatial and detailed design quality. It shows how a city can play a fundamental role as the 'director' of process. The involvement of the population certainly improved the quality of the result, expanding it to include the production of local knowledge, expression of clear ambitions, proposals for a concrete programme, discussions and reactions to the documents and design proposals, and personal investments in the property. The use of supra-local funds was not only a motor for the realisation but also for the quality. The role and policies of the Federal Government and the EU in the project were crucial, showing that working with incentives can be an effective strategy for the implementation of policy.

**Key Words:** [Neighbourhood Revitalization](#) | [Brownfield Revitalization](#) | [Landscape Design](#) | [Recreational Space](#)



© co-productive brownfield redevelopment: Park Spoor-Noord

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Website of the project: <https://www.agvespa.be/projecten/park-spoor-noord#>





## CHINA, WUHAN

### POST-COVID 19 REVITALISATION PLAN OF WUHAN CITY

**Duration:** February 2020 - September 2020

**Issue:** Shortcomings and deficiencies after the Covid-19 pandemic

**Type of intervention:** Spatial Plan

**Spatial Level:** Metropolitan & Regional

**Key focus areas:** Healthy City, Public Health, Security Resilience, Community Reconstruction, economic revitalisation

#### Relation with the Sustainable Development Goals

The revitalisation planning upholds the principle of “putting people first” and applies the development concepts of a safe, healthy and prosperous city, that persists in putting people’s life safety and community health first. The planning strategies include reshaping a healthy society, reconstructing communities, revitalising the economy and rebuilding a smart city.

The COVID-19 epidemic in early 2020 has exerted an enormous impact on Wuhan’s economy, society, and the city environment. The fight against the pandemic has also exposed Wuhan’s shortcomings and deficiencies. The situation after 76 days of city-wide lockdown, confronted with the normalisation of pandemic prevention and control, presented an unprecedented difficulty for this revitalisation plan to push forward for social and economic development alongside epidemic prevention and control. To restore the normal functions of the city and enhance the city’s overall attractiveness with the least delay possible, a pattern of modern governance for megacities was explored and established based on the Wuhan experience. A series of undertakings in planning research, policy making and standards building began with a focus on filling short-comings and strengthening weak points to lead the post-COVID 19 revitalisation development.

Confronted with the urgent need to decrease population density in the old city and improve the living environment in old communities, the revitalisation plan introduced the health city standards to planning and construction, leading the transformation to build healthy communities.

Unlike the destruction of the physical environment that results from natural disasters, the epidemic has caused little physical damage to the city but exerted an enormous impact on the potential development of the city image, the mental health of citizens and the future development of local industries. To face these major challenges, the programme sought to restore and enhance the comprehensive attraction of the city through “revitalisation”.

Taking the “people-oriented” development concept as the core principle for boosting urban development in a way that insists on people’s safety and health as the starting point of planning, the revitalisation plan has focused attention on the health, safety and liveability demands of low and mid-dle-income families and individuals. To achieve full recovery and revitalisation of local economy, a series of spatial policies, planning interventions and construction standards have been completed.

Due to changes in the development orientation of the post-COVID 19 era, the planning team has reviewed the existing long-term urban planning goals and adjusted them towards a more sustainable future objective, which consists of four dimensions; the world-famous safe city; the international live-

able city, the national liveable city and the smart city model.

Relying on its unique natural resources, Wuhan has shaped a resilient urban form in which ecological space and blue-green networks play an important part. The spatial expansion pattern of Wuhan follows the structure of 6 development axes and 6 ecological green wedges, ensuring mixed land use and also providing “white land”, where the temporary construction of emergency and epidemic prevention facilities such as Huoshenshan Hospital, Leishenshan Hospital, mobile cabin hospitals and temporary isolation points were built.

The planning team has conducted 5 specialised planning research initiatives focusing on medical and health care, emergency disaster prevention, smart community, healthy city and economic revitalisation. Based on the plans, the framework of planning standards with Wuhan characteristics was built and acts as the criteria for evaluation work in the current planning system. This has led to the comprehensive improvement of the spatial planning system of Wuhan.

The implementation strategy of “objectives, strategies, specialised plans, action plans, project construction”, has established a development path, from blueprint to implementation, and has formed specific projects and construction arrangements for the past three years. These chiefly include 6 three-year action plans, for objectives such as upgrading medical and health facilities, building complete communities, sanitation facilities and emergency support, upgrading the quality of healthy urban space, comprehensive transportation and emergency logistics, and building functional areas and bright spots. By formulating the “Guidelines for the Construction of Healthy Cities”, “Guidelines for the Construction of Complete Communities” and “Guidelines for the Zoning of Construction Intensity”, the policy control requirements that configure standards for facilities in healthy cities have been framed to optimise the quality of the community environment and to guide the rational distribution of the popu-



*Taking the “people-oriented” development concept in a way that insists on people’s safety and health as the starting point of planning, the revitalisation plan has focused attention on the health, safety and liveability demands of low and mid-dle-income families and individuals.*



lation.

Based on the 1167 construction projects proposed by the three-year action plan, the planning team have been cooperating with a further professional team to build a development information platform that can lead and assess the implementation of post-Covid 19 projects, ensuring the land allocations and distributions of major projects, as well as the financial and policy support from the economic revitalisation movement. It has played a vital role in supporting post-COVID 19 policy making and city management.

On the basis of the ecological protection lines, the plan seeks to promote the protection of the Yangtze River shore-line remediation, the construction of country parks and pocket parks in the inner city, and the improvement of the water environment, so as to facilitate natural flow in the ecosystem, while consolidating the spatial structure of a healthy city and reinforcing Wuhan's resilience.

In the short term, the plan has the goal of effectively strength-

ening public health security and has listed a series of major epidemic treatment facilities including the National Public Health Incident Medical Centre, the Proton Medical Centre and two 3A hospitals. Five outer districts of Wuhan are also currently investing in the build of five new hospitals.

To consider the development trend of high population density in urban areas and guide the rational distribution of the population, the Notice on Further Strengthening the Management of Construction Intensity of Residential Land was issued, outlining specific control requirements for development and construction intensity in the urban area.

Community work is of the highest priority to people-oriented rehabilitation after the pandemic. In the near future, 340 old urban communities, 114 old communities in historical blocks and 11 communities in the scenic area will be upgraded and renewed. In the long-term, the project is targeted at institutional adjustment, public participation and community-based informatisation construction to raise people's sense of belonging and to enhance the attractiveness of the city.

**Key Words:** Post-Covid 19 Planning Interventions | Public Health System | Healthy Built Environment | Community Governance



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Website of the project: [http://www.wpdn.cn/project-1-i\\_11750.htm](http://www.wpdn.cn/project-1-i_11750.htm)





# CHINA, SHENZHEN YANTIAN DISTRICT

## SHENYAN LANDSCAPE IMPROVEMENT

- Duration:** April 2019 - ongoing
- Issue:** Traffic congestion
- Type of intervention:** Design, Spatial Plan, Strategy, Programme
- Spatial Level:** Neighbourhood, City & Municipality, Metropolitan & Regional
- Key focus areas:** Landscape Design, Public Space, Road Layout Design

### Relation with the Sustainable Development Goals

The project explores possible solutions to the challenge of non-motorised mobility, pedestrianisation and designing healthy and active streets for people, addressing SDG 3 and 11 on promoting community health and wellbeing and making cities inclusive, safe, resilient and sustainable. The design encourages walking and cycling whilst reducing reliance of motorised vehicles, thus lowering carbon emissions in the area and creating a healthier neighbourhood.

In the history of Shenzhen, Yantian has a special place as one of the early places to see international investment in China in the early 1980s. Located between mountains and sea, the district preserves its own character and has a comfortable human-scale. Nevertheless, its remote location and lack of public transport access resulted in a lack of urban renewal interest compared with other, more central parts of rapidly transforming Shenzhen.

The landscape is dominated by the container harbour and the expressway, however, Yantian has exceptional qualities that present the potential to become the most human scale district in Shenzhen. The actual commission simply called for landscape improvement works but the planning team took a broader view and embedded the project in the wider regeneration of the district, foreseen through the construction of the new metro line under Shenyang Road.

The traffic flow in the Yantian district consists primarily of internal travel, and the main passenger corridor of Shenyang Road lies on the east-west axis. The lack of diversion roads means that there is an obvious peak flow during holidays, but capacity is currently sufficient to meet requirements. The bus coverage rate is high but the lack of east-west diversion roads results in route repetition. There is the need to change the past car-oriented road design to reduce the amount of road space occupied by cars, giving more attention and priority to slow traffic and public transportation, and opening public spaces.

The project is led by three comprehensive strategies ranging from district to detailed scale:

### 1. Systemic thinking of Shenyang Road

This strategy embeds landscape improvement works in district wide developments. The road is understood as a linear public space and a key element of district-wide systems, considering different modes of transport, the public space system, and the network of character areas or neighbourhoods with different regeneration potential.

### 2. Creation of welcoming nodes

Guided by a clear systematic logic, the team zoomed in to focus on people's arrival experience at five key nodes. The interventions included road intersection improvements, replace-

ment of footbridges with level pedestrian crossings, metro entrance improvements and public space improvements. In the central metro station, the team proposed to open the below-ground ticketing level directly to the central park and a cluster of public buildings.

### 3. Consistent detail

Consistent detailing holds the future appearance along the road together. According to the rhythm of Shenyang Road, the project includes detailed components such as pavement, lighting and urban furniture that are designed to account for different speeds of movement. This overall understanding and guidance allowed the client, the stakeholders and the team to communicate and to make well informed decisions that integrate the landscape improvement works with other, parallel transformation processes in Yantian.

In 2019 and 2020 the team is working in parallel on the metro construction and the priority implementation of road restoration, node road landscape reconstruction, road restoration, bicycle lanes, subway station landscape design and detail construction (furniture paving) of the whole road. Following the opening of the metro line 8 in 2020, wider regeneration measures will come into action such as a smart street light system, building façade renovation, urban design of key redevelopment areas, and the planning and construction of landmark buildings and pocket parks along Shenyang Road.

This project shows that zooming out of detailed design tasks helps to integrate standalone projects with wider initiatives in context. Urban designers are well-placed to integrate scalar perspectives, as they often work between scales, orchestrate the contribution of other disciplines, and listen to interest groups. This project also demonstrates that public space and the space between buildings play a key role in urban transformation and that infrastructure investment can "feed" development. Engineering solutions are needed to solve technical



*This project shows that zooming out of detailed design tasks helps to integrate standalone projects with wider initiatives in context. It also shows that that public space and the space between buildings play a key role in urban transformation.*



problems, which are often complex in existing urban situations, but only when the resulting space is designed with an eye on the local context and climate, from a human perspec-

tive, can infrastructure projects become a game-changing kickstart to urban re-generation.

**Key Words:** Landscape Design | Public Space Design | Human Scale | Street Design | Pedestrian Mobility



© Shenyang Landscape Improvement

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Website of the project: [https://www.mlaplus.com/portfolio/shenyang\\_landscape/](https://www.mlaplus.com/portfolio/shenyang_landscape/)





## EGYPT, EL OBOUR CITY

### Y' AHL EL HAY - ARCHITECTURE FOR COEXISTENCE

**Duration:** November 2015 - January 2016

**Issue:** Lack of child and women friendly spaces, Health centre pressure, Social cohesion between Syrian and Egyptian community

**Type of intervention:** Design, Strategy

**Spatial Level:** Neighbourhood, City & Municipality,

**Key focus areas:** Refugees Integration, Upgrade of Basic Urban Services, Open public Space/ Placemaking, Participatory Planning, Design and Implementation, Community Support

#### Relation with the Sustainable Development Goals

The project was created to alleviate pressure on public services and create inclusive and child friendly public spaces through a participatory process. Its implementation strategy was based on the inclusiveness of all commuters, users and inhabitants of the area, while resolving conflicts between different groups through a design and build process, addressing SDG 3, 10 and 11 to achieve healthier, equal and inclusive communities.

The number of refugees and asylum seekers registered by UNHCR in Egypt has reached 250,000, 120,000 of which are Syrians. The country is witnessing, for the first time in its modern history, the mass and simultaneous arrival of refugees that need to be aided, accommodated and integrated among the Egyptian population. Egypt is a unique country in that refugees are not living in camps but in cities and have been developing a local prospering economy for around 7 years. The presence of the Syrian refugees in the city is adding an immense pressure on host communities that continue to accommodate the incoming population. Vulnerable Egyptians are feeling the pressure as they have to compete for the same basic services. Cohabitation and coexistence are goals that require very difficult process which require well established strategies and concerted efforts from different stakeholders to avoid xenophobia and, more importantly, violence. The strategy of UNHCR is to work with and for hosting communities as well as with refugees to preserve and expand the protection space for Syrians. Within this strategy, the community support unit "CSP" has initiated several projects that are based on upgrading existing public facilities that benefit both Egyptians and Syrians. It is within this context that the "Architecture for Co-existence Y' AHL el HAY" project was established.

Y' AHL EL HAY is a project that aims to develop and upgrade the Public Health facilities in El Hay EL Awal in Obour and the open area surrounding it with several design interventions that emerged from participatory needs assessment sessions held with the city council, doctors, nurses, PHC staff, Local NGO's and the actors in the vicinity of the clinic.

Obour City is a "New Urban Communities" city located 35 km northeast of Cairo in Cairo governorate. The City accommodates approximately 500.000 inhabitants and it is known for its numerous factories and residential areas. The project site is situated in the 1st district, considered the heart of the city as it contains the major services and governmental buildings.

The Health Clinic is located in the city centre, where it is easily accessible. It is close to cheap shopping venues and close for Syrians from the nearby 1st, 2nd and 3rd districts (besides Tarfeehy and Janat Al Ubur), who use the health clinic for

primary health care services and vaccinations.

The Health Centre is a place of intense population convergence and is made attractive by the diversity of services and public facilities, their concentration within less than 200 m<sup>2</sup>, the local community pop-up activities in the public space and finally, the ease of accessibility to the site, which will be strengthened by the future mini-bus station. People, activities, buildings and spaces in the project area have a meaning and singular role to play. The different spaces are inclusive and accommodate both Egyptians and Syrians (the ratio of Syrians to Egyptians is significantly higher in this locality in comparison to other districts). The project area fits UNHCR criteria of site selection as a location to strengthen the strategy for the preservation and expansion of protected spaces for Syrians.

"Architecture for Co-existence Y' AHL el HAY" began as a community-focused design project for the development and upgrade of the health centre. It has later been extended to integrate the interstitial open area surrounding the health centre and the community kindergarten yard with a number of design interventions. The interventions emerged from participatory sessions held with the city council, doctors, nurses, health clinic staff, Local NGO's, local builders and craftsmen and the population in the vicinity of the clinic, including the children.

The first participatory design session took place in November 2015, with participants from the Ministry of Health, followed by a second with the city directorate to finalise the proposed design. During the phases of the project, the team attempted to carry out outreach sessions with local civil society organisations such as "Syria El Ghad" in the 3rd district in El Obour, to discuss the activation of the outdoor space according to Syrian user habits. A space management session with health centre staff and a greening workshop that included in-situ participation with the local community were held during the implementation phase of the common public garden and playgrounds.

Inclusion in the project has been extended throughout its lifetime with team building and training work-shops yielding direct feedback on the ongoing work, cohesion among community actors and a stronger sense of ownership of the space.

The project was implemented in 2015 within three months.

The project shows another face of architectural practice whereby community development holds the first priority, and in which design is used as a tool to empower the beneficiaries and enable them to improve their own built environment, making process a more important part of the project than the result itself. Design was used to gather all stakeholders around the same table, to discuss, share ideas and learn to communicate with each other, through the following particular initiatives:

- Meeting for coordination and consultation about the design interventions with the architecture and engineering department of the Ministry of Health.
- Creation of a participatory consulting group composed of volunteers from the library staff, the NGO, the kindergarten and Health centre, youth, women and children from the community and the city directorate.
- Organisation of a training Workshop for the management and maintenance of the space in the health centre.
- Provision of equipment within the allocated budget after prioritisation process with the Health Centre staff.
- Supporting the project group for the preparation of the Universal Children's Day celebration (Preparation of the opening).
- Signing of management agreement by the different stakeholders and users: Health centre, City Directorate, Kindergarten staff and public library staff.

The proposed interventions were the result of the participatory planning and design sessions which materialised in the health centre as:

- Expansion works: adding enclosure for two extra clinics.

- Maintenance works: replacing broken windowpanes, safe-proofing of existing glazed surfaces, plastering of existing interior walls and ceilings, plastering of the external facade, installing handrail for the external ramp, maintaining the existing lighting fixtures.
- Design and furnishing works: upgrading the existing courtyard (provision of outdoor seats, potable water unit, safety surfacing for play area), provision of multi-use benches for the waiting area, Installation of 2 LCD screens and whiteboards, installation of artistic ceramic tiles on interior walls, design and provision of external sign for the centre.

For the Community garden, the interventions included the design of a playground with playscape suitable for a range of ages, provision of safety surfacing and hedging as childproofing measures, provision of an irrigation system and installation of a sculptural element with the project's totem in the centre of the existing planting bed.

Finally, for the Kindergarten, the interventions entailed the re-design of the existing interior courtyard with outdoor shading elements and playscape, provision of safety surfacing, adding plants and decorative painting for the internal iron bars.

The limited time for preparation and implementation of 45 days, the complicated bureaucratic procedures and the unlimited negotiations made the project highly challenging. Skills and knowledge in community development, conflict resolution, participatory approach, team building, and tailored solutions were necessary to ensure the implementation of the project, to minimise costs and to maximise benefits, while responding to the evolving needs and priorities for the project.

The project was up scaled since its initial inception in 2015 and applied to three new health centres in 2016, showing how spaces in the urban context yield great success and are used the most by the local community.

**Key Words:** [Refugee Integration](#) | [Coexistence](#) | [Participation](#) | [Urban Node](#)



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## GEORGIA, TBILISI

### HUALING TBILISI SEA RESIDENCE

**Duration:** 2012-2022

**Issue:** Low quality housing, Absence of local financial capability to foster urban development

**Type of intervention:** Design, Policy

**Spatial Level:** Neighbourhood

**Key focus areas:** Housing

#### Relation with the Sustainable Development Goals

The project sets an example on promoting urbanisation through a multi-stakeholder Partnership (SDG 17) aiming at providing a high quality and affordable residential neighbourhood to be used by local inhabitants (SDG 11). In addition, the initiative aims at triggering further sustainable and inclusive development in the area and attracting further development opportunities for the country.

Housing development is relatively slow in Georgia, due in large part to the country's stagnant economy and the low profitability for local investors in large housing projects. The central area of the capital city of Tbilisi, is largely comprised of old, conservative buildings and the suburban area presents financial challenges for development via local funding. However, Chinese investors have strong capital strength and are supported by the 'Belt and Road Initiative'. Despite its domestic economic difficulties, the Georgian government is interested in improving the quality of its residential space, providing housing for local people, and wishes to acquire the accommodation of the European Olympics Festival held in 2015 in Tbilisi, from the Chinese investor Hualing Group.

In Georgia, the unstable economy is tied to consistent internal and external political unrest, such as the Abkhazia issue and tensions with Russia. Such economic difficulty leads to poor quality housing provision and a shortage in supply. Degraded streets are common in Tbilisi city centre, where buildings often require additional support from external steel structures that are retrofitted in a temporary manner and thereby, cause a hazard for residents and pedestrians. Affordable housing is most prominently lacking, and low incomes prevent the majority of inhabitants from accessing housing in neighbourhoods of higher quality construction.

The Hualing Tbilisi Sea Residence project is supported by the private Chinese investor Hualing Group and the Georgian government. It is being implemented at neighbourhood level in the south-east suburban area of Tbilisi, facing the southern region of the Tbilisi Sea. It forms part of the Hualing International Special Economic Zone, a plan for the commercial, recreational, and educational development for the whole area. The Hualing Group is responsible for the design, planning and construction, while the Georgian government provides policy support and the land. The community planning and design strategies took strong reference from the Hualing community projects in China, most notably a gated commercial and leisure complex with integrated housing that featured supporting facilities such as an exclusive landscaping project and playground, specialised routes for pedestrians and vehicles, and high-quality buildings and neighbourhood facilities.

Despite its location at a considerable distance from Tbilisi city centre with low pedestrian accessibility, the project is consistent with the Tbilisi Land Use Plan 2030, indicating the future development of the area as an important district centre.

As aforementioned, the decision-making process took place between the Chinese investor group and the Georgian government. The design and planning process were undertaken solely by the investor while the Georgian government offered the land free of charge in exchange for housing accommodation that could serve the 13th European Olympic Festival participants. Therefore, the key stakeholders can be identified as both short-term and long-term end users, namely the Olympic Festival participants and Georgian citizens, respectively.

In the short-term, the housing project will achieve accommodation provision for the Olympics participants and reduce pressure on the government to address the housing shortage with the provision of high quality and affordable housing for local inhabitants. In the long-term, the project will contribute to the future urban prosperity of Tbilisi, by expanding urban prosperity to suburban hinterlands and incentivising faster urbanisation through further investment in Tbilisi. It will also promote communication between Georgia and China. Being involved in the Chinese Belt and Road Initiative is bringing development opportunities to Georgia.

Globalisation related complexities mean that while Georgia can benefit from increasingly influential investors, it is worth considering methods for the preservation of Georgian architecture and urban attributes when embracing such partnerships. Georgian policy makers should take active roles in negotiating with investors, and planners and architects should take responsibility for the preservation of valuable local, cultural and social assets in the urban development process.



*Globalisation related complexities mean that while Georgia can benefit from increasingly influential investors, it is worth considering methods for the preservation of Georgian architecture and urban attributes when embracing such partnerships.*



**Key Words:** [Housing](#) | [Georgia](#) | [Chinese Residential Space](#) | [The Belt and Road Initiative](#)





© Hualing Tbilisi sea residence

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## GHANA, GREATER ACCRA REGION

### NINGO PRAMPARAM PLANNED CITY EXTENSION

**Duration:** September 2016 - ongoing

**Issue:** Climate change, flooding, coastal erosion, earthquake, uneven distribution of land values

**Type of intervention:** Spatial Plan, Policy

**Spatial Level:** Metropolitan & Regional

**Key focus areas:** Rapid Urbanisation, Urban Resilience, Climate Change

#### Relation with the Sustainable Development Goals

Ghana is highly exposed to risks from multiple weather-related hazards and problems related to waste management and land speculation. The project, addressing SDG 11 and 13, explores the challenges and possible solutions to ongoing rapid urbanisation in emerging economies. It conceptualises a flexible masterplan that provides a robust framework for water management, waste management and food production strategies that will facilitate urban resilience and development of the city of Accra.

The city of Accra grew from a radius of 10 km into a continuous urban agglomeration that stretches over 60 km along the coastline. With a staggering growth rate of 4.6%, the population has reached more than 4.5 million in 2020. In Accra, the speed of speculation and informal construction has consistently outpaced the speed of planning, resulting in regular severe flooding, daily traffic collapse and the absence of basic utilities and services in many parts of the agglomeration. Good spatial planning and design assistance directly affects the municipalities' capacity to meet these challenges and deliver a more liveable and resilient city.

A National Priority Project has been established from a UN-Habitat initiative that entails a planned extension of Accra into the adjacent Ningo-Pramparam district. Local and national government and the private sector have shown interest in the plan, and support its moving towards implementation, with a steering committee that is mandated to approve, and a development body tasked with implementation. The Ghanaian-Dutch team of planners, urban and landscape designers, and water and infrastructure experts are assisting this momentum with the design of the city extension of Ningo Pramparam, encompassing a total land area of approximately 100 km<sup>2</sup>. When complete, the extension will be able to accommodate a significant amount of growth currently taking place in the Greater Accra Agglomeration. The difficulties of the project lay in the size of the intervention, to which the project responded with a solution that does undertake the full planning for the entire city extension for 1 to 1.5 million people, but endeavours to build the basic system and infrastructures and allow the city to grow over time. The approach to the planned city extension in Ningo Pramparam therefore, consisted of three key aspects, concerning; how to establish a system that mitigates the great risk of regular flooding, how to craft a system that provides basic services that can mature over time, and how to encourage growth and gradual maturation as an integral part of urban development.

Developing a city plan can never work without local rooting. In dialogue with local planners and representatives, and through site visits, the design team has defined the plan's key objectives. In these conversations it became clear that land ownership structures and cultural practices, together with the

scale of the project, make broad support essential to implement the plan on the ground. Consequently, a recent focus has been placed on the activation of all key players in the process, from the local stakeholders to the President of Ghana. So far this has been successful on all political levels. In the next step, the plan needs to gain the acceptance of the local population and start attracting investments from both the private sector and global institutions. This is a much greater challenge but also essential to inclusive planning.

Installing a New City Service Centre is then fundamental to define the next steps to implement the plan. This Service Centre is more than just a technical facility, it is a hub to bring people together for engagement. The New City Service Centre will link local knowledge and expertise to the network of specialists in Ghanaian universities and the networks of the Urban Lab. Key tasks of the New City Service Centre are to prepare local plans, define phasing, organise fundraising, coordinate and integrate expertise and knowledge from Ministries into local plans, negotiate with potential investors, and to monitor and evaluate the project on the ground. The town planning department approves permits, while a Monitoring and Evaluation Officer coordinates programs for urban management and reinforcement. The minimum time requirement for the New City Service Centre is 5 years, allowing the team to work on a showcase project of a limited area in which the wider urban system is tested.

The Showcase is a way to demonstrate the way in which the future city will develop to local stakeholders, future residents and potential investors and allows them to engage in the process. It could act as a testing ground for experiments with infrastructure and development models and be an inspiration for the method, system and ambition of the wider development. It is the ultimate way to build local urban planning and urban development capacity and engage with local and future residents in building New Ningo Pramparam.



*The plan needs to gain the acceptance of the local population and start attracting investments from both the private sector and global institutions. This is a much greater challenge but also essential to inclusive planning.*



**Key Words:** Rapid Urbanisation | Water Management | Climate Change | Urban Resilience | Flooding | Housing



© Ningo Praram planned city extension

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## IRAN, DOGONBADAN

### RENEWAL AND RENOVATION CONSULTATION SERVICES IN DETERIORATED AREAS OF DOGONBADAN CITY

**Duration:** December 2016 – December 2018

**Issue:** Earthquake-prone area and weak infrastructure, lack of access to institutions of social Justice, preventing displacement of local residents

**Type of intervention:** Design, Policy, Strategy

**Spatial Level:** City & Municipality, Transboundary

**Key focus areas:** Housing, Slum upgrading, Transport and Mobility

#### Relation with the Sustainable Development Goals

The gradual renewal and renovation of buildings to withstand earthquakes and degradation and to provide affordable housing in line with the climatic ecology and history of the region. The project is achieved by decreasing centralised top-down planning and promoting community participation, both pillars of SDG 11 that aims to make human settlements more inclusive, safe and resilient.

The city of Dogonbadan does not have a long historical legacy, as its creation was dependent on the oil and gas industry. The first residential zone was created for the staff of Gachsaran Oil and Gas Company between 1948 and 1956. Due to the economic prosperity of this industry, many villagers started immigrating to Dogonbadan to find work. As the city land lay entirely in the company's possession, there was no residential land developmental plan for immigrants, which led to the proliferation of informal settlements of simple building design on small plots formed on the hill, now located in the centre of the city.

This phenomenon intensified after the Islamic revolution due to new public land policies and population growth in more developed areas. Today, Dogonbadan has a population of 100,000 people and it is one of the most densely settled areas in the southwest of Iran.

Two important issues led to the project: Firstly, the city is located in an earthquake-prone area, making it vulnerable to natural devastation, in particular where deteriorated construction would make rescue operations and relief more difficult. Secondly, compared to other areas of the city, the informal settlements suffer from weak infrastructure and lack of access to institutions of social justice.

The intervention on the deteriorated area of Dogonbadan included three levels in the study and design phase.

1. Providing strong coordination between land use and transportation planning in accordance with other master plans in the city.
2. Identifying key points for physical intervention in the area to be carried out with government initiatives that could provide the basis for renewal actions by individuals and the public community.
3. Identification of housing patterns in accordance with people's livelihoods and potential accessibility, while planning for adaptation to the region's climate and ecosystems.

The first step was a top priority in the short-term goals and consisted of government funding plans for residential properties realised by the provision of low interest loans to renovation volunteers. Afterwards, the Municipality encouraged locals to renovate their buildings through developmental

guidelines that set priorities such as reopening passages and bottlenecks, and the necessity to facilitate earthworks projects in the area.

Necessary equipment, building materials and earthworks, and construction assistance to empower people involved with skills training were provided by the housing foundation Bon-yadmaskan, with government funding and support from the Municipality. These services were designed to support the urgent and necessary urban management measures, particularly in terms of the building codes, which together can provide a favourable framework for development.

The project included the preparation of land use plans, re-organisation of accessibility through road construction, identification and classification of different architectural forms, provision of special urban and architectural standards and formal regulations, sample designs of the project area, and construction of structures according to the proposed criteria for project implementation. Throughout the process, an open dialogue between residents, urban planners and architects was encouraged to explore diverse options and adapt the design to local needs.

After these steps, the project moved to determine which building designs could provide the best alternatives for local people, whilst maintaining local architectural forms and responding to climate constraints. The study shows that high occupancy uses in the first floor and reduced upper floor occupancy could provide the best living environment in this area. This form is highly compatible with the topography of the land and with the local climate. The existing Regulation calls for a Floor Area Ratio of approximately 110%, with a minimum ground floor occupancy of 85%. This requirement implicitly suggests the optimal use of certain building typologies, such as semi enclosed courtyard houses of various con-



*The project aimed at providing an affordable housing resettlement for the original residents while maintaining form and responding to community needs and context in its architecture, climate, and character, maintaining the proportion of housing and population to align the capacity of services and infrastructure.*



figurations.

This project's components included studies and development of a theoretical foundation, planning, and architectural regulations that have been approved by the local authority. The partnership with the Municipality provided responses to 456 map inquiry requests within nine months. The project provided opportunities for partnership between urban planners, designers and architects, as well as local authority and the local community, to achieve the best result in implementation.

The implementation of the project over the past two years, has led to private sector initiatives that have renovated 800 of 3000 building lots. In addition, 1100 dwelling units have been created. The balance of land and housing prices remains at the same level and housing is now more accessible for the original residents. Previous experiences of renovation in Iran have had two impacts that appear to hinder sustainable development in deteriorated neighbourhoods:

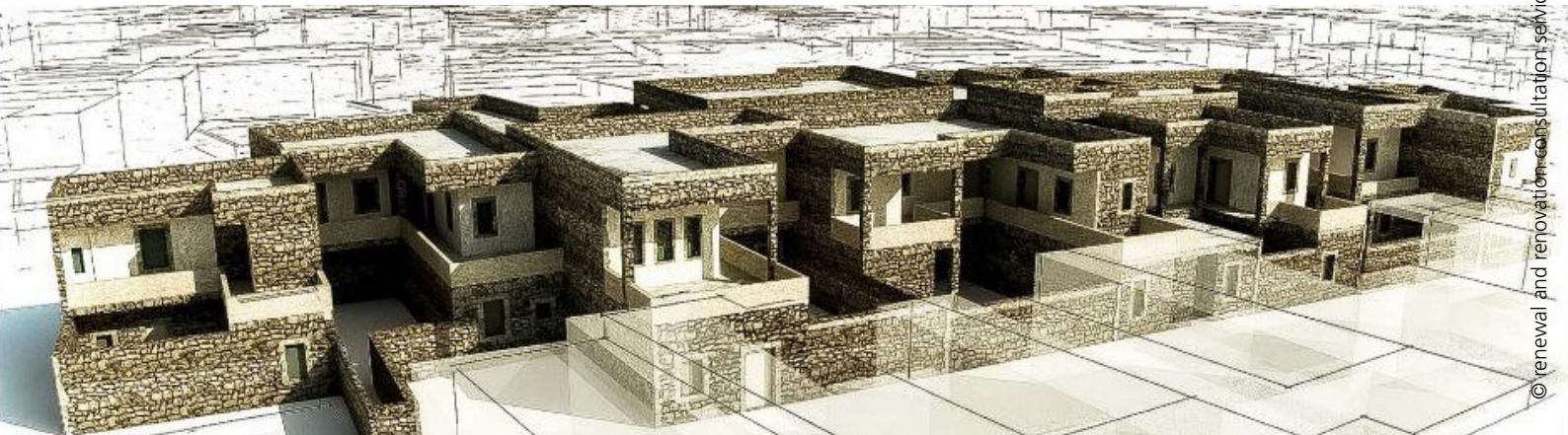
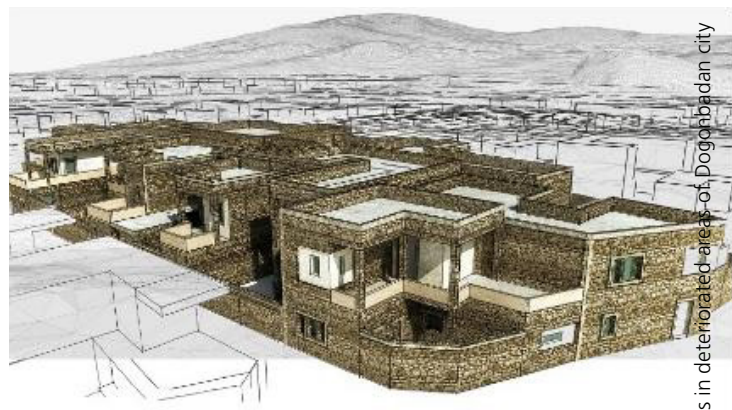
Firstly, the government has prioritised quantity of renovations, measured in the number of building permit approvals. The result of this approach is unstable development based on short-term goals. Secondly, the residents of these areas are

of low-income demographics. This blocks their ability either to afford new houses or re-build existing stock. The primary source of participation in this area was from outside investors. The result is that housing can remain out of reach for the original residents.

The project aimed at providing an affordable housing resettlement for the original residents while maintaining form and responding to community needs and context in its architecture, climate, and character, maintaining the proportion of housing and population to align the capacity of services and infrastructure. The results of the renovation experience in Dogonbadan three years from the beginning of the project and two years after the implementation are positive. Providing logistical support through the Housing foundation for equipment and material supply and demolition services, with the provision of low-interests loans were some of the key factors in transforming the deteriorated area into a form able to achieve the goals of sustainable development.

The "building and area renovation" plan was commensurate with the needs and livelihood of the community, which was as the core goal in providing affordable housing.

**Key Words:** [Slum upgrading](#) | [High-Risk Zones](#) | [Community Participation](#) | [Housing Development](#) | [Affordable Housing](#) | [Incentive Packages](#)



© renewal and renovation consultation services in deteriorated areas of Dogonbadan city

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## NEPAL, BAGMATI PROVINCE

### SUSTAINABLE TOURISM AND GREEN GROWTH FOR HERITAGE SETTLEMENTS OF KATHMANDU VALLEY

**Duration:** 2018 - 2021

**Issue:** Unplanned settlements and housing construction, Lack of policies and proposal for heritage conservation

**Type of intervention:** Design, Spatial Plan

**Spatial Level:** Neighbourhood, City & Municipality,

**Key focus areas:** Spatial Planning, Conservation Plan for Tangible and Intangible Heritage

#### Relation with the Sustainable Development Goals

The heritage recovery plan is aligned with SDG 11, aiming at addressing the issues of inclusive, safe, resilient, gender friendly cities and communities achieved through a participatory formulation process.

Chovar is a Newar settlement on the hilltop of Kirtipur Municipality within the Kathmandu Valley of Nepal and it is one of the most ancient settlements within the valley. It is located approximately 9 kilometres south-west of Kathmandu capital city. Over years of rapid urbanisation, the beauty of the settlement has been encroached upon with unplanned housing construction and infrastructure development. Re-construction after the 2015 earthquake added further building construction that did not prioritise traditional typologies, ultimately damaging the tangible heritage of the settlement. A concrete proposal and guidelines for the conservation of identity within the heritage settlement were absent.

The main challenges prior to the beginning of the initiative were the lack of any documents related to the settlement, that might outline spatial information and concerns for the tangible and intangible heritage of Chovar. In addition, the community itself lacked proper guidance of use to planning and heritage conservation.

The heritage settlement recovery plan of Chovar has been prepared in coordination and interaction with the local communities, local bodies and municipality technicians. The spatial plan is the final product from different focal group discussions, implemented as a participatory approach by the community itself. The plan provides tools and techniques to conserve the tangible and intangible heritage of the settlement and outlines a number of plans and proposals for infrastructure development that symbolises the identity of the community. Aiming to create sustainable cultural tourism in Kirtipur Municipality, the project provides the holistic Heritage Recovery Plan to the municipality and major stakeholders of Kirtipur.

Planning began in 2018, with an orientation with the Mayor of Kirtipur Municipality, local bodies and local communities of Chovar. In the preliminary phase, the spatial planning was discussed with the local people and communities in a participatory approach that included preliminary visits, collection of information, data, maps and stories, and Community Mapping exercises to identify the heritage aspects of the settlements. Focal Group Discussions were also carried out. Once the data collection was completed, the first draft was presented to the communities, Ward Offices and the Municipality for suggestions and recommendations, and later disseminated. Subsequently, the Heritage Recovery Plan has been handed to the Municipality in order to draw future infrastructure develop-

ments in accordance. Despite the COVID-19 pandemic, the team used participatory methodologies in both physical and virtual mediums to identify the priority needs of the Municipality.

The Heritage Recovery Plan incorporates the information with respect to the revitalisation, re-construction, and preservation of tangible and intangible cultural heritage in Kirtipur. The core technical team from Lumanti, the implementing partner of the project, carried out the research in consultation with all stakeholders including municipality officials from Kirtipur Municipality and Ward office 6, the Department of Archaeology, and local inhabitants including youth, women, and the elderly. The plan incorporates a detailed study of Panga, Kirtipur and Chovar.

The document has been able to capture the majority of the significant heritage of the settlement and has provided a full-er planning proposal that incorporates society as a whole, including for example, a playground for children, public rest houses for elders, and proper safety features for women and children. The document provided a future plan for further infrastructure development, a concrete heritage recovery plan with a proposal for heritage conservation, and included information pertaining to public spaces, traffic, public latrines, a green zone, development of Phalcha, and safeguarding for tangible & intangible heritages.

Despite the challenges faced (the lack of spatial information in Nepal, the COVID-19 mobility restriction, the difficulty in acquainting locals with the importance of heritage recovery), the project represents a way forward for the Municipality. It allocates funds for human settlements conserving heritage and sets a benchmark for other settlement aiming at replicating the planning conservation process. In addition, the document is the result of a profitable coordination between governmental and non-governmental institutes, the involvement of students, and a strong feedback mechanism established



*Despite the challenges faced, the project represents a way forward for the Municipality; it allocates funds for human settlements conserving heritage and sets a benchmark for other settlement aiming at replicating the planning conservation process.*



among the study team.

Regular monitoring of activities was carried out, milestone indicators were identified, and regular check-ups were carried out through monthly progress reports. The formulated Heritage Recovery Plan was reviewed by experts to ensure its final efficacy. Kirtipur Municipality ensures the implementation of the activities within the near future. The local bodies

and wards have prepared monitoring plans and the ward level agencies have allocated budget for the implementation of aforementioned infrastructure planning.

The Heritage Recovery Plan has been reviewed by the Department of Archaeology and it will be used as a supporting mechanism for the municipality to list Kirtipur in the UNESCO conservation list.

**Key Words:** [Heritage Recovery Plan](#) | [Chovar](#) | [Intangible Heritage](#),



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Website of the project: [https://www.unhabitat.org.np/featured\\_news\\_detail/parya-sampada-handover-heritage-recovery-plan-to-kirtipur-municipality](https://www.unhabitat.org.np/featured_news_detail/parya-sampada-handover-heritage-recovery-plan-to-kirtipur-municipality)



# 12

## NEPAL, BIDUR MUNICIPALITY

### INTEGRATED DEVELOPMENT PLANNING OF BIDUR

**Duration:** April 2017 - August 2018

**Issue:** Scattered urban spatial layout, weak economic growth driver, limited employment opportunities, high ecological sensitivity and potential threats of natural disasters, lack of urban management tools

**Type of intervention:** Spatial Plan

**Spatial Level:** City & Municipality

**Key focus areas:** Development Strategy, Spatial Layout, Public Place-Making, Planning Implementation

#### Relation with the Sustainable Development Goals

Based on local conditions, the plan proposes a strategy for the making and renewal of the city and communities, aiming to “promote development with conservation and optimising layout of urban functions”. It also aims to explore the development path of urbanisation in developing countries or regions. The plan proposes the provision of equitable and shared services irrespective of culture, religion, or education, and aids communication to build inclusive, safe, vigorous, and equitable urban communities in the achievement of transformational and sustainable development.

Bidur is the capital of Nuwakot district, located in central Nepal, approximately 30 kilometres northwest of Kathmandu Valley. Bidur has a total area of 130 km<sup>2</sup>, a population of 55,000 in 2017, and an urbanisation rate of 20.14%. With a largely agricultural economy, its annual growth is 2%, ranking in the lower middle range among other cities in Nepal. As 70% of its land is above 600 meters in elevation and topographically challenging, less than 18% of its land is deemed suitable for urban development. In addition, the area is ecologically sensitive, as subject to potential threats of natural disaster such as earthquakes and flooding. In 2015, an earthquake damaged the China-Nepal Zhangmu Port, thus significantly raising the importance of the Keyrung Port to the north of Bidur, which ushered in new opportunities for the city. Various challenges have prevented the country from establishing an urban planning system and 1/3 of its fiscal budget comes from foreign aid. At the city level, Bidur lacks sufficient funding, public land and policy tools to support industrial development and public services and faces challenges in acquiring external investment. The “Comprehensive Development Plan of Bidur Nepal” is designed as a guide for post-disaster reconstruction and a strategic blueprint for development.

Comprising of one leading plan and multiple integrated plans, guided by the concept and method of “whole-process planning”, the plan advances through four stages, namely, planning system building, strategic planning, spatial planning, and land implementation policies.

**First stage:** Planning system building. Drawing upon the international planning system that comprises frameworks for socio-economic and spatial development, Nepal’s two-tiered federal/state-city regulation system, and the city’s planning management system, the first step was to build a planning system that integrated strategic and spatial planning. The strategic plan sets out goals and strategies for urban development, while the spatial plan identifies land uses, functional areas and ecological conservation guidelines. The second step was to build a three-tiered, state-municipality-township planning system. At the state/federal level, the key aspects are: spatial development strategy, functional zoning, and urban systems. At the municipal/regional level are: urban development goals, strategies and functional layout. At the level of the village development committee (VDC), the focus is on implementation, specifically by land use and coordinated construction of residential, industrial, and public service facilities.

**Second stage:** Strategic planning research. In April 2017, the project team went to Bidur and undertook an 11-day field

survey, covering nearly one hundred square kilometres. Discussions on the research took place jointly with the Bidur Municipal Government, administrative departments, civil organisations, and resident representatives. More than a hundred documents on the current status of the city, 3,000 on-site photos, 300 minutes of video, and 20 hours of audio were collected. In the subsequent six months, current status assessment and SWOT analysis of Bidur were conducted, which identified four development goals: offering a prosperous city, an ecologically secure homeland, equal services, and a harmonious atmosphere. The specific strategies included an economic strategy to coordinate primary, secondary and tertiary industries and improve both growth and quality, a comprehensive transportation strategy for internal and external connectivity, an ecological and efficient infrastructure strategy, an equal and accessible public service strategy, a more inclusive and harmonious industry-city-community strategy, a cultural relics conservation strategy that is reasonably classified to offer effective guidance, and seven specialised strategies on a resilient city, ecological conservation and improvement.

**Third stage:** Spatial planning. In October 2017, the project team returned to Bidur for 10 days for a public participation campaign, wherein it was possible to communicate with land rights holders, local governments, NGOs and other stakeholders involved. In the subsequent six months, the team worked on the spatial planning covering four major items: projection of urban scale, an urban security pattern, an urban development framework, and the inventory of projects. First, based on the carrying capacity of natural resources and industrial development, the scale of urban population is projected at 100,000 to 120,000 people and the scale of land area at 1,200-1,680 hectares in 2035. Second, using 90-meter-resolution SRTM terrain data, evaluations on the natural ecological conditions, built-up conditions, land use conditions, etc. were carried out for construction suitability analysis. On this basis, eight types of ecological functional zones were delineated, clearly defining the boundaries of urban development, namely; urban ecological bottom-line areas, ecological restoration areas, agriculture and forestry composite areas, urban development areas, rural community guiding areas, and water areas. Third, the plan proposed two spatial levels two spatial levels of “intensive construction area in the valley and large-scale rural community in the mountainous areas”, and the spatial structure of “urban expansion along the belt and double T-shaped areas, common development of the old and new areas and connectivity of the six districts and five communities”. This followed the historical growth pattern of the city “from the top to the foot of the hill, from the north



to the south along the river”, and was based on the spatial structure and the functional zoning of Bidur, further guided by the three concepts of organic growth flexible clusters, and the symbiosis of the old and the new. Fourth, by coordinating with government priorities, the plan proposes four major programmes in industrial development, infrastructure development, people’s livelihoods, and ecological conservation and improvement. Contemporarily, the programmes were solidified by establishing a project inventory, setting out the construction standards, scale, period of 21 projects and a total fund of 168.57 million yuan to facilitate construction.

**Fourth stage** - land implementation policies. Policies are proposed on land resource protection, development modes, intensive use, and land asset management. In particular, the policy measures include building of the farmland compensation mechanism and rigorous farmland protection system, the re-zoning of urban land, approaches to large-scale development and construction under private land ownership, establishing a land reserve system covering acquisition-reserve-transactions to form a complete land transaction market, and improving the Public-Private Partnership model to efficiently activate the land market on a large scale.

The plan fully integrates with Nepal’s existing “Land Use Policy and Planning”, the “District Transport Master Plan”, “Regional Development Plans (Implementation) Act, 2013 (2056)” and other regional planning, social plans, planning standards and land development tools, while drawing on the experiences of China and other countries and regions. The plan puts forward planning concepts in line not only with Nepal’s actual conditions but also with international practices. The plan involves stakeholders such as the public, governments, NGOs, and technical institutions, with whom it has established a long-term cooperative relationship. Among them, UN-Habitat served as the organiser and coordinator, providing assistance before, during, and after the planning. WLSP and WPDI were the core planners for the project. In addition, Arcadis from the Netherlands served as the technical support team, providing technical support and consultations, while

the Bidur Municipal Government is responsible for plan implementation. By drawing upon opinions of relevant parties, two versions of the “Bidur Comprehensive Development Plan (2017-2035)” were formulated, namely the general report and the public version, targeting the government and residents respectively. The general report is a government guide for the long-term development of Bidur, while the public version serves as promotional material to raise public awareness of planning.

In the short-term, key projects proposed by the plan have been incorporated in the Five-Year Implementation Plan of Bidur, which can directly improve resident quality of life. It can also create diverse jobs in an equal manner, which will serve to raise income and promote urbanisation. In the long-term, the proposed urban-rural planning system for the Nepalese government can improve the country’s capabilities in urban planning and management. Moreover, taking Bidur as a case, the plan explored the path to urban development for areas with weak resources, which can provide reference for similar regions or cities. The making of the plan faced challenges such as the general election in Nepal, political restructuring, and adjustment of the planning boundary. In response, a dynamic planning work model was established for long-term monitoring, site surveys, supplementary investigations, and feedback to ensure the project’s continued relevance.

This project marks the first time that a Chinese planning institution has participated in a comprehensive urban planning project abroad, addressing differences in the planning system, land policy, development stages, cultural backgrounds, language barriers, etc., between the two countries. A cross-institutional, cross-departmental, cross-country, open cooperation mechanism has been built and has gained valuable experiences. In particular, the project allowed a cooperation between international and national organisations resulting in a new planning model with a core of Chinese technology and common international standards, deepening the understanding of location-specific and people-orientated planning.

**Key Words:** Development Strategy | Spatial Planning | Action Plan | Land Implementation Policy



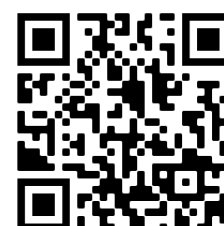
© integrated development planning of Bidur

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# 13

## SOUTH AFRICA, DRAKENSTEIN MUNICIPALITY PAARL STREET MUSEUM

**Duration:** July 2019 – December 2021

**Issue:** Overcoming the apartheid residues reflected in the city development, bringing the city together again

**Type of intervention:** Programme

**Spatial Level:** Neighbourhood, City & Municipality

**Key focus areas:** Public Space

### Relation with the Sustainable Development Goals

The intervention aims at regenerating the CBD of Paarl, fractured by apartheid spatial planning, and deals with the themes of urban regeneration, affordable housing, spatial justice and equality addressed in SDGs 10 and 11.

Paarl is considered a secondary city by the South African Cities Network and is located 60km east of Cape Town, the second largest city. Paarl is a model apartheid city; in 1950 the apartheid regime stepped up its enforcement of 'separate development' and in Paarl many non-white families were forcibly removed to the East, where an entire new town was built. South Africa has struggled to adequately address this form of spatial inequality and current trajectories of private property development and government housing programmes have entrenched these existing patterns of separate development.

The governing authority, Drakenstein Municipality, initiated its statutory spatial planning exercise for Paarl CBD, to address the spectrums of the urban divide, using infill development and creative place-making to 'stitch' the city together again. The plan makes several recommendations for development of transport routes, infill development, and land use. However, many spatial plans remain 'wish-lists' of actions that fall squarely in the domain of the local government, where the funding is not always available. In this case, the Municipality decided to commence the implementation of the plan, starting with a campaign of place-making projects which narrate the sites of significance in Paarl's struggle against the draconian apartheid repression of the government.

The project has been conceptualised as 'Paarl Street Museum', and the emphasis is outdoors and online. Each art object was given a QR code on a basic information plaque that the public can scan for further information. The project implementation commenced in November 2019 to be implemented over three years. Following the drafting of the spatial plan by a service provider appointed by the Municipality and approval of the place-making project by the political leaders, sites of historical significance were identified by a local researcher and tour operator. The sites were labelled and weighting criteria were applied to classify the 60 sites over three years of implementation. Not all 60 sites will be fully developed, some sites will have an information plaque on the wall of the building in question.

The process of conceptualising the Paarl Street Museum was highly participatory in nature. The participation of the public occurred over a three-year process which can be broken down as follows:

- **Community based design:** during the formulation of the local framework plan.
- **Special workshops:** facilitated by the Municipality to draw out further information on perceived sites of historical importance.
- **Ongoing engagements:** through the political structures and also during implementation, map making, and local tours.

Working with a project manager and the Municipality's tourism association partner, the project is expected to be implemented in the aforementioned three-year period. Each site is carefully designed after the procurement of service providers (e.g. artists, landscapers, furniture installers, etc) is concluded.

One of the notable achievements of the Paarl Street Museum is being intentional with the meaning we attribute to public spaces. In many cases in (post-) modern developments in developing countries, public spaces are conceptualised as functional/workable spaces in the process of property development and/or government intervention. There are not many cases in which meaning is directly attributed to public space through a process of storytelling. Building social cohesion in the city is of utmost importance to commence the bold agenda of achieving spatial justice. By starting from the premise of 'tactical urbanism', we have an opportunity to change the perception of places, which forms a precursor to further investment.

The primary lesson in this case study is therefore, that tactical urbanism combined with intentional storytelling can be a powerful tool for changing places through perception. The project has commenced and implementation of projects in Year 1 were completed by mid-November 2019, when a website and high-quality images were launched to share with UN Habitat if the project is selected.



*The Municipality decided to commence the implementation of the plan, starting with a campaign of place-making projects which narrate the sites of significance in Paarl's struggle against the draconian apartheid repression of the government.*



**Key Words:** Public Art | Place-Making | Story Telling | Spatial Segregation | Apartheid



© Paarl Street Museum

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Website of the project: [www.drakenstein.gov.za](http://www.drakenstein.gov.za)



# 14

## SWITZERLAND, LIMMAT VALLEY

### THE LIMMAT VALLEY: CROSS-CANTONAL AREA OF NATIONAL IMPORTANCE

**Duration:** 2007-2025

**Issue:** Absence of joint spatial development vision for space of national importance between two neighbouring cantons

**Type of intervention:** Spatial Plan, Strategy, Programme

**Spatial Level:** Metropolitan & Regional

**Key focus areas:** Urban Transformation, Transport and Mobility, Landscape Design, Community Identity

#### Relation with the Sustainable Development Goals

The programme consists of an integrated urban development approach focused on multi-disciplinarity in land use planning, combining landscape design, urban planning and design, and transport planning. It provides a multi-level governance structure for joint spatial, transport and landscape development through an active involvement and vertical cooperation between administrative bodies at different spatial levels, academic institutions, and the local population.

Cross-border cooperation in small and densely populated countries like Switzerland is gaining increasing importance. However, it is not only cooperation with neighbouring countries that matters but also cooperation among regions within the federal state. The case of the Limmat Valley exemplifies cross-cantonal (Cantons are the states of the Swiss federation) development in a space of national importance. The valley, stretched between the cantons of Zurich and Aargau, faces numerous problems that include an underuse of landscape qualities along the valley, the absence of quality public space and community centres, car-oriented mobility, and a lack of cooperation between the cantons. The area also lacks its own identity, as it is considered an extension of Zurich. To tackle these problems, in 2007 a trans-disciplinary research project was initiated by ETH Zurich, as part of a Spatial Laboratory for Action-oriented Spatial Planning (2008-2015), wherein doctoral students from ETH Zurich were able to initiate a collaborative and cross-border planning process with the communities, the regions, and the cantons of the Limmat Valley. This collaborative process was continued by a special agency founded in 2015 and is still in progress.

The Limmat Valley is part of the Zurich Metropolitan Region, an area of approximately 1.7 million inhabitants, and serves as the western gateway to Switzerland's economic engine. From a spatial perspective, what happens here in the following years is relevant for all of Switzerland. The Limmat Valley can justifiably be described as a space of national importance. The spatially relevant problems of urban sprawl, excessive traffic and loss of cultural land exhibited in the valley are an exemplary of the impact of unplanned urbanisation. The Limmat Valley has experienced dynamic development in recent decades and it is expected that this growth will continue. As a living space with more than 200,000 people, the Limmat Valley is one of the most densely settled areas in Switzerland. Infrastructures of regional, cantonal, national and European importance are concentrated here. Noting that the valley offered many opportunities for pertinent research, the ETH Chair of Spatial Development started an initiative to test new approaches for regional cross-border cooperation as part of the International Doctoral College's Spatial Research Lab – a series of mentored PhD workshops aimed at independent explorations within the framework of individual doctoral theses. The examination of the Limmat Valley led to a comprehensive assessment of the entire space and to initial ideas for its long-term development. One significant insight was that

the valley needed to achieve a viable long-term perspective for spatial development and the solution needed to be based on a problem-oriented comparison of ideas. After a variety of suggestions, including an international approach and thematic workshops, the communities and the responsible officials of the Limmat Valley and Baden regions, including the Cantons of Zurich and Aargau and the Federal Office for Spatial Development (ARE), managed to raise approximately 350,000 Euros to conduct a joint competition of ideas. The central goal of the competition was to obtain a concept for the area's spatial development up to the year 2040, in order to establish a long-term spatial strategy for the Limmat Valley. Using the principles of the test planning method and contributions from four highly respected planning teams, the Executive Committee brought the resulting five recommendations to the attention of stakeholders in the valley.

#### 1. Autonomous Limmat Valley – more than an extension of Zurich

In order for the residents of the valley to identify with their living space, some clearly defined physical and manageable sub-regions within the Limmat Valley would be important. In addition, it is of utmost importance that the Limmat Valley should not become an end-to-end, continuous urban band.

#### 2. Make better use of the potential offered by the landscape's qualities

An especially important element for living spaces with a fast-growing population is easy access to recreational areas. The potential of the valley's landscape – with the Limmat River and green slopes rolling down from the ridge – could provide an essential foundation for settlement development. The open-space qualities of the richly varied and freely accessible river space should be further strengthened and the opportunities for living on the water could be increased in the future.

#### 3. Attractive community centres

With a growing population and increasing density in the settlement areas, appealing public buildings and facilities are also of major importance for the location's attractiveness. Community centres are especially important as places for meetings and exchange. The design of the public spaces should be of high quality and the communities should be challenged to promote an active land policy.

#### 4. Mobility and transport as a major joint task

The Evaluation Committee directed special attention to the traffic and transport situation, as the region is already under stress in this aspect. To ensure that the economically important region of Zurich and its airport remain accessible to the entire nation, it is urgent that the transport carriers in the Limmat Valley are connected to an integrated system. The additional traffic volume must be managed predominantly through this network and public transportation. Paramount is the implementation of the Limmat Valley Light Railway (Lim-mattalbahn). Fast-track paths for bicycle riders along the Lim-mat River and railway axis roads, together with local bike-path networks, should encourage reductions in motorised traffic.

#### 5. Joint orientation framework for development

In order to delineate the various tasks in the best possible manner among the actors involved, the Evaluation Committee recommended the development of an orientation frame-work that can be updated easily with regular updates on necessary information for projects of mutual interest.

After the trans-disciplinary and cross-cantonal project ended in 2015, the Cantons of Zurich and Aargau, together with the cities, regional organisations and communities of the valley, founded the Regional Project Exhibition Limmat Valley Association (Regionale Projektschau Limmattal) in order to con-

tinue and intensify the collaboration across borders over the next ten years (2015–2025). The goal of the association is to coordinate important activities throughout the entire valley in order to ensure equal benefit from the synergies created. Over the next ten years, the task is to initiate, support and exhibit trendsetting projects from various sectors in order to strengthen the sustainable development of the valley. A joint committee of independent experts and stakeholders selected the first projects at the end of 2017.

Identifying an area of high complexity as having outstanding importance was the first step in a stepwise approach towards a long-term perspective, within an academic framework. An informal process followed and now the transition towards a regular institution is in process. All these efforts have intensified the resulting collaboration.

The two main lessons learned are:

1. To connect cities and regions means to coordinate urban planning strategies with sectorial interventions. This is of a crucial importance for holistic spatial development (saving the environment, creating job opportunities, and fostering social cohesion).
2. To achieve this, proactive governance structures appreciating innovative approaches are considered a response to complex urban problems.

**Key Words:** [Urban Transformation](#) | [Transport and Mobility](#) | [Landscape Design](#) | [Community Identity](#)



© the Limmat valley: cross-cantonal area of national importance

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# 15

## TANZANIA, DAR ES SALAAM BRT PHASE 1 CORRIDOR DEVELOPMENT STRATEGY (CDS)

**Duration:** 2016 - 2019

**Issue:** Assembling robust project-wide data from incomplete and varied data sources

**Type of intervention:** Design, Spatial Plan, Policy, Strategy

**Spatial Level:** Neighbourhood, City & Municipality, Metropolitan & Regional

**Key focus areas:** Urban Mobility, Land Use, Place-Making & Urban Design, Housing, Infrastructure Upgrades

### Relation with the Sustainable Development Goals

The initiative helps the city of Dar es Salaam to co-ordinate urban development along the recent Bus Rapid Transport corridor to positively impact and regenerate adjacent urban areas. It will help move the city toward a more compact development pattern and ensure that the economic, social and environmental returns of the BRT infrastructure are fully captured. In addition, the plan will help the transition to a lower carbon footprint produced by a reduced private car dependency and increased accessibility throughout the city.

Dar es Salaam is a rapidly growing city, expected to increase in population from 5.7 million to 13 million over the next 15 years. This explosive population growth is not sustainable without effective planning, meaning plans for effective urban growth management are urgently needed. In 2006, the transport masterplan for the city predicated six lines of Bus Rapid Transit (BRT) and after significant financial investment from the World Bank granted to the Tanzanian Government, the Dar es Salaam BRT Phase 1 was built and successfully opened in May 2016. The first phase is a pioneering mass transit line, an “enabler” for many city residents to access leisure and community facilities, more jobs, better amenities, and thereby, improving local quality of life in Dar es Salaam. The project won the ITDP Sustainable Transport award in 2018. To support it, the Tanzanian Government commissioned the preparation of a Corridor Development Strategy (CDS), using Transit Orientated Development (TOD) principles to ensure an integrated approach to the development along the BRT Phase 1 corridor. The CDS represents a paradigm shift in thoughts about city planning and methods to tackle rapid urban growth.

The CDS project is focused on the land surrounding the BRT Corridor, considering the areas within a kilometre radius of each of the 32 BRT stations. The CDS is intended to assist local municipalities, developers and communities to align their plans and programmes in support of investment in the corridor. The approach aims to provide a high level, medium to long-term growth strategy and establish guideline documents for the achievement of well-designed and appropriate development.

The project was initiated in late 2016 and was completed following an intensive 18-month project programme. The project was implemented in five main stages, starting from a baseline analysis and city diagnosis, continuing with a development scenarios assessment, a corridor development plan, the guidelines for the TOD neighbourhood design, and ending with Masterplans for two TOD nodes. The Vision for the BRT Phase 1 Corridor is to become a thriving, mixed-use, dense urban environment, benefiting the wider community of Dar es Salaam and providing a benchmark for the future corridors of the BRT network. At the heart of the vision lies the desire to improve quality of life for the inhabitants, stimulate the local economy and unlock congested city arteries,

enabling wider population access to amenities, employment opportunities and leisure facilities. It was critical to ensure the project properly understood the city’s issues and priorities and therefore, an innovative approach to collecting and analysing data was established. Land use and transport models based on data-rich base maps in Geographic Information System (GIS) were developed and used for testing different transport movements and resultant real estate development. The team developed a ‘Transit Oriented Development (TOD) Matrix tool which aided decision-making through the assimilation of data from the analysis work, transforming the data into easy to understand scores for the performance and potential of each of the 32 stations along the Phase 1 line of the BRT.

It is a unique proposition for Tanzania, to bring together insights from socioeconomics, real estate, urban planning, transport and infrastructure, to form a joint and integrated design approach. Diverse indicators such as public transport catchment and travel times, population and employment densities, land value, and access to utilities can be combined and assessed to categorise the stations. This work provided a foundation for planning and investment at the city, corridor and station level. The final outputs for the project included a corridor land use zoning ordinance, mapped in GIS and supported by supplementary strategies for mobility (including feeder public transport routes, cycling and walking), open space and recreation, utility and infrastructure upgrades, employment generation and real estate stimulus initiatives. To ensure that new development within the corridor is successful and rooted in the objectives of the project, a TOD neighbourhood design guide was produced to support planning of station areas and surrounding neighbourhoods. Universal access to utilities, an efficient and accessible public realm, mixed-use constructions of an appropriate density, balanced provision of homes, employment clusters, and facilities are envisaged for the core of the corridor. The wider influence area will be regenerated, promoting the influence of the

“The project will alleviate the city centre of congestion and commercial pressure to improve Dar’s competitiveness with an enhanced ability to host further economic activity, boosting average wages and reducing travel times to work.”

transit corridor and expanding the benefits of connectivity to neighbourhoods falling outside of the station areas, ensuring the full integration of adjacent informal communities into the city morphology. To demonstrate how the guidelines should be used, the team selected two station nodes (Gerezani and Ubungu) and produced detailed masterplans for each area.

The project was carefully conceived in accordance with other plans at different levels, from municipal to national, from both the public and private sectors. The baseline assessment stage of the project collated all known plans that touched the red line boundary of the project and scored it for compatibility against a pre-agreed set of project goals and aspirations. The project was initiated by the President's Office for Regional Administration and Local Government (PO-RALG) and was sponsored by the World Bank and the Nordic Development Fund. Key stakeholders involved in the process include (among the others), local municipalities, Tanzanian ministries, local communities and BRT users, to keep the residents engaged and updated.

Four interactive workshops have taken place, engaging with a range of technical agencies involved in planning and implementation of the strategies within the city of Dar es Salaam. These have run in parallel with public exhibitions and detailed community and user-group surveys, designed to incorporate the views of hard-to-reach local residents by being sharing on social media platforms such as Facebook. In the interactive workshops, role-play helped to debate and clarify some of the key issues while benchmarking visits to London's transport hubs showed examples of best practice. A series of focus group sessions in Dar es Salaam offered fresh insights of city life and the testing of early ideas, while the public exhibition at a key BRT terminus attracted diverse interest, dialogue and exchange.

The combination of the anecdotal inputs from the consultation process and the hard data has all been crucial in inform-

ing the direction of the project while also raising the profile of the project. One of the major findings was that nearly 95% of all consulted participants said their life has changed for the better because of the BRT project, with less congestion, significantly better connectivity and on-going changes in the range of uses and opportunities found along the corridor.

Africa has the youngest population in the world and the project is addressed particularly to this demographic composition, aiming at creating a better environment to live in with cleaner air to breathe, enabling job accessibility and efficient and green means of transportation. One of the biggest challenges of the project was a lack of reliable and consistent spatial and socio-economic data. However, the process has resulted in the city receiving a series of high quality, cleansed and spatially correct maps and interactive strategies aligned in GIS as a strong basis for the future management and governance of the corridor, including clear and rational strategies for the planning outputs.

Where adhered to, the project will strongly influence the deployment of government spending to attract new development of a scale and mix that falls in accordance with TOD principles. It will accommodate up to a further 900,000 residents and will stimulate commercial activity to create significant new employment opportunities, while maximising ridership of the BRT in both directions. It will alleviate the city centre of congestion and commercial pressure to improve Dar's competitiveness with an enhanced ability to host further economic activity, boosting average wages and reducing travel times to work. This builds on the essential premise of the new, award-winning BRT to take full advantage of its location while regenerating the context within which it sits to benefit local residents and businesses, both within and beyond the corridor. Where applied to subsequent transit corridors, the benefits will enhance the wider city to increase its ability to absorb and deliver sustainable growth that can mitigate and offset its issues, providing a model for other cities to adopt.

**Key Words:** [Integrated Land Use and Transport Planning](#) | [Connectivity](#) | [Compact City](#) | [Urban Renewal](#) | [Transit-Oriented Development](#)



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Website of the project: [www.broadwaymalyan.com/design-and-insight/a-city-poised-for-change-a-new-chapter-for-dar-es-salaam/](http://www.broadwaymalyan.com/design-and-insight/a-city-poised-for-change-a-new-chapter-for-dar-es-salaam/)



# 16

## UNITED KINGDOM, ENGLAND

### THE PLACE ALLIANCE

**Duration:** 2014 - Ongoing

**Issue:** Leadership gap in achieving better quality development

**Type of intervention:** Design, Programme

**Spatial Level:** Neighbourhood, City & Municipality, Metropolitan & Regional, National

**Key focus areas:** Public Spaces Quality, Urban Design Governance, Health, Social, Economic and Environmental Quality

#### Relation with the Sustainable Development Goals

Through its independent work of networking initiatives, Place Alliance is setting an example on how to enhance global partnerships to mobilise and share knowledge, expertise and technology to support sustainable development (SDG 17). In addition, Place Alliance is placing focus on the vital importance of high-quality public spaces as locations for civic engagement and safe and inclusive interaction, as highlighted in the New Urban Agenda

In the aftermath of the 2008 financial crisis and the consequential withdrawal of funding from national bodies alongside the watering-down of national policy and commitment to the achievement of better-quality development and places, a major leadership gap emerged. Place Alliance was established to help fill that gap through collective and collaborative action.

Since its establishment in 2014, the Place Alliance has held 10 "BIG MEET" conferences, bringing together thousands of participants from across governmental, NGO, industry, and community sectors. The organisation has over 1000 supporters, representing hundreds of organisations, its work is freely distributed, and its evidence and knowledge tools provide a free resource for others to use. So far, the Place Alliance has limited its operations to England, as other parts of the UK did not suffer the same cuts in this critical area of national policy and practice.

Place Alliance was set up with the vision to influence the delivery of high-quality places that are friendly, fair, flourishing, fun and free (the five 'F's). Place Alliance's initiatives encompass a wide range of types of actions and tools, from evidence reports, practical guides, campaigns, networking events, to conferences. Place Alliance played an active role in supporting the network by organising design training for public sector professionals and facilitating cross-disciplinary working groups as a space to organise specific areas of action.

Place Alliance initiatives are clustered around three areas:

- The Evidence Initiatives – research, evidence and evaluation.
- The Knowledge Initiatives – Practical guide, Design Skills, and currently three active working groups on urban rooms, arts and place, and education and place.
- The promotion Initiatives – Partnerships for specific campaigns and the national and regional BIGMEETS.

#### The Evidence Initiatives

Evidence Initiatives broadly refer to background investigations, most commonly through collaboration with partners, that seek to provide knowledge that can underpin policy. Place Alliance's work has promoted the following Evidence

Initiatives:

- Design Skills in English Local Authorities
- Design Review in London
- Councillors Attitudes to Housing Design
- A Design Audit for England

#### The Knowledge Initiatives

Place alliance knowledge Initiatives encompass the preparation and publication of documents and web-tools which aim to diffuse research to an audience of practitioners, local authorities, governmental committees and key players. The forms of knowledge initiatives delivered are developed to have different purposes and cover a diversity of approaches, from focusing on involving the more substantial network supporters in nominating place exemplars, to the broader collaborative platform to synthesise knowledge. Key users targeted through practical guides are development professionals, local authorities, and public servants representing local community interests. Place Alliance involvement with the production of publications and tools includes Place exemplars, Place Value Wiki, BIG MEETS, Support to non-profit bodies across the country, and Urban Design Summer Schools.

#### The Promotion Initiatives

Place Alliance's remit is to promote design quality and therefore, campaigning-type activities play a significant role in its work. The campaigns aim to advocate independently to influence legislation and policy. Partnerships with other organisations are created from within its network of supporters to spread the reach of its campaigning themes across government committees as a unified, independent voice promoting the value of design quality. The primary aim of this campaigning activity focuses on ensuring that the government incorporate design quality more prominently into their processes and



*Place Alliance was set up with the vision to influence the delivery of high-quality places that are friendly, fair, flourishing, fun and free (the five 'F's).*





decisions. As examples of the campaigns promoted by Place Alliance, recently it has joined with five other organisations to campaign for the establishment of a Design Unit for England, while in 2015/2016 Professor Mathew Carmona served as a specialist adviser for the Parliamentary Select Committee on National Policy for the Built Environment—Building Better Places. To move beyond a London-centric understanding of place quality in England, three Regional BIG MEETS have also been conducted in the South West, North, and West Midlands.

Whilst the Place Alliance is independent of government, industry or any narrow interest bodies, it tries to work with all. At its heart it is a network and all are welcome to join as supporters (without cost) and take part in its management and direction. The Place Alliance is hosted by University College London (UCL) and Chaired by Professor Mathew Carmona but its strategic direction is set by a Core Supporters Group, which is open for anyone to join. All its events are open, free and participative and anyone is free to suggest and indeed, set up a relevant Working Group to take forward key themes of interest. In essence Place Alliance has:

1. Built a large and active network that is collectively making the case for place quality, both nationally and locally, and which is giving many organisations and individuals the confidence to take these critical issues seriously.
2. Built an evidence-base that not only shows the value of place quality, but uncovers key urban design governance issues – skills, political commitment, design review – that need to be addressed nationally, and underpins guidance for practitioners.
3. Influenced national policy and helped to re-ignite a national conversation on design quality that is now informing debates at the highest level, including in reformed national planning policy on design.

4. Brought thousands of policy makers, practitioners, community representatives, activists and others together, inspired them, and enabled them to renew their interest in design/place quality with vigour and purpose.

Whilst so far, the impacts are limited to England, it is hoped that the Place Alliance could provide a valuable model for others to emulate, particularly in the Global South. In part this is because it represents a model that is able to operate with virtually no resources, instead working by harnessing and enabling a network of willing and enthusiastic supporters. For the Place Alliance, the key challenge will be to sustain this into the future but evidence from its first five years shows that this is a model that appears very effective.

Finally, the key lessons learned from The Place Alliance are:

- Influencing debate and practice nationally does not need to be resource heavy but can harness the boundless enthusiasm of many who see the value of place quality.
- Having universities take a leading role puts a trusted and impartial player in the driving seat and ensures the initiative is led through evidence and knowledge, not through dogma and politics.
- The built environment is often a fragmented field of knowledge and practice, and design and place quality can be dismissed as irrelevant by those who don't understand the critical value that places can add. In England, Place Alliance has helped to fill a leadership gap.
- It has been critical to build a network that connects into and seems relevant to those who are responsible for delivering top-down solutions, as well as to those for whom empowering bottom-up solutions is the appropriate approach.

**Key Words:** Collaboration and Alliance | Place Design and Quality | Informal Urban Design Governance | Networking



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Website of the project: <http://placealliance.org.uk>





## USA, MASSACHUSETTS, SPRINGFIELD

### #GREENNFIT NEIGHBOURHOOD REBUILD PROJECT IN SPRINGFIELD

**Duration:** January 2012 - 2019

**Issue:** Unhealthy and poor housing conditions, social inequalities in low-income neighbourhood, lack of community participation

**Type of intervention:** Design, Strategy

**Spatial Level:** Neighbourhood, City & Municipality,

**Key focus areas:** Housing, Urban Retrofitting, Neighbourhood Revitalization, Community Support

#### Relation with the Sustainable Development Goals

The project addresses SDG 11 aimed at creating sustainable cities and communities and improving the health and quality of life of low-income households through the retrofitting of city blocks and the development of public spaces and services in the neighbourhood. This helps to reduce social inequalities, improving health standards and engaging and connecting local communities.

The city of Springfield, located 150 Km west of Boston, is one of the poorest and most ethnically diverse communities in the state of Massachusetts, USA. Almost half of the population (48%) is non-Caucasian and nearly one third (30%) live below the poverty line in ageing housing stock. Indeed, studies show that non-Caucasian and low-income individuals are affected most by poor housing conditions. Housing stock in the city is old, the vast majority of which (86%) was built before 1980, and 40% before 1940. The housing conditions are critical and present several issues including mould, pest problems and moisture. Approximately 89% of the homes in Springfield were built before lead paint became illegal in 1978, resulting in lead poisoning rates three times higher than the state average. In addition, between 2011-2013, the city has been damaged by a series of tornadoes and many homeowners either had inadequate insurance policies or no insurance at all to cover the cost of rebuilding or repairing their homes.

These disasters and the devastation they caused in an already struggling community, inspired a project to rebuild and repair the homes and communal spaces in Springfield, with the aim of improving quality of life and health, and creating a sense of civic pride for residents. The #GreenNFit Neighbourhood Rebuild project is run by a non-profit organisation, the Revitalize CDC (Community Development Corporation). It brings together thousands of volunteers to renovate one city block on a single day each year, for 10 years. The Springfield project began in the Old Hill Neighbourhood in January 2012 and was completed three years ahead of schedule in 2019 as work was carried out on more than one block at a time. The project has benefitted the entire Old Hill Neighbourhood (4,371 people), including 191 households whose homes were repaired. Improvements included the development of a playground and two new community gardens, clearance of 33 vacant lots, and upgrades to five non-profit facilities and a school for at-risk students. At the request of town administrators, the model has been expanded to the nearby northern city of Holyoke, where more than half the population is non-Caucasian and 28.6% of the population lives below the poverty line, including 29% of children – the highest rate in Massachusetts. The first mass renovation day was held in Holyoke in October 2016.

The #GreenNFit project begins with grassroots organisations, residents, municipal departments, neighbourhood councils

and non-profit organisations all working together to identify areas and residents in most need. All members of the community can participate in the project and are particularly encouraged to help with renovations to their own homes. Tasks are organised to suit people's competencies and abilities, including non-specialist jobs in simple construction work, clearance participation and gardening, or helping in serving refreshments to volunteers. Trained professionals carry out specialist construction work such as energy improvements, damp/mould treatment, and roof replacement. Volunteers also work on vacant land such as unused green spaces and dilapidated playgrounds, helping to clean up, re-pair and bring these areas back into public use.

Revitalize CDC invests approximately \$500,000 USD into each annual block renovation, covering running costs that include community outreach, programme and project management, construction and building materials, skilled construction labour, food and water for volunteers, t-shirts, social media promotion, and storage for materials. Funds are raised through cash and in-kind donations from a range of local, state, federal, and private philanthropic organisations, receiving grants from corporate and private foundations. Revitalize CDC estimates that the project receives \$229,440 USD worth of volunteering labour each year and almost all volunteers return each year to support the project. With the addition of materials, Revitalize CDC evaluated the total value of community support at the 2019 mass renovation day in Springfield to be \$486,000 USD.

During the renovation process, recycled and environmentally friendly products are used for a lower environmental impact than demolition and rebuild. The programme works with several organisations to recycle any waste materials, while suitable excess materials are donated to other organisations. In addition, leftover paint is given to homeowners to use in the maintenance of their homes. Revitalize CDC makes key energy-saving improvements in older homes, including repairs



*The redevelopment of open spaces prevents the misuse of public land, encourages participation and socialising through increased sport and leisure activities, and can reduce crime. Home renovations lead to improvements in heat efficiency*



to heating, ventilation and air-conditioning units, the installation of insulation and double-glazed windows, water-saving plumbing fixtures, and new roofs.

By delivering these improvements free-of-charge, #GreenNFit helps to reduce social inequalities in low-income neighbourhoods, where people cannot afford to maintain or upgrade their homes. The project tackles social isolation and fosters shared community values. Neighbours become more engaged and connected throughout the duration of the project, making communities healthier and the neighbourhoods safer places to live. The redevelopment of open spaces prevents the misuse of public land, encourages participation and socialising through increased sport and leisure activities, and can reduce crime. Home renovations lead to improvements

in heat efficiency, a reduction in utility bills (households save on average \$700-800 USD per year) and better health for residents suffering from conditions relating to damp, mould and poor heating.

The #GreenNFit project relies on its co-ordinated volunteering programme and its efficient local fundraising and donor programme. Revitalize CDC's work in Springfield and Holyoke has led to interest from other communities wanting to deliver similar projects and the organisation has so far provided consultation and mentoring to eight cities across the USA. The project provides tangible improvements to homes and public spaces, strengthening social bonds and reducing inequalities for people living in some of the poorest neighbourhoods in the country.

**Key Words:** #GreenNFit | Home Renovations | Community Participation | Volunteering Programme



**Author:**

UN-Habitat

Planning, Finance & Economy Section

Website of the project: <https://www.urbanagendaplatform.org/best-practice/greenfit-neighbourhood-rebuild>



# Annex 1 - List of Case studies

	Geographic Region		Spatial Level					Stakeholder Groups						Type of Intervention					Areas of intervention										
			Transboundary	National	Metropolitan / Region	City & Municipality	Neighbourhood	International org	Private sector	Civil Society	Planning Professionals	Local Authorities	National Governments	Programme	Strategy	Policy	Spatial Plan	Design	Social development	Public space	Environmental manag.	Housing	Greening strategies	Slum upgrading	Transport & mobility	Urban Planning			
			Country	Location	Argentina	Bolivia	Colombia	Australia	Austria	Belgium	China	China	Egypt	Georgia	Ghana	Iran	Nepal	Nepal	South Africa	Switzerland	Tanzania	England	USA						
			North America	Latin America	Europe	Middle East	Asia & Oceania	Africa																					
			Escobar(Arg)	Cochabamba(Bol)	Suacha(Col)	Adelaide	Vienna	Antwerp	Wuhan	Shenzhen	Yantian District	El Obour City	Tbilisi	Greater Accra region	Dogonbadan	Bagnmati Province	Bidur Municipality	Drakenstein Municipality	Limmat Valley	Dar es Salaam	National	Springfield							
1	Migraplan																												
2	Creative Holdfast, Arts and Culture Strategy																												
3	Vienna Model, the New Danube																												
4	Co-productive brownfield redevelopment: Park Spoor-Noord																												
5	Post-Covid 19 Revitalisation Plan of Wuhan city																												
6	Shenyan Landscape Improvement																												
7	Y'Ah! El Hay : Architecture for coexistence																												
8	Hualing Tbilisi Sea Residence																												
9	Ningo Prampram planned city extension																												
10	Renewal and Renovation consultation services in deteriorated area of Dogonbadan city																												
11	Sustainable Tourism and Green Growth for Heritage Settlements of Kathmandu Valley																												
12	Integrated Development Planning of Bidur																												
13	Paarl Street Museum																												
14	The Limmat Valley: Cross-cantonal Area of National Importance																												
15	BRT Phase 1 Corridor Development Strategy (CDS)																												
16	The Place Alliance																												
17	#GreenFit Neighbourhood Rebuild project in Springfield																												

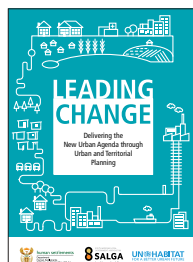
## Annex 2 - List of Authors and Institutions

List of Authors and Institutions			
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6	China	Martin Probst	Associate Director MLA+
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12	Nepal	Dandan Tong	Planner WLSP - Wuhan Land Use and Urban Spatial Planning Research Center
13	South Africa	Lauren Waring	Executive Director Planning and Development department, Drakenstein Municipality
14	Switzerland	Bernd Scholl	Professor Em. ETH Zurich
15	Tanzania	James Rayner	Board Director Broadway Malyan
16	United Kingdom	Matthew Carmona	Professor The Bartlett School of Planning, University College, London
17	USA	UN-Habitat	Planning, Finance & Economy Section

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**International Guidelines on Urban and Territorial Planning** (2015)



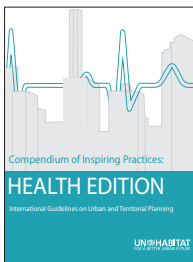
**Leading Change: Delivering the New Urban Agenda through Urban and Territorial Planning** (2018)



**International Guidelines on Urban and Territorial Planning (IG-UTP) Handbook** (2018)



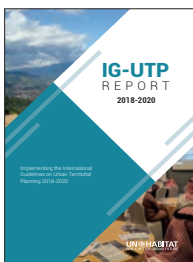
**Integrating Health in Urban Planning: a Sourcebook** (2020)



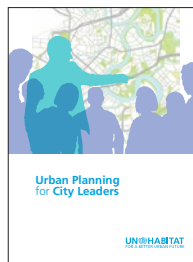
**Compendium of Inspiring Practices: Health Edition (IG-UTP)** (2018)



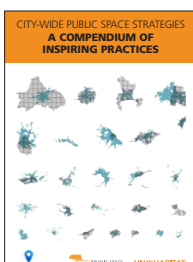
**International Guidelines on Urban and Territorial Planning: Towards a Compendium of Inspiring Practices** (2015)



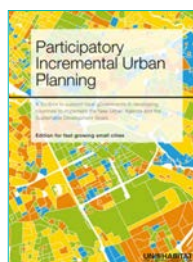
**IG-UTP REPORT 2018-2020: Implementing the International Guidelines on Urban Territorial Planning** (2021)



**Urban Planning for City Leaders** (2013)



**City-Wide Public Space Strategies: A Compendium of Inspiring Practices** (2019)



**Participatory Incremental Urban Planning: A Toolbox to support local governments in developing countries to implement the New Urban Agenda and the Sustainable Development Goals** (2020)



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