Urban planning best practices on

Creating Harmonious Cities

CITY EXPERIENCES

Submitted to the expert group meeting. Rome, November 29 - 30th, 2007

Organized with the support of:
## INDEX

<table>
<thead>
<tr>
<th>Location</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>4</td>
</tr>
<tr>
<td>Bangalore, India</td>
<td>6</td>
</tr>
<tr>
<td>Barbados</td>
<td>9</td>
</tr>
<tr>
<td>Bogotá, Colombia</td>
<td>13</td>
</tr>
<tr>
<td>Bossaso, Somalia</td>
<td>15</td>
</tr>
<tr>
<td>Clichy, France</td>
<td>19</td>
</tr>
<tr>
<td>Johanesbourg, South Africa</td>
<td>30</td>
</tr>
<tr>
<td>Nablus, Palestinian Territories</td>
<td>34</td>
</tr>
<tr>
<td>Nanjing, China</td>
<td>38</td>
</tr>
<tr>
<td>Pec / Peja UNMIK Kosovo</td>
<td>42</td>
</tr>
<tr>
<td>Tel Aviv, Israel</td>
<td>47</td>
</tr>
<tr>
<td>Meeting conclusions</td>
<td>50</td>
</tr>
</tbody>
</table>
INTRODUCTION

This publication presents the main conclusions and experiences from selected cities discussed during the Expert Meeting “Urban planning best practices on Creating Harmonious Cities” held in Rome, Italy on 29 and 30th November 2007.

Thirty experts from Local Government, Planners Associations and Universities gathered with the objective to exchange methodologies and experiences of urban planning as a tool that can create sustainable urbanization, in other words “harmonious cities”. Harmonious cities will simultaneously generate economic growth, address urban poverty and reduce the ecological footprint of the city.

Appreciation of the importance of urban planning as a powerful tool to combat urban poverty, social inequality and negative environmental change has been increasing over the past few years. In Europe, for example, new experiences on urban planning are giving more and more importance to the impact of the city's shape on social, environmental and economic sustainability. New participatory techniques have been applied to the design and execution of urban plans. When combined with effective strategic planning, urban spatial plans can be excellent instruments to deal with change.

In many developing countries, the lack of appropriate urban planning can be pointed out as one of the major causes for poverty creation and increasing exclusion. Cities that develop chaotically see an increase in slums, lack of basic public services and leave the door open to exploitation of the weakest.

In developed countries there is an increasing concern about the negative impact of resource-wasteful forms of city development is having in terms of accelerating global climate change. Many economically fast developing cities of the developing world are also beginning to address this issue.

Participants were selected amongst cities that submitted their experiences on the basis of the extent to which their planning approaches contribute to urban sustainability in terms of maximizing their impact on key criteria, which included:

- Adaptation to climate change and reduced vulnerability to natural disasters
- Improving local and global ecology and environment, including mitigating climate change
- Improving housing conditions, particularly slums, and meeting Goal 7 Target 11 of the MDGs.
- Reducing urban poverty and exclusion
- Contributing to rural-urban integration
- Reducing conflict and enhancing city safety
- Creating civic capital and promoting citizenship

The above outcome criteria are derived from the paper on Reinventing Planning considered at the World Urban Forum 2006

http://www.globalplannersnetwork.org

The above criteria are impact, not process-orientated. It is anticipated that successful experiences presented at the workshop are very likely to include
considerations of urban governance and popular participation, public-private-community partnerships, appropriate tools (land use regulation, infrastructure investment, transportation etc) amongst others. However, the organizers are not prescriptive and the intention is to learn more about the most effective elements of planning processes that have stimulated urban sustainability in reality.

Amongst the submissions, a total of 10 cities were selected, trying to balance innovation, quality as well as geographical representation: Bangalore (India), Nanjing (China), Peja/Peć (UNMIK/Kosovo), Clichy (France), Tel Aviv (Israel), Nablus (Palestinian Territories), Bogotá (Colombia), Bridgetown (Barbados), Bossaso (Somalia), Johannesburg (South Africa).

The purpose of this publication is to offer to the general public these interesting experiences in the own words of the persons that have made possible the planning process.

We would like to thank the urban planning departments of Seville (Spain) and Rome (Italy) for their support and contribution to make possible this seminar.
BANGALORE, INDIA

<table>
<thead>
<tr>
<th>Period of application of the urban plan</th>
<th>2005 - 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>City population</td>
<td>Approximately 7 million</td>
</tr>
<tr>
<td>City area (in hectares)</td>
<td>130900 ha (1309 sq kms)</td>
</tr>
</tbody>
</table>

CONTACT

Participant’s name: Anjali Karol Mohan
Institution: Sattva
Position: Consulting Urban and Regional Planner
e-mail: anjalikmohan@gmail.com
Telephone: +91 80 26631398, +91 9845514686
Address: # 841, 37 ‘F’ cross, 20th main, 4th T Block, Jayanagar, Bangalore 43, India

Briefly describe the socio-economic background of your city (maximum 150 words)

The City of Bangalore is the capital of the State of Karnataka, India and is a Metropolitan City. Known for its Information Technology (IT) presence on the global map, the city in the last 2 decades has shown unprecedented growth owing largely to the impetus provided by the rapid emergence of the IT sector. Like any other sprawling and rapidly growing metropolitan economy in a transitional economy, the city faces the usual problems of a widening large gap between the requirement and the provision of the social and physical infrastructure provision. Not prepared for this unprecedented growth, the local government authorities have not been able to cope with this large gap between the demand and supply of public amenities and infrastructure. Furthermore with the city sprawl expanding, the gap is most felt in peri urban Bangalore where not only are the urban development, planning and management tools weak but also the densest areas in terms of population. With the authorities not able to service these fringes, unauthorized constructions and haphazard development is the hallmark in these areas; posing a real challenge to the urban development managers and planners.

Briefly describe the most important features of the plan production process, emphasizing innovative aspects. (maximum 150 words)

The Revised Master Plan (RMP) for Bangalore has been unique as for the first time, the plan preparation process was outsourced to a private consortium under the Indo French Protocol with the objective of bringing in the state of the art technology in both planning and management of Bangalore Metropolitan Area. As such the plan has been innovative on several fronts (in context of the ongoing planning processes and the plans prepared so far in the country) as under: One, the RMP is based on a zoning strategy for a dynamic city fabric as against the static land use based
physical plan. Two, it propagates a compact city model with future growth concentrated in the vacant parcels of the city centre (as against the existing tendency of a sprawl) as a strategy to provide and manage efficient and cost effective amenities and facilities. Third, the plan uses state of the art data repository created on GIS and its application to understand the dynamic fabric of the city. Four, the plan preparation process incorporated a Training and Capacity Building Module to transfer the process of plan preparation as also upgrade the skills of the planning authority. Five, it uses innovative tools like the ‘Coordinated Planning Scheme’ (CPS) to facilitate plan implementation. Lastly, for the first time ever, the city and its environs were ecologically mapped to enable an environmentally sustainable development.

**List and briefly evaluate the most important tools employed in plan production and implementation.**

Plan Production - Evolving a GIS based data repository, establishment of the GIS based applications to enable regular updates on the data base. Developing the Gis Kosks for general public and the establishment of the Management Information Systems (MIS) for the planning authority to streamline the process of plan implementation.

Plan Implementation – While detailed programmes and projects have not been evolved towards plan implementation, the consultants did detail out two specific tools in terms of the **Transfer of Development Rights (TDR) and the CPS to facilitate balanced and timely development during the plan implementation, monitoring and evaluation phase.**

**Name the 5 most important initiatives executed as a result of the plan**

1. GIS based data repository – complete, update to be taken up
2. Adaptation of the Zonal Regulation evolved in the plan preparation process to the building byelaws as prepared by the Local Government Agency – the Bangalore Mahanagara Palika (BMP) – ongoing
3. Rationalization of the TDR as being implemented by the BMP as against the TDR tool as laid out in the Plan and the Zonal Regulations – Ongoing.
4. Implementation of the Metro rail transport system for the city of Bangalore

**Describe the Plan’s achievements regarding.....**

- Adaptation to climate change, including reduced vulnerability to natural disasters

Bangalore does not fall in the Seismic zone; hence the mandate of the plan was not to address the issues of Disaster mitigation and disaster preparedness.

- Improving local and global ecology and mitigation of climate change, including reduction of greenhouse gas emissions

While the city of Bangalore does not fall in a seismic zone, given Bangalore’s unique micro climate composed of a 100 lakes, their watersheds and catchments, the planning process for the first time successfully recognizes this and has mapped the city ecologically defining the valley beds, the catchments and the watersheds as non buildable zones. The hierarchies and networks of the valleys have been established and demarcated to protect the valley systems of the city. Of course, while these have been mapped, a lot depends on the actual efficiency of the implementation process.
• Improving housing conditions, particularly slums, and meeting Goal 7 Target 11 of the MDGs.

Housing typologies have been established to assist in evolving the zonal regulations. Additionally the plan earmarks the slum pockets in the city, though does not make any specific recommendation in terms of addressing the slum issue. In terms of treating the slum pockets, the plan, designates these areas as mixed land use areas, with specific permissible and non permissible residential, commercial and light industrial uses, therefore enabling the regularization of these areas over a period of time as per designated use. Furthermore for each of the 'Planning Districts', in the plan, 'Area Improvement Perimeters' have been designated for the slum pockets to enable the development and improvement f these areas.

• Local economic development

The Plan while designating a large parcel of land towards IT development (therefore giving this economic base its due share) underplays this sector to some extent in lieu of an impetus to the manufacturing sector. This emerges as a strong point in context of the hyped up role of the IT sector in the economy of the city. It recognizes the important role played by the informal sector in boosting the local economic development of the city and proposes relevant recommendations in boosting the local development in the area.

• Reducing urban poverty and exclusion

This issue finds substantial recognition in the form of social equity in the 'Vision Statement' and the 'Directive Principles' drawn out for the plan. Subsequently the plan effectively marks the 'shadow areas' in the city, designating specific pockets lacking in social infrastructure facilities, specifically health and education. Through the identification of the shadow areas, the plan lays the basis for the designing of the programs and projects to meet this gap in the city. Some of the shadow areas have also been designated to come under the 'area improvement perimeters'

• Contributing to rural-urban integration

The plan recognizes the rapid urbanization patterns on the fringes and the need to address the peri urban issues. It designates certain large scale developments on the fringes which are to be treated through the zoning regulations. Furthermore, the plan recognizes the rampant 'spotted development' on the fringes and in the green belt of Bangalore and through the zoning regulations attempts a conscious effort to integrate them into the city continuum.

• Reducing conflict and enhancing city safety

The Vision statement and the directive principles address the issue of conflict reduction by stressing on the principles of institutional coordination and the subsequent rationalization of the related institutional and policy frameworks.

• Creating civic capital and promoting citizenship

The plan making process made a very conscious effort to upgrade the capacities of not just the relevant planning authority but also the apex plan making agency for the state of Karnataka. The planning cells of both the agencies were roped during a plan making process, for a detailed year long training and capacity building process and to transfer the know how and expertise used by the consultants to draw out the plan as also create the vast GIS based data repository; a very strategic move to ensure the continuation of the planning process as also a sense of ownership for
the planning authority. Additionally, during the public objection and suggestion stage, the authority ensured a longer and sustained public participation process to get the relevant feedback. The civil society section was encouraged to mobilize different interest groups / stakeholders in the city to elicit their response on the Master Plan; something that has never been attempted before in the city. The plan has been hugely successful in this initiative.

BARBADOS

<table>
<thead>
<tr>
<th>Period of application of the urban plan</th>
<th>Barbados Country, as there is no local government</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Seven (7) years – 2003-2010</td>
</tr>
<tr>
<td>City population</td>
<td>270,000 persons (Bridgetown)</td>
</tr>
<tr>
<td>City area (in hectares)</td>
<td>689 sq. kilometers</td>
</tr>
</tbody>
</table>

CONTACT

Participant’s name | Richard GILL
Institution        | Barbados Town & Country Planning Society
Position           | President
e-mail             | rgal@caribsurf.com
Telephone          | +246 425 14 88
Address            | Prior Park House, St. James, BARBADOS

Briefly describe the socio-economic background of your city (maximum 150 words)

Barbados is a Small Island State and independent country in the Caribbean. Bridgetown is the Capital and is the centre for commercial and service activity, with a deep water port for shipping. Originally dependant on cane sugar, the economy is now driven by tourism and services, although agriculture, fisheries and service industry are among other sectors promoted. The national per capita income was US$8,150 in 2003, with Barbados ranked 27 in the Human Development Index. Successive governments have provided a comprehensive infrastructure for growth, with a modern seaport and airport, telecommunications, roads and highways, academic and technical education, and a stable system of governance. Urban development is centered on Bridgetown and extends along the west, south and south-east coasts, with a majority of the population living within that defined “urban corridor”.

A number of suburban centers have been defined for growth as part of a planned hierarchy of settlements and rapid expansion of shops and other services is occurring there. New housing areas are being developed primarily by the private sector to meet the demand for housing which has occurred more from new household formation than by natural population growth.
Barbados has become a desirable country for foreign investment in tourist-related development, mainly in the creation of golf-related resorts and the provision of beachfront condominium apartments. In view of these development trends and Government’s policy of sustainable development, major development is controlled and monitored in the interest of long-term sustainability.

Briefly describe the most important features of the plan production process, emphasizing innovative aspects

Land use policy in Barbados is defined in the Physical Development Plan Amended 2003 which was prepared by the Town & Country Development Planning Office and a Consulting Team comprising Canadian, British and Barbadian Consultants, with collaboration and participation of many Government and non-government agencies and individuals.

The process involved information gathering, the use of aerial photography, limited field checking, consultation with the many “stakeholders” and a public participation process through public meetings.

In addition, legislation was separately introduced to create special control of the coastal belt through the creation of the Coastal Zone Management Unit and it is through the research of coastal processes and practical application of interventions that the project to which this application relates has been undertaken.

Specifically, natural coastal processes have threatened the long-term stability of beaches and near-shore reefs and these processes have been exacerbated by coastal development. Policy to reverse these processes include sewering the built-up coastal areas, controlling storm water runoff to the sea, controlling the use of chemicals in large scale inland golf and other projects and creating sustainable structures to build beaches and/or prevent further erosion.

List and briefly evaluate the most important tools employed in plan production and implementation.

Dealing specifically with the Coastal Infrastructure Program funded jointly by the Government of Barbados and the Inter-American Development Bank, this US$24.4 million project seeks to ensure a healthy environment and continued economic development of Barbados through improved management and conservation of the coastal zone. The project has been undertaken at 5 coastal locations.

Project design components include data on wave climate, tides, surge, sea level rise, wave setup and sediment processes, with physical modeling techniques being used. An understanding of the shoreline was achieved through observations, fieldwork, GIS analysis, physical modeling, numerical modeling and computation of sediment balance with and without the project. The near-shore wave climate was assessed under normal and extreme conditions, using storm surge modeling techniques. Using a variety of technical data as well as comparisons of regional water level records, a rate of 6.5mm per year has been assumed for long term sea level rise.

Name the 5 most important initiatives executed as a result of the plan

The Physical Development Plan Amended 2003 provides for development which is ongoing to achieve the following:

1. Growth management and agricultural preservation.
2. The provision of comprehensive housing policies including provision of housing for low income earners and other sectors of the housing market.

3. Planning for improved social and community facilities.

4. Cultural heritage and environmental proposals, including Listed Buildings, Cultural Heritage Conservation Areas, the Integrated Coastal Zone Management Plan, the identification of flood zones and policies related to gullies and escarpments.

5. Economic development through further diversification and expansion of the economy while promoting the efficient use of land and protection and conservation of significant natural and heritage features. This has led to an unemployment rate under 10%.

Describe the Plan’s achievements regarding…..

- Adaptation to climate change, including reduced vulnerability to natural disasters

General policies relating to the identification of areas prone to flooding, the protection of the major gullies which take off storm water with provision of check dams and proposals for a building code for greater resistance from hurricane damage.

Climate change will affect the coastline which is of vital importance to the economy and amenity of the island. Barbados has accepted that climate change is a reality that will have significant impact on the island and has adopted at the policy level the IPCC’s recommendations for mitigating accelerated sea level rise. Within the small island context the prime policy has to be on land preservation and protection – that is the generic guiding management option to “hold the line”.

Identified best practices include recognizing the island as a coastal zone; use of coastal setbacks for cliffs and beaches; classification of beaches and cliffs based on erosion vulnerability; regular monitoring; setting coastal engineering design standards to account for sea level rise and increased “high energy events”; and achieving “buy in” from developers/ property owners regarding the increased need for coastal engineering modeling.

- Improving local and global ecology and mitigation of climate change, including reduction of greenhouse gas emissions

Barbados is not a significant producer of greenhouse gas emissions but has put in place policies which encourage alternative energy use including the extensive use of solar heating panels and potential for wind power generation.

- Improving housing conditions, particularly slums, and meeting Goal 7 Target 11 of the MDGs.

Because of its small scale, Bridgetown and surrounding districts do not have major slum areas but there are significant pockets of poor quality housing. Governments objectives include access to shelter and the provision of essential services to all householders; the rehabilitation, upgrading and continuous maintenance of the housing stock; utilization of vacant residential lands for housing; the use of affordable, safe, efficient and environmentally friendly construction technologies; and the promotion of additional housing development in Bridgetown through Government initiatives and incentives for redevelopment of underutilized or vacant sites.
• Local economic development

Government’s national tourism objectives seek to maximize the contribution of tourism to the economy, make tourism the catalyst for economic stimulation of other sectors, encourage and facilitate product development, improve marketing efforts and protect and encourage the conservation of the environment by taking into account the capacity of the nation’s physical, social and infrastructure resources.

• Reducing urban poverty and exclusion

The Urban Development Commission has been set up to undertake a comprehensive urban renewal plan for new, improved and affordable housing in revitalized communities. The UDC is responsible, among other things, for executing a program of housing and neighborhood upgrading in depressed urban areas, promoting the re-use of vacant residential and vacant residencies through the Derelict Housing Program which would be managed by the National Housing Corporation, executing a program of drainage improvement and upgrading in the inner urban area where necessary and encouraging the improvement of private rental accommodation by ensuring that landlords conform to certain minimum standards.

• Contributing to rural-urban integration

As a small island nation of 689 square kilometers, a comprehensive network of public roads, transportation utilities and services has minimized the rural-urban issues. The Physical Development Plan provides for the protection of the rural area from major settlement development, identifying areas for growth and largely protecting the “agricultural belt” except where major development is justified for social, economic or environmental reasons.

• Reducing conflict and enhancing city safety

Bridgetown and other urban settlements are safe by comparison with larger cities elsewhere and the level of crime is relatively low. Most urban areas have street lighting and a good road infrastructure provides for accessibility within even the poorest communities.

• Creating civic capital and promoting citizenship

Barbados has a coherent social infrastructure in which civic activity is promoted through the arts, sports, rule of law and good governance.

NOTE: The illustrated verbal presentation is made to showcase components of a major coastal project as presented at the CAP Regional Planning Conference, June 2007, in Barbados. The presentations were made by Dr. Vernese Inniss, Dr. Leo Brewster and Mr. Antonio Rowe and an extract from their Power Point presentations is attached. The project can be showcased from the perspective of overall planning and climate policies and can be technically described, with lessons for all countries with coastal issues.
BOGOTÁ, COLOMBIA

<table>
<thead>
<tr>
<th>Period of application of the urban plan</th>
<th>1997-2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>City population</td>
<td>6.840.116</td>
</tr>
<tr>
<td>City area (in hectares)</td>
<td>172.598</td>
</tr>
</tbody>
</table>

CONTACT

Participant’s name          | Maria Virginia CASASFRANCO ROLDÁN
Institution                | Bogotá Municipality
Position                   | General Manager METROVIVIENDA
e-mail                     | gerencia@metrovivienda.gov.co
Telephone                  | +57.429.20.05
Address                    | Calle 26 No. 66-63 Piso 5º. Bogotá. Colombia

Briefly describe the socio-economic background of your city (maximum 150 words)

Capital of Colombia, founded the 6 of August of 1538, is located in the Eastern Mountain range of the Andes, over 2,630 meters of altitude above the sea level with an extension of 1.732 Sq km is the bigger city of Colombia. Its population is near the 6.840.116 according to the Census of year 2005 and has a population density of 22.593 Inhabitants by Sq Km. The rate of annual inflation is around 5,15% for August of 2007. Its GDP is around the 22, 47% with respect to the national total. In the social aspect, the rate of unemployment is of 11,2% to July of 2007, the 38,3% of the population are below the line of poverty and the 6,3% below the line of misery and have an housing deficit of 16% and of heap up of 3.1%.

Briefly describe the most important features of the plan production process, emphasizing innovative aspects

In the last decade Bogotá has been object of national and international recognition due to its social, economic and cultural transformations and also to its urban and architectonic projects that have contributed in the construction of a better environment for the people that live in the city, with special emphasis in the population of smaller incomes. Respect to this, is to stand out the issues of mobility and public space, collective equipment availability and, more recently, the improvement of the draining conditions of rain and sewer waters of the River Tunjuelo.

List and briefly evaluate the most important tools employed in plan production and implementation.

The most important tools employed by the local government in plan production and implementation were based on:
• City for the citizens
• Public resources: sacred resources
• Link between urban Planning and social development
• Citizen’s culture based on the social appropriations
• Actions as a result of the analysis of principal components on surrounding

Name the 5 most important initiatives executed as a result of the plan

1. Mobility as an integrated strategy of mobility.
2. Public space as new conceptualizations for collective use and enjoy.
3. Extension of the social services, especially on the more vulnerable zones.
4. Urban Equipment on the socio economical critical areas
5. Drainage system of the Tunjuelo river: Cantarrana

Describe the Plan’s achievements regarding.....

• Adaptation to climate change, including reduced vulnerability to natural disasters

Cantarrana dam was inaugurated in 2007, a gigantic work that is part of the control program of crescents of the Tunjuelo river that benefits more than a million people in the south of the city. The Cantarrana dam will be able to store up to 2.5 million cubic meters of water coming from the Tunjuelo River and with it the possibility of floods due to the crescents of the river at time of rains will be reduced to the minimum.

• Improving local and global ecology and mitigation of climate change, including reduction of greenhouse gas emissions

As part of the appropriation and conservation of the Cantarrana dam 3.5 kilometers of bicycle roads were constructed, ecological footpaths, a track of skating and tricycles like viewpoints that will be used for the recreation and the relaxation as the community. Also, in the development of dam the participation of the community was guaranteed through:

- The 40% of the workers were people of the community
- Activities of partner-environmental education with communities and schools of the benefited localities
- Conformation of “Friends of Cantarrana”, network which comprise students and leaders of the community.
- Improving housing conditions, particularly slums, and meeting Goal 7 Target 11 of the MDGs.

Looking forward to the extension of the social services, especially in the more socio-economical vulnerable zones in the city, it was determined the massive construction of collective equipment. In the last period of government there were 22 new schools constructed, 27 were being constructed by the end of 2006, and 201 received technical and architectonical improvements. These centers accompany a supply of cultural spaces formed from a municipal system of public libraries that,
added to the adoption of *Transmilenio*, constituted a radical change in the structuring of the city. Three of these libraries were initiated in 1997 (Virgilio Barco, the Tintal and the Tunal), and located in peripheral areas of the city with architectonic and city-planning conditions determinants in the development and revitalization of its surroundings, and integrated to public spaces and networks of massive transport.

- Reducing urban poverty and exclusion

With relation to the first point, mobility, an integrated strategy of mobility has been developed, prioritizing the improvement of the public space and in the rescue of its condition of collective space, as well as in the efficiency and effectiveness in the cover of public transport, and the construction of sidewalks, bicycle roads and tree-lined avenues. In this point, *Transmilenio*, as a massive transport system implemented in the city, did not only contributed to the reduction of 32% of time trips in the interior of the city, but it also allowed the renovation of deteriorated city streets and avenues –Av. Caracas, Av. Jiménez, NQS, Av. Américas-, favoring the particular traffic, the people transit and the use of alternative means of transport through bicycle roads and tree-lined avenues.

- Reducing conflict and enhancing city safety

On the other hand, it was redefined the conceptualization of public space, and with it, the intervention for its recovery was reoriented based on the use and collective enjoys. Thus, existing small squares and platforms were valorized, a network of green spaces consolidated, and bicycle roads and tree-lined avenues extended to the entire city.

---

**BOSSASO, SOMALIA**

<table>
<thead>
<tr>
<th>Period of application of the urban plan</th>
<th>2005 - present</th>
</tr>
</thead>
<tbody>
<tr>
<td>City population</td>
<td>250.000</td>
</tr>
<tr>
<td>City area (in hectares)</td>
<td>Approx 10.000</td>
</tr>
</tbody>
</table>

**CONTACT**

- **Participant’s name**: Ombretta Tempra
- **Institution**: UN-HABITAT
- **Position**: Shelter and IDP Program Officer
- **e-mail**: Ombretta.tempra@unhabitat.org
  
  Ombretta.tempra@gmail.com
- **Telephone**: +254 725 22 30 93
- **Address**: PO Box 30030, Nairobi, Kenya
**Briefly describe the socio-economic background of your city**

Bossaso is a rapidly expanding port town on the Gulf of Aden. In a couple of decades it developed from a fishermen’s village, into the most active centre of private investment in Puntland. Bossaso now hosts an estimated population of 250 thousand people, 40 thousands of whom arrived in Bossaso after having been displaced by conflict, draught or economic reasons. The majority of the displaced population is now living in un-serviced and insecure settlements in the fringes of the city.

After the collapse of the Siad Barre regime, Somalia fell into civil war. The North-Eastern region managed to reach a relative stability, and declared itself “Puntland State of Somalia” in 1998. The new state started to put in place its government and institutions, but the latter are still extremely weak, and a legal framework is still largely not in place. A mix of customary law and *sharia* law take the place of a missing land law. The lack of property registration systems results in frequent disputes over land ownership and major constraints to any urban development intervention (from the digging of a latrine, to the tracing of a road). This vacuum is reflected in the chaotic urban development of the city.

**Briefly describe the most important features of the plan production process, emphasizing innovative aspects**

Due to the particular above mentioned conditions, planning Bossaso is particularly challenging. Being impossible to count on institutional tools, the involvement of all urban development stakeholders is the only viable way for planning the city. In this context the 'soft component’ of governance and participation has a much stronger role to play than the traditional expert-driven technical component (master plan). Paradoxically, a very limited institutional planning capacity forces to go for a relatively ‘modern’ and participatory approach, although in such context the time inputs and the efforts to put into the process are extremely high. The role of planning in Bossaso goes beyond the physical structuring of the town, and it becomes an entry point for improving governance, much needed in the Somali context. By increasing the participation of all sector of the society in decision making, transparency and accountability are also improved. The planning process also helped generating dialogue within the authorities on the need of developing other essential urban development control tools (such as land management law, bye-laws, property registration system, building standards, etc).

**List and briefly evaluate the most important tools employed in plan production and implementation.**

As outlined above, the tools available in Bossaso (and in Puntland in general) are very limited. Negotiations, participation, collaboration among all stakeholders have been the only viable tools used so far. The development of a suitable urban land administration law is ongoing.

**Name the 5 most important initiatives executed as a result of the plan**

1. **PRINCIPLES** - The first UN-HABITAT achievement was having consensus built among authorities and major urban development actors on some basic urban development concepts: (1) compact city, where services and infrastructure reach the maximum population with the minimum investment; (2) spatial integration – among different clans, ethnic groups, and classes of income - to maximize the economic benefits for all groups and stimulate social integration. This is particularly crucial in a post-conflict environment to stabilize and reconcile all sectors of the civil society, and minimize the risk of escalation of new violence.
2. GETTING LAND FOR THE POOR - On these grounds, the municipality (which initially allocated for the resettlement of the displaced population a site 11 km outside the city) agreed to find land within town for the resettlement of the displaced and other vulnerable groups. Landlords were encouraged to donate part of their plots, in return for the provision of services and infrastructures to the all area (land sharing principle). This is a major achievement in the Somali context; similar attempts have failed in the past.

3. RESETTLEMENT PROJECTS - The successful attempt to provide land for the poor allowed the setting up of permanent resettlement projects for displaced population and urban poor in the city. A first permanent resettlement project is finalized, and it’s being now replicated on a larger scale. Services and infrastructure are being provided with the support of several international agencies.

4. INTEGRATION - The long term presence of displaced population inside the town is now tolerated, and services provided by local and international development agencies are now shared by displaced population and host community.

5. PRODUCTION OF A DEVELOPMENT PLAN - A basic strategic development plan for the city is being developed in conjunction of all urban development stakeholders. A by-pass road on the eastern side of town was traced to decongest the only tarmac road of the city which starts from the Bossaso port and reaches all major Somali urban centers up to Mogadishu. The upgrading of a very congested road in the city centre is under way, including the resettlement of informal vendors along its sides.

Describe the Plan’s achievements regarding.....

- Adaptation to climate change, including reduced vulnerability to natural disasters

Fortunately Bossaso does not present particular vulnerability to natural disasters. Being located in a semi-desert zone, the biggest challenge is to provide a sustainable source of safe water for the population. The urban development plan is being developed in collaboration with UNICEF (extending the current water infrastructure) and the Bossaso Water Agency. Subsidized rates for vulnerable population have been negotiated.

- Improving local and global ecology and mitigation of climate change, including reduction of greenhouse gas emissions

Improvement of public transport mobility has been addressed.

- Improving housing conditions, particularly slums, and meeting Goal 7 Target 11 of the MDGs.

One of the main focuses of the plan is the integration of the slums in the formal urban tissue and the extension of the basic urban services networks to the most disadvantaged settlements, so that their cost can be shared among urban poor, displaced population and host community. This aspect of the plan is being very successful, especially in terms of health and education services, and water infrastructure. Negotiations for the provision of security of tenure and improved living conditions for the slum dwellers are ongoing with the municipality and the landlords. Upgrading of existing slums is ongoing (provision of basic services, decongestion of the settlements, fire emergency preparedness and prevention trainings, provision of basic infrastructure and provision of improved shelter materials). Provision of permanent resettlement solution (permanent houses and security of tenure) is also ongoing.

- Local economic development
By advocating for the integration of the displaced population (accounting to 25 percent of the total city population) in the rest of the city, the plan aims at improving the economic opportunities for the vulnerable population as well as providing skilled and cheap labor for the host community. Bossaso is currently the most attractive town in Puntland for local and foreign investments, and the preferred destination for the displaced populations of the region, due to its (comparatively) good economic opportunities.

- Reducing urban poverty and exclusion

The basic scope and founding principle of the plan is the integration among urban poor, displaced populations (belonging often to minority clans and segregated groups), and host community. The Bossaso urban development plan aims at reducing urban poverty and exclusion by: (1) physical integration of the slums in the urban tissue, and (2) promoting shared services and infrastructure between vulnerable communities and other social groups. This not only wants to reduce social and economic segregation, but also aims at benefiting the whole city with the limited resources available. In Somalia the international aid is mostly targeting the population displaced by the ongoing conflict, and therefore tapping into the funds allocated for humanitarian emergencies. The scope of the urban development plan is to direct such funds to bridge the gap between emergency and development. By integrating the poor and the displaced in the town and in the host community, the services provided for the most vulnerable are also benefiting the other social groups. This is facilitating the social integration and the acceptance of the poor and of the displaced by the rest of the citizens. The social integration leads to economic integration and reduced poverty.

- Contributing to rural-urban integration

The Bossaso Region is semi-desert and the rural areas are largely inhabited. Nevertheless the city is attracting rural and nomadic population from southern areas of the country. This component has not been addressed strongly in the elaboration of the Bossaso plan.

- Reducing conflict and enhancing city safety

Conflict resolution and safety are addressed by creating an enabling environment for social and economic integration (see “reducing urban poverty and exclusion”).

- Creating civic capital and promoting citizenship

The development and implementation of the Bossaso plan is supported by dialogue and discussions among all urban development actors, including poor communities and vulnerable groups. This promotes improved urban governance and transparency.
CLICHY LA GARENNE, FRANCE

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>City population</td>
<td>57.000</td>
</tr>
<tr>
<td>City area (in hectares)</td>
<td>350</td>
</tr>
</tbody>
</table>

CONTACT

<table>
<thead>
<tr>
<th>Participant’s name</th>
<th>Nicolas BUCHOUD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution</td>
<td>Ville de Clichy la Garenne</td>
</tr>
<tr>
<td>Position</td>
<td>Cabinet du Maire. Directeur de cabinet adjoint, délégué au développement</td>
</tr>
<tr>
<td>e-mail</td>
<td><a href="mailto:nicolas.buchoud@ville-clichy.fr">nicolas.buchoud@ville-clichy.fr</a> <a href="mailto:nbuchoud@yahoo.fr">nbuchoud@yahoo.fr</a></td>
</tr>
<tr>
<td>Telephone</td>
<td>+33 6 16 54 03 74</td>
</tr>
<tr>
<td>Address</td>
<td>BP 300 F- 92112 CLICHY Cedex, France</td>
</tr>
</tbody>
</table>

Briefly describe the socio-economic background of your city


Comment gérer les différentes communautés? Comment dépasser l’échelon communal au profit d’une logique métropolitaine? Comment dépasser les intérêts individuels et développer la ville, tout en suscitant l’adhésion des habitants, des acteurs économiques, au changement? La seule modification des outils réglementaires de planification urbaine s’avère inefficace et insuffisante. C’est pour cela que Clichy a mis en place une stratégie de développement urbain innovante, qui se distingue par la mise en cohérence entre les outils du débat public et les outils réglementaires de planification, à travers un Plan stratégique 2005-2020, le Projet de Ville de Clichy.

Le projet de ville a d’ores et déjà permis d’ouvrir de façon concrète le débat sur la densification de la ville, tout en donnant corps à une politique de développement durable: la labellisation HQE des équipements publics existants et futurs, et des
nouvelles constructions de bureaux, affirmation d’une politique de qualité et d’innovation architecturale, qui s’appuie sur le patrimoine bâti de la ville.

La nouvelle régulation des mutations foncières et immobilières de la ville passe aussi par une politique volontaire de lutte contre l’habitat indigne, le renouvellement des politiques sociales et des partenariats publics privés. Au niveau de l’aménagement urbain, le PLU doit donner un cadre réglementaire durable à cette nouvelle politique, même si l’actuel Plan d’occupation des sols (POS), plusieurs fois modifiés, répond encore largement aux besoins. Sans attendre ce nouvel outil réglementaire, de nombreux projets ont déjà vu le jour.

### Briefly describe the most important features of the plan production process, emphasising innovative aspects

La municipalité de Clichy est active en matière d’aménagement et de développement urbain. Il existe 9 périmètres d’aménagement opérationnels (Zones d’aménagement concerté: ZAC) gérés par la ville et deux sociétés d’économie mixte, à Clichy. La ville est densément construite, et l’outil réglementaire du droit des sols, le Plan d’Occupation des Sols, subit très régulièrement des modifications afin de s’adapter aux nouveaux projets.

Toutefois, cette organisation opérationnelle et réglementaire qui a été élaborée au cours des années 1990 tend à trouver ses limites et d’ici à 2010, elle sera dépassée. **C’est toute la stratégie de production de la ville** (développement urbain, social, et territorial) que la municipalité a donc entrepris de réviser, à partir de 2004-2005.

La transformation du POS en PLU a été entreprise dès 2003. Toutefois, les travaux se sont heurtés à l’incompréhension de nombreux habitants et à l’absence de maturité de nombreux acteurs, y compris certains services au sein de la municipalité. En réalité, les besoins portaient moins sur la mise en place d’un nouveau règlement d’urbanisme que sur la refonte d’un pacte de développement urbain entre la municipalité, les habitants et leurs conseils de quartier, et les usagers de Clichy, notamment les opérateurs économiques.

L’élaboration du Projet de Ville de Clichy, aujourd’hui en phase opérationnelle, a reposé sur une démarche nouvelle à l’échelle à laquelle elle a été pratiquée. En effet, le PLU aujourd’hui en cours d’élaboration repose sur un socle d’orientations et de projets concrets, qui a pu être élaboré grâce à un croisement inédit entre expertise (200 experts, chercheurs et professionnels mobilisés) et démocratie participative à grande échelle associant les conseils de quartier, l’administration municipale, les partenaires institutionnels et économiques de Clichy, les Clichois et les usagers de la ville (près de 5000 personnes rencontrées). Près de 20 projets sont d’ores et déjà en cours de réalisation, sur un total de plus de 100 opérations.

### Schéma simplifié d’élaboration de la politique de développement urbain de Clichy (2005-2020)
Un travail de concertation et de co-production du projet de ville à partir de 2005 jusqu’en 2007, (validation officielle en conseil municipal), a précédé les phases plus techniques de modifications du POS et de lancement du PLU. Outre les outils réglementaires de consultation de la population pour le POS et le PLU, un système d’échange régulier est mis en œuvre avec le suivi du projet de ville par les conseils de quartiers, la municipalité et les partenaires publics et privés de la ville.

List and briefly evaluate the most important tools employed in plan production and implementation.

- **Assises de la ville** (2005 et 2006) : 1 semaine de débats et rencontres entre la municipalité et les Clichois, sous la forme d’ateliers de travail, de conférences-débats, de débats publics, de forums d’échange *(community planning, workshops, visioning... - 2000 participants)*

- Création d’un *site Internet* temporaire (18 mois de fonctionnement) *www.jaidesideespourclichy.org*, dédié aux échanges sur le projet de ville et à la mobilisation du public jeune

- Elaboration d’une stratégie d’information et de *communication innovante et intégrée* : maquette virtuelle de l’ensemble de la ville diffusée également sur Internet, communication régulière dans le journal municipal et les lettres de quartiers, publications spécifiques sur le projet de ville diffusées à 40.000 exemplaires, consultation, circulation d’un « minibus du projet » dans toute la ville pendant 9 mois, salons professionnels, conférences

- Renforcement de la *démocratie participative et de proximité* : création d’équipes de gestion par quartier, association des conseils de quartier à la préparation et l’organisation des assises de la ville, mise à l’ordre du jour du projet de ville dans les réunions budgétaires de quartier, organisation d’un forum de la démocratie participative consacré à la mise en œuvre du projet de ville *(public hearings)*

- **Modernisation de l’administration** municipale : création d’un réseau d’interlocuteurs inter-services au sein de l’administration, et mise en œuvre d’une démarche transversale innovante sur un mode « projet », au sein de l’ensemble de l’administration municipale

- Mise en œuvre de démarches de type « *workshop* » pour résoudre des points difficiles : exemple, partenariat avec l’INTA pour la réhabilitation d’un monument historique, une semaine de travail intensif avec des experts de 7 pays, les élus, les habitants, les partenaires institutionnels et économiques de la ville

- Lancement d’un *programme de recherche* inédit, commandité par la municipalité, suivi de publications, sur les enjeux du renouvellement urbain, de la diversité communautaire, de la démocratie locale, des enjeux liés à la place de Clichy en Ile de France, sur les formes de modélisation des projets
mind genius process avec Vectuel] (université de la Sorbonne, université de Paris VIII, université de Lille III, école d’architecture de Paris La Villette...)

- Elaboration et validation du Plan d’aménagement et de développement durable (PADD) de la Ville, à partir des orientations élaborées dans le cadre du projet de ville
- Adaptations régulières (révision et modifications partielles) du Plan d’occupation des sols (POS)
- Elaboration d’une méthode de suivi du projet de ville : construction d’indicateurs, approfondissement des recherche, stabilisation des réseaux d’expertise (travail en cours avec l’Ecole Nationale des Ponts et Chaussées)

Name the 5 most important initiatives executed as a result of the plan

Le dispositif d’élaboration du plan stratégique de développement urbain de Clichy permet aujourd’hui à la collectivité d’élaborer sur des fondements partagés, ses nouveaux outils réglementaires. Sans attendre, la démarche engagée, et pour laquelle des outils inédits ont dû être spécialement créés (cf ci-dessus) a d’ores et déjà permis des avancées significatives dans plusieurs domaines. En voici 5 illustrations :

1. Mise en place d’un plan stratégique pour le développement de la démocratie participative :
   - création d’équipes de gestion de proximité par quartier, en lien avec les conseils de quartier,
   - création d’un conseil des citoyens étrangers non communautaires, lancement d’un plan de
   - développement durable des quartiers (neighbourhood sustainability plans)

2. Organisation d’un séminaire de l’administration municipale sur le développement durable, signature
   - de la Charte pour l’environnement de Nicolas Hulot, et engagement des premières opérations
   - HQE (réhabilitation de logements sociaux, construction d’équipements publics, construction
     d’immeubles à usage mixte habitat-bureaux)

3. Validation du projet de rénovation urbaine (ODM, Objectif 7, cible 7) de Clichy avec l’Agence
   - Nationale pour la Rénovation Urbaine (ANRU), pour un montant de 150 millions d’euros
   - d’investissements sur 5 ans, afin de réhabiliter l’habitat insalubre (670 logements) et de développer
   - les quartiers. Plusieurs opérations sont d’ores et déjà réalisées dans le cadre de ce projet

4. Réaffirmation de la place et du rôle de Clichy au cœur de la métropole parisienne
   : le maire de Clichy est l’un des 5 maires fondateurs de la Conférence métropolitaine, Paris Ile de France, qui préfigure création d’une future autorité
métropolitaine, et achèvement de négociations complexes avec la ville de Paris pour l’aménagement du boulevard périphérique, la création d’activités économiques (pépinière d’entreprise, hôtel d’activité)

5. Restructuration de l’organisation des circulations automobiles et en transports en commun à Clichy : plan de préservation et de développement piétonnier du coeur de la ville, création d’un boulevard urbain de contournement de Clichy associé à une voie de transports en commun en site propre...Création d’un « poumon » vert et sportif de plus de 7ha au coeur de la ville.

Describe the Plan's achievements regarding.....

- Adaptation au réchauffement climatique (y compris la réduction de vulnérabilité territoriale par rapport aux catastrophes naturelles)

La ville de Clichy se situe dans un tissu urbain continu. Elle-même ville dense, elle comprend 28.000 logements sur un territoire d’à peine plus de 300 ha. Les questions environnementales ne peuvent pas être traitées uniquement à une si petite échelle. Toutefois, la ville a mis en place plusieurs outils.

Certains sont rendus nécessaires par la législation, comme par exemple, un Plan de prévention des risques naturels, en particulier d’inondation. Ce plan est opérationnel en cas de crue de la Seine, et il associe la municipalité, les services d’urgence, les services de l’Etat, les services hospitaliers, et les gestionnaires de logement. La ville est exemplaire en matière d’aide aux personnes dépendantes et fragiles, et notamment les personnes âgées et les personnes handicapées.

Il existe ainsi un Plan canicule, destiné au suivi de ces personnes en cas de forte chaleur. Il a déjà été activé deux fois, en 2005 et 2006. Un logiciel spécifique permet de suivre toutes les personnes identifiées, individuellement, par téléphone. Enfin, la ville a également créé un outil spécifique afin de répondre aux situations d’urgence en matière de logement, en cas, notamment, d’incendies d’hôtels meublés ou de copropriétés dégradées, un Plan local de prévention des incendies. Ce plan, partenarial, associe tous les gestionnaires de logement publics et privés de la ville.

Pour faire face au réchauffement climatique, la ville soutient les initiatives conduites en particulier au niveau régional, pour promouvoir la densification des zones résidentielles, et moderniser les réseaux de transports en commun lourd (métro, tramway, train).

Le Projet de Ville 2020 a ainsi mis en avant la nécessité de construire plus haut dans certains secteurs de la ville, en dépit des fortes réticences de nombreux Clichois, en échange de la recherche d’une qualité urbaine et architecturale accrue des projets, ainsi que de la prise en compte des critères de HQU (haute qualité environnementale) dans les projets. L’avenir de l’environnement à Clichy passe donc aussi par le développement durable de l’espace métropolitain où se situe la ville.

- Amélioration de l’écosystème local et mitigation du réchauffement climatique y compris les émissions de gaz à l’atmosphère

La ville de Clichy est un espace très largement urbanisé. Il n’y a qu’un seul espace naturel à Clichy, c’est le fleuve, en d’autres termes, la Seine. La ville de Clichy a été au XIX° siècle et jusqu’à la fin des années 1970 une villes industrielles (Citroën, Câbles de Lyon...), et la Seine a été utilisée d’abord comme une voie d’eau utilitaire. Ce n’est que depuis le milieu des années 1990 que les rives de la Seine ont commencé à faire l’objet d’une attention particulière.
C'est le département des Hauts de Seine qui gère l'aménagement durable des bords de la Seine, mais la ville de Clichy se tourne désormais vers son fleuve, et ce de manière de plus en plus volontaire. Une partie des berges a d'ores et déjà été réaménagée, et le Projet de ville prévoit de systématiser cette politique. Un port pour l'accostage des péniches de tourisme ou de loisir et été crée, et la ville a engagé de lourds négociations avec le Département afin d'obtenir le classement des berges de la Seine à Clichy comme espace de promenade, tout en conservant des activités industrielles, et notamment une usine à béton, indispensable pour réduire les trajets d'acheminement de ce matériau de construction. Un nouveau quartier doit être construit à proximité de la Seine et son organisation urbaine a été conçue afin de mettre en relation la ville et le fleuve (trajets, percées visuelles...).

Durant au début du XX° siècle, la ville de Clichy, comme d'autres municipalités voisines de Paris, a mis en œuvre des politiques ambitieuses de création de réseaux d’égouts, de pavage des rues, et de création d’un urbanisme hygiéniste, destiné à profiter à la santé publique de la population. Le contexte a changé et les priorités aussi, mais Clichy s'appuie sur cette tradition ancienne.

Ainsi la ville va créer avant 2010 deux nouveaux parcs, dont un entièrement neuf à partir d’anciennes friches industrielles, sur une superficie de 6 ha. Il doit ouvrir en 2008. Le financement de ce parc est assuré conjointement par la ville, la région Ile de France, ainsi qu’une opération d’aménagement et d’urbanisme, qui comprend la construction de logements (350 au minimum) et de bureaux (50.000 m² au minimum).

Le projet de création d’un nouveau site propre de transports en commun afin de relier Paris aux villes de la deuxième couronne remonte à la fin des années 1970, mais il a toujours été mis en échec. Grâce à la mobilisation collective suscitée par le Projet de ville, la ville a obtenu la réouverture du dossier, et sa validation par l’ensemble des partenaires financiers du dossier.

Près de 150.000 véhicules traversent quotidiennement Clichy et la lutte contre la pollution urbaine et la congestion automobile est une priorité pour la ville. Ce nouvel axe, qui suppose près de 15 millions d’euros de nouveaux investissements, permettra de réduire le trafic en centre ville, et d’élargir l’offre de transports en commun. Parallèlement, dans le cadre de la mise en oeuvre du Plan d’aménagement et de développement durable, la ville doit proposer cette année l’extension à tous les quartiers résidentiels de la ville du dispositif « zone 30 », qui vise à limiter la vitesse en ville et à réduire le gabarit des voiries routières au profit des piétons et des vélos (circulations douces / « skrinking streets »).

Enfin, la réhabilitation systématique du parc ancien (près de 5000 logements subvencionnés depuis le milieu des années 1980) et à présent, la démolition-reconstruction des immeubles les plus dégradés, doivent permettre d’améliorer significativement le bilan carbone de Clichy. 1700 nouveaux logements doivent être construits à 2012, qui respecteront les normes HQE, de même que les nouvelles constructions de bureaux.

- Amélioration ses conditions du logement, en particulier dans les bidonvilles, et dans le progrès pour aboutir dans l’Objective 7, Target 7 des Objectifs du Développement du millénaire


Mais dans l’ancien, la ville a connu durant ces cinq dernières années une hausse moyenne des prix de 120% et, dans le neuf, de 75 à 80%. De nombreux
habitants sont inquiets face aux difficultés à pouvoir se loger. La Ville doit donc répondre à deux enjeux majeurs : la construction de nouveaux logements et le logement des publics fragilisés. La Ville recense, pour le seul logement social, près de 4000 demandes.

La ville a donc arrêté ses priorités :


- poursuivre la construction de logements sociaux et intermédiaires (40% dans les nouvelles opérations)

- favoriser l’accession sociale à la propriété. Afin de faire accepter aux habitants déjà présents, et notamment aux plus âgées, la nécessité de construire plus, la ville a élaboré une politique d’innovation urbaine, architecturale et environnementale. La densité ne doit plus être l’ennemie de la qualité de vie et ces deux dimensions sont mêmes complémentaires.

La nouvelle loi sur l’opposabilité du droit au logement devrait en outre permettre aux acteurs publics de reprendre la main dans les négociations avec les promoteurs immobiliers vendant à la découpe. Clichy travaille en partenariat étroit avec les promoteurs immobiliers, afin de s’accorder en amont sur les projets.

L’évolution des relations public privé et des stratégies en matière d’accessibilité de l’habitat s’appuient beaucoup aussi sur l’analyse des bonnes pratiques et des problématiques rencontrées en ce domaine dans d’autres villes européennes, mais aussi en Amérique du Nord ou en Asie (échanges de professionnels...). La ville de Clichy était l’une des seules villes françaises représentée lors du Forum Urbain Mondial de 2006 à Vancouver.

- Développement économique local

Clichy compte près de 30 000 emplois — dont 5% au sein de la municipalité — mais moins de 10 000 sont pourvus par des Clichois, et près de 4 600 habitants étaient sans emploi en 2005. Pour faire face à cette situation, la municipalité agit dans trois directions :

- le soutien direct à l’accès à l’emploi,

- la mise en oeuvre d’actions en partenariat avec les chambres consulaires, le département, la région, l’État ou l’ANPE,

- une politique active pour favoriser l’implantation de nouvelles activités et entreprises à Clichy.

Les premières Assises de la ville en 2005 ont permis aux entreprises clichoises d’exprimer leurs besoins, leurs attentes vis-à-vis de la ville et du territoire de Clichy. Loin d’une opposition entre action municipale et action publique d’une part, et projets de développement privés d’autre part, les premières Assises de la ville ont au contraire apporté la confirmation que les entreprises clichoises recherchaient une complémentarité d’action avec la municipalité, ainsi que les moyens de développer des synergies entre elles. Cela renvoie à une forme très contemporaine du développement économique, qui ne peut plus être pensé de façon détachée du développement des territoires où ces dernières s’implantent.
Certes, les périmètres pertinents se situent à des échelles larges, celles de grands bassins d’emploi et à cet égard, Clichy s’inscrit pleinement dans les dynamiques de développement du cœur de la métropole parisienne.


L’élaboration du projet de ville a permis d’ouvrir le débat sur des questions aussi sensibles que celles du **partage de la croissance économique** de Clichy et de son impact sur la vie quotidienne des Clichois. Là encore, il apparaît que vie quotidienne et développement économique ne se contredisent pas nécessairement. Clichy ne sera durablement accueillante pour ses entreprises que si la vie quotidienne y est agréable, les services publics fortement présents. Afin de réduire le différentiel entre le nombre d’emplois à Clichy et le nombre de Clichois qui travaillent à Clichy, il est indispensable, de continuer à développer une politique volontariste et active de construction de logements. La municipalité doit également poursuivre le travail de négociation, voire de lobbying, entamé depuis longtemps, afin de défendre les projets de développement de transports en commun, ou la création de nouvelles infrastructures comme le boulevard urbain de contournement de Clichy.

L’enjeu des prochaines années est la création d’un schéma de développement commercial à Clichy, partagé et concerté, qui repose à la fois sur l’offre existante, sur le maintien d’activités artisanales à Clichy, mais aussi sur la poursuite du développement d’une offre nouvelle. Le projet de ville a permis de déterminer la nature des futures opérations de développement commercial, et notamment un projet de création de galerie commerciale en cœur d’îlot, en lien étroit avec la restructuration du tissu urbain.

- **Réduction de la pauvreté et de l’exclusion sociale**

Alors que l’on assiste aujourd’hui en France à la transformation progressive des mécanismes de protection sociale mis en place pour la plupart dans l’immédiat après-guerre, le **rôle des collectivités locales et notamment des municipalités est en pleine mutation**.

L’élaboration du projet de ville a permis de mettre en avant les grandes caractéristiques de la situation actuelle à Clichy:

- la ville est plus que jamais un échelon pertinent et indispensable de la solidarité, face aux manifestations de la nouvelle pauvreté (sans abri, travailleurs pauvres, migrants fragiles, jeunes déscolarisés, familles monoparentales), tandis que les départements acquièrent durablement, dans le cadre de la décentralisation, un rôle essentiel en matière redistributive et d’allocation des prestations sociales.

- parallèlement, les attentes légitimes des Clichois portent aussi, et de plus en plus, un **accompagnement public à la vie familiale**.

Plus **la cellule familiale devient fragile et mobile**, plus le besoin d’ancrage dans un territoire devient important. Il s’agit à la fois d’un enjeu symbolique, celui de se sentir bien dans une ville qui apporte au quotidien la satisfaction d’un environnement urbain de qualité. C’est aussi un enjeu très concret, celui de pouvoir
bénéficier de services à la personne qui impliquent pour la plupart d’entre eux de profondes transformations de l’action de l’administration, notamment de l’administration municipale:

- développement de prestations de type guichet unique (prestations sociales et suivis individualisé, notamment des bénéficiaires du RMI, des familles en difficulté, mais aussi plus généralement, des différents publics).

- approche renouvelée de la relation avec les usagers est également indispensable, notamment en matière de santé. Dans ce domaine, l’enjeu consiste moins à développer l’action municipale en matière de santé, même si celle-ci doit demeurer, particulièrement en matière de prévention.

- renforcer les structures de soin présentes sur son territoire et dont la proximité est un facteur clé de l’accès à la santé pour tous. Il convient de favoriser, voire d’impulser une stratégie de développement territorialisée des structures hospitalières et d’accueil, afin que ces dernières, et les personnels qui y travaillent, trouvent à Clichy des conditions favorables à leur croissance et à leur développement. Ce travail est d’ores et déjà engagé avec l’hôpital Beaujon.

- Accompagner la mise en réseau des professions libérales de santé sur le territoire. La collectivité aura dans ce contexte moins un rôle d’intervention que de veille et d’anticipation, travail tout aussi exigeant. A terme, la cohérence durable du territoire de Clichy repose également sur la prise en compte effective au quotidien du handicap, ou du vieillissement de la population.

L’affirmation des valeurs de mixité passe ainsi par l’affirmation de la mixité sociale, mais aussi de la mixité générationnelle. Elle passe aussi, à travers le sport, la culture, les loisirs et l’ensemble de la vie sociale, par l’affirmation de la diversité des origines et des statuts sociaux comme un moteur de développement et de croissance. La création du Conseil des citoyens étrangers (2006), illustre cette dynamique.

- Contribution à l’intégration urbaine

Clichy-la-Garenne est très liée au cœur de l’agglomération parisienne. Même si les réseaux de transport publics dans la zone dense et notamment dans la zone de Clichy sont de plus en plus saturés, la ville possède néanmoins des atouts par un système de desserte puissant et proche (route, transports en commun). De surcroît, l’ensemble des fonctions qu’elle continue à accueillir malgré la pression immobilière (usines, bureaux, sièges, équipement,…) ne sont pas « cisailées » trop lourdement par ces infrastructures, mal dont souffrent bien des communes de banlieue. Tout cela contribue fortement à l’image d’une commune rassemblée autour d’un centre qui accueille commerces, institutions, services, métro.

La situation de Clichy est donc à la fois métropolitaine et locale, ce que les statistiques confirment : les migrations domicile/emplois se répartissent de manière égale vers la ville et hors la ville. Cette double échelle peut et doit être la grille de lecture de la ville de Clichy aujourd’hui et demain. Identifier et articuler la ville du quotidien à l’échelle du piéton et à celle du transport (auto, fer, fleuve) peut parfaitement se conjuguer. Voici les axes de développement de la ville, dans une logique d’intégration urbaine croissante à petite et grande échelle:

A court et moyen terme, à l’échelle de la ville et de son centre, on peut projeter diverses interventions pour contribuer à élargir le centre ville de Clichy. Trois ensembles — quartier du marché et de la mairie, quartier du parc sportif et de l’hôpital, quartier « culturel » de la Maison du Peuple/Pavillon Vendôme —
permettront d’identifier un centre-ville plus étendu fait de trois ensembles complémentaires adossés sur un projet d’espaces publics ambitieux.

Clichy peut et doit aussi s’adresser à l’échelle de l’agglomération, en projetant des bâtiments repères qui identifient les limites de la ville depuis les grandes infrastructures. Ils peuvent en marquer les limites administratives et les carrefours majeurs près des ponts, passages portes sous le périphérique et les stations de transports en commun. Des opportunités foncières existent. De plus, ces parcelles permettent souvent, du fait de leur position proche d’importantes infrastructures ou du fleuve, de s’élever en hauteur sans gêne pour les voisins et d’offrir des vues sur les grands paysages de la région parisienne.

A moyen terme, trois secteurs stratégiques sont susceptibles de mutations. Ce seront des lieux dédiés à la création de quartiers verts (eco-density). Enfin, à long terme, les terrains SNCF sont à peu près équivalents en surface au centre-ville actuel. Equidistants de la gare Levallois et du centre-ville, ils seront un enjeu majeur à long terme.

D’ici à 10 ans, Clichy doit réussir son intégration à la métropole en accueillant des fonctions et des formes métropolitaines. Celles-ci ne sont pas contradictoires avec l’échelle d’une ville où les chemins, les rues et les jardins de traverses et de traversées permettent une vie urbaine et un « rez-de-ville » dynamique.

- Réduction du conflit et contribution à la sécurité dans la ville

Le premier axe de travail pour promouvoir la réduction des conflits à Clichy repose sur la création de capital social et sur le renforcement de la citoyenneté (voir ci-dessous). Mais cela n’est pas suffisant. Les phénomènes de délinquance, notamment de délinquance juvénile, existent, et l’aspiration des Clichois à la tranquillité est une préoccupation de premier plan.

A l’issue de très vifs débats au sein de la majorité municipale, la ville a mis en place en 2006 un système de vidéo-surveillance par caméras, dans les espaces publics. Celui-ci a permis de faire diminuer significativement les agressions et les vols.

Mais la sécurité au quotidien repose d’abord sur la préservation du pacte social, sur l’ascension sociale des individus. La municipalité a élaboré une Convention de Gestion urbaine de proximité avec les gestionnaires des logements sociaux (8000) de Clichy, qui porte sur la qualité d’entretien et de sécurité dans les immeubles et dans leur voisinage, ainsi que sur la médiation et l’accompagnement social.

La ville a également multiplié les partenariats avec la police nationale (principe de « cellules de veille » régulières), mais aussi avec l’éducation nationale, tout en renforçant les effectifs de la police municipale. En France, la loi donne depuis 2007 plus de pouvoirs aux maires en matière de police et de sécurité. A Clichy, le choix a été fait de privilégier la construction de réseaux sociaux, notamment auprès des jeunes en difficulté, pour favoriser leur intégration sociale et économique.

La stratégie municipale consistant à promouvoir le développement des quartiers (services publics délocalisés, plan de développement durable des quartiers, renforcement de la démocratie participative...) vise aussi à encourager les relations de voisinage. Le soutien marqué aux associations est également indispensable.

Enfin, la ville de Clichy est engagée depuis le début des années 1980 dans la politique de la ville. Le développement social des quartiers constitue même
(T.Tellier, 2007), l’une des originalités de Clichy, dans la mesure où la ville n’a cessé de s’inspirer de cette philosophie pour penser son développement.

Charte de la diversité, Mission locale pour l’emploi, promotion des identités individuelles, constituent autant d’outils politiques qui sont utilisés pour faire vivre une « identité clichoise ». Cette identité symbolique est aussi un facteur de cohésion sociale, la ville devenant un espace cohérent où l’on peut se construire individuellement.

- Création du capital social et renforcement de la citoyenneté

**Héritière d’une tradition sociale** marquée par de multiples influences, comme le catholicisme social et les solidarités ouvrières, la ville de Clichy s’est aussi construite autour d’une approche municipale des questions sociales.

La participation des citoyens à la vie publique constitue aujourd’hui un élément incontournable de la vie publique. Clichy a mis en place des Conseils de quartier, mais également **un conseil des aînés, un conseil des jeunes. La ville a également soutenu en 2006 la création d’un conseil des citoyens étrangers, et elle soutient fortement le conseil du handicap.**

Si le travail par quartier est une forme de réponse au besoin de proximité, il convient aussi de veiller à conserver l’unité de la ville. A cet égard, l’intégration progressive de nouvelles fonctions à l’échelle des quartiers n’est pas le reflet d’une partition accrue de Clichy, mais bien une évolution d’ensemble, qui illustre la modernisation du service rendu aux administrés pour l’ensemble de la ville. C’est le cas avec la **territorialisation de l’action publique** mise en oeuvre en ce qui concerne les questions de propreté et d’entretien quotidien. Les **Assises de la ville** ont confirmé l’intérêt de cette démarche, qui intégrera à l’avenir des fonctions administratives complémentaires.

**Modernisation de l’administration**, proximité et démocratie locale apparaissent étroitement liés. Il s’agit probablement du pendant nécessaire, à l’échelle locale, aux phénomènes de globalisation et de métropolisation, qui brouillent les repères et rendent plus difficile l’ancrage dans les territoires.

**La planification du développement de la ville**, aussi bien à travers des outils réglementaires comme les plans d’aménagement et d’urbanisme, que des outils incitatifs, repose aussi sur des choix collectifs, débattus, partagés, fruits de compromis, comme le sont au quotidien, les usages de la rue.

A son échelle, Clichy est ainsi en mesure aujourd’hui de développer une **stratégie de « clusters »** au sein même de son territoire, illustrant le potentiel important que recèle le territoire Clichois dès lors que l’on en explore les atouts croisés, en matière d’éducation, de culture, de politiques sociales, de démocratie locale.

**La démocratie locale constitue, en lien avec la création de nouvelles méthodes de planification et d’aménagement urbain, le creuset de l’élaboration progressive de la nouvelle gouvernance de la ville.**
JOHANNESBURG, SOUTH AFRICA

<table>
<thead>
<tr>
<th>Period of application of the urban plan</th>
<th>2006-2011 (5-year) Integrated Development Plan (IDP)</th>
</tr>
</thead>
<tbody>
<tr>
<td>City population</td>
<td>3.8 million (municipal); 8 million (wider region)</td>
</tr>
<tr>
<td>City area (in hectares)</td>
<td>160ha (1600km²)</td>
</tr>
</tbody>
</table>

**CONTACT**

**Participant’s name**  Rashid Seedat  
**Institution**  City of Johannesburg  
**Position**  Director: Central Strategy Unit  
**e-mail**  rashids@joburg.org.za  
**Telephone**  +27 11 407 7012 (office)  
**Address**  2nd floor, Council Chamber Wing, Metropolitan Centre, 158 Loveday St, Braamfontein 2001, South Africa

**Briefly describe the socio-economic background of your city (maximum 150 words)**

Johannesburg is South Africa’s premier business location that generates 16.5% of national output and it is part of a conurbation that generates one-third of national output. More than 70% of the top 100 companies are headquartered in the city and the City Deep container terminal handles 30% of the country’s exports. Johannesburg grew at a rate of 4.5% pa between 1996 and 2004, compared to 2.9% for the country as a whole.

However, the city still experiences very high levels of unemployment at 32%; about one-fifth of the population are estimated to live in poverty; and the city experiences high levels of income inequality. Gender and generational inequalities and spatial inequalities complete the picture of inequality.

Although access to adequate water, sanitation and refuse removal are high (over 90%), a large number of people live in less than adequate shelter in backyard shacks, overcrowded formal houses and informal settlements.

**Briefly describe the most important features of the plan production process, emphasizing innovative aspects**

The Integrated Development Plan (IDP) is a statutory medium-term (5-year) strategic plan that guides socio-economic and spatial development and service delivery within a municipality. The City of Johannesburg’s 2006/11 IDP was finalized and approved after the local government elections in March 2006, whose key features included:
1. **Sector planning**: Workshops were held with stakeholders on a sector basis (e.g. environment, health) to define an overall long-term vision, visions for each sector and sector-based goals, objectives and programs.

2. **Ward-based planning**: Meetings were held at ward level to engage with ward committees to define the needs at the local level.

3. **Intergovernmental alignment**: Engagements were held with provincial government departments to ensure that functions that are held concurrently are aligned and integrated.

4. **Stakeholders’ Summit**: A summit of all stakeholders was held in May 2006 with over 2000 representatives representing the widest spectrum of civil society within the city to finalize the overall plan.

5. **Multi-party engagements**: Council policy oversight (multi-party) committees scrutinized the plans and provided critical feedback to the Mayoral Executive Committee and Council.

<table>
<thead>
<tr>
<th>List and briefly evaluate the most important tools employed in plan production and implementation.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Political will and support</strong>: The IDP was initiated with the full support of the Mayor, which was essential for driving the formulation, consultation and approval processes.</td>
</tr>
<tr>
<td>2. <strong>Coherent planning frameworks</strong>: It was formulated in conjunction with the Growth and Development Strategy that defined the City's long-term (30 years plus) vision and strategy. This ensured coherence between the City’s different planning frameworks and instruments.</td>
</tr>
<tr>
<td>3. <strong>Link to performance management system</strong>: The IDP was married to the performance management system to ensure implementation, monitoring and evaluation of the defined commitments.</td>
</tr>
<tr>
<td>4. <strong>Stakeholder participation</strong>: There was an extensive process of stakeholder participation at the sector level, on a geographic basis and citywide.</td>
</tr>
<tr>
<td>5. <strong>Intergovernmental alignment</strong>: The IDP was developed in close conjunction with other spheres of government and adjacent municipalities to ensure intergovernmental and inter-municipal alignment and integration.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name the 5 most important initiatives executed as a result of the plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. <strong>Accelerating towards 9% economic growth</strong> (see section on local economic development below).</td>
</tr>
<tr>
<td>2. <strong>Inner city regeneration</strong>: This initiative is aimed at regenerating the historic central city through public investment, sustained maintenance and crowding in private sector investment.</td>
</tr>
<tr>
<td>3. <strong>Bus rapid transit (BRT)</strong>: This is modeled on rapid transit systems first developed in Latin America as a comprehensive and cost effective solution to developing an effective public transport system.</td>
</tr>
<tr>
<td>4. <strong>2010 FIFA World Cup</strong>: There are a number of initiatives that include meeting FIFA requirements (stadiums, fan parks etc) as a host city as well</td>
</tr>
</tbody>
</table>
as legacy projects that seek to ensure that the opportunity to stage the event promotes long term socio-economic development.

5. **Human and community development** (see section on reducing poverty and exclusion below).

**Briefly, (total - 500 words), describe the Plan’s achievements regarding.....**

- Adaptation to climate change, including reduced vulnerability to natural disasters

Strategies for adaptation to climate change include the development of guidelines for energy efficient design and construction for buildings, compilation of greenhouse gas inventory to understand carbon footprint, landfill gas utilization and retrofitting municipal buildings. Work is currently underway to assess the vulnerability to natural disasters.

- Improving local and global ecology and mitigation of climate change, including reduction of greenhouse gas emissions

The IDP defines the City’s comprehensive environmental management program that encompasses protection of river ecosystems and ecological reserves, biodiversity protection, sustainable waste management, rationalization and diversification of energy sources, pollution reduction and environmental mainstreaming.

On climate change and reduction of greenhouse gas emissions, the City’s 5-year program includes mitigation and adaptation strategies, energy efficiency and demand management and sourcing renewable and/or alternative energy sources.

- Improving housing conditions, particularly slums, and meeting Goal 7 Target 11 of the MDGs

The severity of the housing shortage is compounded by urbanization and immigration. However, the City’s IDP defines its role as a facilitator of housing delivery, as follows:

- On a progressive basis provide access to affordable, safe and decent accommodation;
- Meet housing needs at all levels of the housing ladder through partnerships and supply;
- A secondary housing market so that households can realize the economic value of their residential assets; and
- Increased livability and sustainability of residential communities, with equitable access to green spaces, social and cultural facilities, transportation and economic opportunities.

The IDP programs that underpin these objectives include informal settlement formalization, backyard accommodation, inner city upgrade, hostels conversion and special needs. The flagship housing program seeks to 100 000 well-located and good quality housing units over five years targeted at low income and affordable housing markets.

- Local economic development
The City’s LED program is called “Accelerating towards 9% economic growth” that is based on the idea that national growth of 6% by 2010 would be enabled by 9% growth in the City.

The elements of program are reducing the cost of doing business (safety, broadband, telecommunications and skills), promoting key growth sectors (business process outsourcing and call centers, tourism, creative industries etc), enhance beneficiation (especially the jewelers industry), build a commercial ladder for small business development and scale up interventions on freight and logistics and inner city regeneration.

The intention of the program is not only to increase economic growth (from 6% to 9%), but ensure that the benefits of growth are shared equitably through additional employment, black economic empowerment and enterprise development.

- Reducing urban poverty and exclusion

The overall strategy to reduce urban poverty and exclusion is premised on the safeguarding and supporting poor and vulnerable households, championing rights and opportunities and building prospects for social inclusion.

The IDP sets out a wide range of programs that will be rolled out over the five-year period, viz.:

- Social package, which provides all households in the City with access to free basic water (6kl per month) and free basic electricity (50kWh per month) and subsidies for sanitation and refuse removal. The package also guarantees other free municipal services such as clinics, libraries and social amenities.
- Improve access to national/provincial grants such as a state pension, child support grant and disability grant.
- Variety of initiatives such as programs for vulnerable groups, sport and recreation facilities and arts and culture programs.

- Contributing to rural-urban integration

The City’s point of departure is that rapid urbanization is a feature of major cities in developing countries. The City accepts that increasing in-migration places a major on burden housing and social services. The approach is thus that urbanization provides the rural poor with access and opportunities that would be unavailable in their places of origin. The City’s IDP anticipates high levels of population growth (driven by migration) in the future and sets out plans and programs that would ameliorate the negative impacts.

The City of Johannesburg has also been working in close collaboration with the national local government association to set up twinning arrangements with rural municipalities that would contribute to capacity building.

- Reducing conflict and enhancing city safety

The IDP sets out a comprehensive safety initiative that includes the following programs: crime prevention, women and child safety, traffic safety enforcement, disaster management, community disaster mitigation information, emergency response improvement and by-law compliance program. The responsibility for these programs mainly falls on the Johannesburg Metro Police Department and the Emergency Management Services.
Creating civic capital and promoting citizenship

There a wide range of initiatives such as the partnerships enablement program, ward committee support and resourcing program, dialogue on citizenship in Johannesburg, civic education strategy amongst others.

**NABLUS, PALESTINIAN TERRITORIES**

<table>
<thead>
<tr>
<th>Period of application of the urban plan</th>
<th>20 years (1996-2015)</th>
</tr>
</thead>
<tbody>
<tr>
<td>City population</td>
<td>134,000</td>
</tr>
<tr>
<td>City area (in hectares)</td>
<td>28.57 Km²</td>
</tr>
</tbody>
</table>

**CONTACT**

Participant’s name: Dr. Ali S.H. SAMARA  
Institution: An-Najah National University  
Position: Director, Center for Urban & Regional Planning  
e-mail: abhamid@najah.edu  
Telephone: +972 9 2343001  
Address: P.O.Box 7, Nablus, Palestinian Territories

**Briefly describe the socio-economic background of your city (maximum 150 words)**

Nablus City is located in the northern part of West Bank in Palestine, approximately 65 Km north of Jerusalem in a valley surrounded by two mountains, one in the north with 940 meters and the other in the south with 881 meters. Nablus was founded by the Canaanites who came from Arabia to Palestine in 2500 B.C. It was rebuilt by the Romans in the first century (70 A.D.) and called Flavia Neapolis, from which the name of Nablus is derived. Its geographical position on the trade roads made it an important commercial center for most of the successive civilizations as Pharaohs, Crusades, Mongols, Mamlukes, Ottomans and others. Nablus has kept the unique Arabic influence as it is seen in its architecture. The old city of Nablus with its narrow lanes, arches, mosques, markets, quarters, paths and all its interesting and beautiful public places witness its unique history and prosperous civilization.

Nablus has 134,000 (2007 Statistics) inhabitants; the majority of them are Muslims, while the minorities are Christians and Samaritans. There are three large refugee camps, one inside the city and the other two are surrounding the city, with more than 35,000 inhabitants.
The city is considered as one important economic center in the West Bank. It is a marketing and trade centre. Its traditional industrial activities include furniture production, tile production, stone quarrying, olive oil soap production, vegetable oil production, textile manufacturing and leather tanning.

The city enjoys the entire utilities and services its inhabitants need. There are 72 schools including different educational stages, 2 universities (An Najah University as the largest university in Palestine and Al-Quds Open University), a number of research and studies centers, scientific institutes, a public library, a municipal stadium, five hotels, 6 sport clubs, 9 cultural forums, 38 mosques, 4 churches, 11 tombs, 3 temples. In addition, the health services include 4 hospitals as well as 224 clinics.

### Briefly describe the most important features of the plan production process, emphasizing innovative aspects

Briefly, the preparation of the plan has been undertaken through the following phases:

**Stage 1: Project Setup and Mobilization of Resources**

- Establishing a joint Work Team including Nablus Municipality, Ministry of Local Government, An-Najah University, and other related institutions in the city.
- Conducting public opinion polls (e.g. questionnaires, public and stakeholders meetings, focus groups) towards the significance, objectives, and role of the project to enhance both local and regional development.
- Preparing of the required maps and plans (previous masterplans, and subdivision maps, and detailed plans and projects).

**Stage 2: Database Building and Preparation of Related Studies**

**Stage 3: Analysis and Evaluation of Data and Studies**

- Performing a SWOT–analysis (Strengths, Weaknesses, Opportunities and Threats) of the existing situation in the city based on the collected data and prepared studies.
- Reviewing and evaluating the building and planning legislations adapted in Nablus.
- Estimating the needs, resources, characteristics, site potentials, and the factors affecting and directing the development process in the city within its surrounding region.
- Defining opportunities and potentials for economic and community development projects under the available circumstances and problems which hinder the process of economic development and investments.

**Stage 4: Determination of Planning Scenarios and Alternatives**

- Identifying the proper distribution of land uses and various activities based on the geographic features of Nablus, the estimated population densities, needs and requirements for public services and transportation network, and absorption capacity within the built up area.
- Determining different planning alternatives (3 alternatives).
Stage 5: Selection and Preparation (Design) of Suitable Planning Alternative

The significant actors who were engaged in the process include the Ministry of Local Government, and An-Najah National University. The university provided its knowledge and experience in urban planning as well as other related subjects (engineering, socio-economy, environment, etc.).

List and briefly evaluate the most important tools employed in plan production and implementation.

The most important tools include the followings:

- Conducting public opinion polls (e.g. questionnaires, public and stakeholders meetings, focus groups) through various phases of plan preparation, which assure the active participation of the city inhabitants.
- Sharing and participation of various institutions (public, NGO’s, and private) in the providing their suggestions and ideas concerning planning scenarios and strategies.

Name the 5 most important initiatives executed as a result of the plan

Establishing a joint planning committee (Nablus municipality, An-Najah University, and other related institutions in the city).

1. Establishing a public information and service center at the municipality. This center links the inhabitants of the city with the municipality as the major institution responsible for planning and building activities as well as the provision of services (e.g. water, electricity, sewage, solid waste, etc.).

Describe the Plan’s achievements regarding.....

- Adaptation to climate change, including reduced vulnerability to natural disasters

The produced plan took into consideration the difficult location of the city along the narrow valley between the two mountains in addition to vulnerability to natural disasters (mainly earthquakes). Studies related to seismic risks mitigation have been conducted in order to ensure the proper distribution of land uses within the produced plan as well as the implementation of the plan, particularly in certain areas with high vulnerability.

- Improving local and global ecology and mitigation of climate change, including reduction of greenhouse gas emissions

The produced plan concerns the improving of local ecology through the proposed green areas, both active green (public parks and gardens inside the city) with a total area of 0.2 Km², and passive green (agricultural land and open areas in the periphery area) with a total area of 1.9 Km². In addition, the open green areas located on top of the two mountains surrounding the city also help improving the local ecology.

- Improving housing conditions, particularly slums, and meeting Goal 7 Target 11 of the MDGs.

The housing areas in the city that are considered as slums or with low standards and low living conditions are mostly located in the refugee camps inside the city and in the old quarter. Mainly, the produced plan identified those areas as
particular areas that need some interventions in terms of upgrading, restoration, and rehabilitation. In particular, the old quarter is given more emphasis by the municipality through the issuing of specific laws and regulations concerning the management and control of upgrading, restoration and rehabilitation activities in the old city. Moreover, certain studies and plans are being prepared for the old quarter as well as starting the preparation of a general conservation plan for this area, which includes the different policies for upgrading and restoration of buildings as well as the rehabilitation of social, economic, cultural, and tourism activities.

- **Local economic development**

The proposed industrial areas, commercial centers and other economic activities within the produced plan will help improving and enhancing the local economic development in the city. Also, the proposed areas for residential development will contribute to the local economy through various investments in the housing and real estate sector.

- **Reducing urban poverty and exclusion**

The proposed industrial areas, commercial centers in addition to other economic, administrative and public services activities within the produced plan will contribute to reduction in urban poverty through the provision of employment opportunities. Moreover, the provided public services and facilities (educational, health, cultural, recreational) within the plan help improving the living conditions of residents in poor or low-income areas (refugee camps and old quarter), which in turn contribute to reducing urban poverty.

- **Contributing to rural-urban integration**

The relationships between the city and the surrounding rural areas or settlements have been strongly considered within the produced plan through the proposed road network and allocation of densities of residential areas. In addition, the future expansion of the city towards its surrounding rural areas was also considered. Moreover, the allocation of industrial zone in the eastern side of the city took into consideration the existing agricultural land there and the possibility of improving the agro-industrial production.

- **Reducing conflict and enhancing city safety**

This issue was considered to certain extent through the identification of street widths, distribution of residential densities, and allocation of public services (mainly social, cultural, and recreational activities), which will contribute to the reduction of crimes and violence in different locations in the city.

- **Creating civic capital and promoting citizenship**

The production of this plan after a long period of not having an approved plan of the city due to certain political and administrative reasons is highly appreciated by the citizens and institutions of the city. This plan is seen as an important tool for enhancing the city development an its regional role in the northern part of the West Bank as being the second largest city in terms of population size as well as being an important commercial and economic center. Therefore, this plan helps to promote citizenship.
Nanjing, China

<table>
<thead>
<tr>
<th>Period of application of the urban plan</th>
<th>2002–2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>City population</td>
<td>3,000,000</td>
</tr>
<tr>
<td>City area (in hectares)</td>
<td>23.000</td>
</tr>
</tbody>
</table>

**CONTACT**

<table>
<thead>
<tr>
<th>Participant’s name</th>
<th>Zhou Lan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution</td>
<td>Nanjing Urban Planning Bureau</td>
</tr>
<tr>
<td>Position</td>
<td>Director of Nanjing Urban Planning Bureau</td>
</tr>
<tr>
<td>e-mail</td>
<td><a href="mailto:Zhoulan_126@126.com">Zhoulan_126@126.com</a></td>
</tr>
<tr>
<td>Telephone</td>
<td>+86-25-84733711</td>
</tr>
<tr>
<td>Address</td>
<td>No. 15 Gao Jia Jiu Guan, Hua Qiao Road, Nanjing, Jiangsu Province, China</td>
</tr>
</tbody>
</table>

**Briefly describe the socio-economic background of your city**

Nanjing is located in the Yangtze Delta of the east coast of China, the most economic developed area in China, the capital of Jiangsu Province which is the most developed province in China, as well as a famous capital with 2470-year city history and 450-year capital history. The city covers an area of 6,582 square km, with a population of around 7,000,000. The built area of inner city is about 230 square km, with a population of around 3,000,000. Local GDP of 2006 is 277.4 billion, and GDP per person is over $5,000.

The Ming City Wall constructed 600 years ago is the longest city wall in the city. Outer Qinhuai River is the moat going along the Ming City Wall. Within the city wall is the old city area densely packed with historical and cultural sites. Beyond the city wall is the new districts just built over the past 20 years. Qinghuai River is the boundary between the old city and the new districts.

**Briefly describe the most important features of the plan production process, emphasizing innovative aspects.**

1. Establish the community participation mechanism, forming aim of this plan, to make Outer Qinhuai River “a clear river, a beautiful river, and a prosperous river”.

2. Establish a government-led, multi-government participation mechanism. Set up “Outer Qinhuai River Environment Innovation Headquarter”, led by local government and involving multiple departments. “Nanjing Outer Qinhuai River Development Company” took the responsibility of plan implementation and later management.
3. Produce a plan system of different layer, including strategic plan, master plan, urban design, and landscape design.

4. Establish the chronological mechanism to implement the plan stage by stage. Now the renovation of sector within main urban area (about 16km) has been completed.

5. Participation: Water Conservancy Bureau of Jiangsu Province, Nanjing Municipal Government (including Construction Committee, Urban Planning Bureau, Water Conservancy Bureau, Environment Protection Bureau, Civil Engineering and Public Facility Bureau, Transportation Bureau, Gardening and Woods Bureau, and Real Estate Management Bureau), Nanjing People Representative Board, Nanjing City Politics Association, Experts of various fields, citizen, residents living along the river, enterprises and factories nearby, and media.

List and briefly evaluate the most important tools employed in plan production and implementation.

- Important tool for plan production:
  1. The plan production got the participation and support from many citizens and different departments, including People Representative Board, Nanjing City Politics Association.
  2. The plan is made by the mechanism of multiple departments’ cooperation. Nanjing Planning Bureau led the whole process of plan making. The content of the plan is based on the cooperation of various stakeholders.
  3. Technically, experts from the fields of water conservancy, urban planning, environment protection, transportation played an important role in the research and evaluation of this plan.

- Important tool for plan implementation:
  1. Multiple financial channels by government direct investment and bonds make sure the plan is implemented effectively.
  2. Based on the shift from “traditional centralization of decision making” to “effective decision making by local government”, “Outer Qinhuai River Environment Innovation Headquarter” was established, which is led by city municipal government, and composed of the members from Construction Committee, Urban Planning Bureau, Water Conservancy Bureau, Environment Protection Bureau, Civil Engineering and Public Facility Bureau, Transportation Bureau, Gardening and Woods Bureau, and Real Estate Management Bureau. At the same time, “Nanjing Outer Qinhuai River Development Company” took the responsibility of plan implementation and later management.
  3. Media supervision makes sure the fairness, transparency, and justice of this plan.

Name the 5 most important initiatives executed as a result of the plan

1. Improve the living conditions
Pull down slums along the river. Settle down the low-income residents there by affordable housing. Renew the preserved old buildings and improve the living condition there.

2. Prevent floods

Renovate the river by drainage improvement, pollution prevention, fresh water influx, and sluot clearance, coupled with shelter-forest along the river and other physical flood prevention facilities.

3. Improve environment quality

Control the water pollution by enhancing the polluted water disposal facilities, fuelling water circulation, and preventing the in flood of polluted water, to make Outer Qinhuai River a ecological river.

4. Better transportation system

Build pedestrian road system and open Outer Qinhuai River Tour. Set up a multiple and convenient transportation system.

5. Enhance space quality and vitalize waterfronts

Connect areas on both sides of the river and important scenery areas nearby by the main axis, Outer Qinhuai River, and the secondary axis, waterfronts on both sides of the river. Offer public space and necessary facilities. Vitalize this area by enhancing the vertical corridor and improving the accessibility of waterfronts.

Describe the Plan’s achievements regarding.....

- Adaptation to climate change, including reduced vulnerability to natural disasters
  1. Decrease the flood threat by enhancing the 20km dyke, evening the lands beside the river, improving drainage system and adding more rain pump facilities.
  2. Control water level by a water gate in the mouth of Sancha River, to prevent the flood in flood period of Yangtz River.

- Improving local and global ecology and mitigation of climate change, including reduction of greenhouse gas emissions
  1. Make Outer Qinhuai River a flowing river by clearing slut and increasing circulation.
  2. Make Outer Qinhuai River a clear river by better drainage system, controlling discharge of factories nearby and fresh water draught regionally.
  3. Make Outer Qinhuai River a ecological river by ecological protection and mash park construction

- Improving housing conditions, particularly slums, and meeting Goal 7 Target 11 of the MDGs.
  1. Pull down slums along the river, and settle down the residents economically, to make sure they live in new housing with modern facilities and better environment.
2. Renew the preserved buildings and improve the residents’ living condition.

- Local economic development
  1. Upgrade the industry there and get more lands for development by moving some factories.
  2. Transform transportation deck into tourism deck. Make Outer Qinhua River a prosperous river by vitalizing areas along the river and offering more entertainment facilities in the waterfronts, and engine local economic development.

- Reducing urban poverty and exclusion
  1. Offer more public facilities in this area and encourage residential and commercial real estate development. Make Outer Qinghuai River an important link between old city and Hexi new districts. Pull down slums and settle down the residents moving out. Renew the preserved housing to create multiple communities, physically breaking the space segregation of old city and new districts and people of different income.
  2. Build public space as a place for people to communicate, socially breaking the segregation of different income people.

- Contributing to rural-urban integration
  1. Pull down slums and offer modern facilities, changing “villages in the city” into a real part of the city, and physically realize the integration of urban and rural areas.
  2. Employ modern neighborhood management, urban cultural, education facilities and other urban civilization, socially realizing the integration of urban and rural areas.

- Reducing conflict and enhancing city safety
  1. Pull down slums and consolidate the preserved housing in the terms of housing structure and fire (Xiaofang), to make sure the housing safety physically.
  2. Participation in the plan and public space of waterfronts offers local residents more chance to communicate, mitigating the social conflict and enhancing the safety by this safe and harmonious environment.

- Creating civic capital and promoting citizenship
  1. New communities and economic development along the river make Outer Qinhua River a prosperous river.
  2. By the voluntary participation in the plan making, local residents enhance their citizenship and the affection to Outer Qinhua River.
**PEC/ PEJA – UNMIK KOSOVO**

<table>
<thead>
<tr>
<th>Period of application of the urban plan</th>
<th>2007-2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>City population</td>
<td>Urban area: approx. 80,000; municipality: approx. 140,000. (no clear figure because of lack of census data)</td>
</tr>
<tr>
<td></td>
<td>Pejë/Peć is one of Kosovo’s 6 secondary cities</td>
</tr>
<tr>
<td>City area (in hectares)</td>
<td>urban area: approx. 15 km²; municipality: 601 km²</td>
</tr>
</tbody>
</table>

**CONTACT**

<table>
<thead>
<tr>
<th>Participant’s name</th>
<th>Agron Sallova</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution</td>
<td>Municipal Spatial Planning Support Program / UN-HABITAT Kosovo</td>
</tr>
<tr>
<td>Position</td>
<td>Municipal Spatial Planning advisor</td>
</tr>
<tr>
<td>e-mail</td>
<td><a href="mailto:Agron.sallova@unhabit-kosovo.org">Agron.sallova@unhabit-kosovo.org</a>, <a href="mailto:agron_s2002@yahoo.com">agron_s2002@yahoo.com</a></td>
</tr>
<tr>
<td>Telephone</td>
<td>+381 39 34 603 ext 219</td>
</tr>
<tr>
<td>Address</td>
<td>UN-HABITAT Kosovo Office; Nazim Gafurristreet 33 / 10000 Prishtina / Kosovo (UNMIK)</td>
</tr>
</tbody>
</table>

**Briefly describe the socio-economic background of your city**

Peja/Peć is situated on the edge between the Albanian Alps and the fertile Dukagjini plain, and is known as a historic commercial and crafts centre on the trade route between the Adriatic coast and the hinterland.

Prior to the 1999 military conflict, Peja/Peć used to have a relatively developed industry and agriculture. However, the war damaged many enterprises which lead to a current unemployment rate of about 60% (estimation). About 85% of the housing stock was damaged during the war, of which a large number were destroyed completely. From 1999 to 2002, reconstruction activities required the largest share of available resources. This led to a serious increase of the poverty rate.
Infrastructure and facilities today are limited: there is an insufficient electricity supply, the rail link has been out of use since the conflict and will be opened 1st October 2007; the quality of the road network is relatively low.

Since the conflict, over 93% of the population consists of ethnic Albanians, while the Serb minority migrated in a drastic way, mainly remaining in a few enclaves. Peja/Pec is housing the Patriarchate of the Serbian Orthodox church. Other minorities consist mainly of Bosniaks and Roma/Ashkali/Egyptians.

**Briefly describe the most important features of the plan production process, emphasizing innovative aspects**

Peja/Peć is the first municipality in Kosovo that finalized a process of drafting both a Municipal Development Plan (MDP) and an Urban Development Plan (UDP), according to the new Law on Spatial Planning (2003) which promotes a new inclusive, strategic and action-oriented planning system. Those plans provide the guidelines for spatial development, and provide a much more transparent tool to control and stimulate development, in comparison with the outdated master plan from 1984 which was used by the municipal administration in a very arbitrary way.

**Stakeholders were involved in all stages of the planning process**, including the preparatory phase and the legally required public review which was stuffed with workshops, accessible for the large public. The process was guided and watched by the Council of Planning Experts, the Spatial Planning Steering Committee and the Stakeholder Group. A long-term vision was created and incorporated. The plans also deal with the informal evolution of the urban area, recognize the informal settlements and prevent in a legal way the development of new informal settlements. This paves the way for legalization, improving of service levels and security of tenure in large parts of the city. At the same time, policies have been designed to retain open spaces, to reduce environmental damage, to improve public transport and to mark out areas for new residential and business development in order to prevent from uncontrolled sprawl.

On the 14th of May 2007, both plans were officially approved by Peja/Peč’s Municipal Assembly. An important milestone for a Kosovo in transition, Peja/Peć was the first municipality in Kosovo who achieved this, and in this regard the plan + process have been discussed in peer-to-peer for a with other municipalities.

Thanks to technical on-job assistance provided by the UN-HABITAT* Municipal Spatial Planning Program, the municipality was able to finalize the MDP ‘in-house’ by their own means, building on a pre-draft with the assistance of consultancy company hired by the municipality.

* this is also the result of multi years of capacity building and support to setting-up a new planning system in a state of flux/transition. Planning efforts for the local level in Kosovo are now taking place at the local level and might seem evident. But it is a major shift with previous practices. This is following the dramatic changes since 1989 such as the collapse of the communist power/socialistic regime and the break up of various states and countries in East-Europe such as Yugoslavia. A specific feature is that during the Milosevic era Albanian Kosovars were automatically excluded from responsibilities within the public service and universities; as a result the Kosovo Albanian leaders at central and local level lacked the experience, the technical and organizational skills to carry out planning profession and activities. During that era, parallel systems started to develop, as well as parallel or informal economy.
List and briefly evaluate the most important tools employed in plan production and implementation.

- **Better use of existing and creation of new planning bodies** (see below, pt4)

- "Roadmapping" was used as important coordination/management tool, as well during the process of drafting the plans as after approval, in the implementation phase. Roadmaps were as well elaborated in a participatory way. The roadmap for implementation focuses on five topics: mobility policy, agricultural policy, and communication strategy, centralization of information, regulatory planning, and business investment facilitation. Timelines were set and commitments from various stakeholders were pointed out.

- **(En-)Visioning** was used during the process of drafting the plans, but stays important in the implementation phase. During a visioning workshop on the future development of the planned sports and education area, foreseen on the old military base, stakeholders came up with a lot of interesting ideas which were integrated in a strategy for sustainable development. Visioning is an activity that brings citizens and stakeholders together to shape a common vision for the future of their community (municipality, city, neighborhood, specific area)

- During the visioning process for MDP and UDP, Spatial Concepts and **Spatial Development Scenarios** were used. The final vision occurred as a compromise, selecting the most valuable issues from the several scenarios.

- **SWOT analysis** was used as a tool in the process of profiling of the municipality and in several activities for implementation (regulatory plans, industrial area, sports and education zone)

- **Action planning.** By means of selecting strategic actions (e.g. city bus, infrastructural improvements,) attempts are made to initiate positive dynamics.

- **Participatory budgeting** of planning activities.

**Name the 5 most important initiatives executed as a result of the plan**

1. For the first time since the conflict, a **mobility task force** has been set up, which has so far focused on the development of an urban public transport network. The working range of the task force however is much broader, and covers non motorized traffic policy, traffic safety, parking policy and infrastructural improvements.

2. Setup of a **pilot project** for drafting of a regulatory plan for the informal settlement of Zatra. In order to obtain sufficient background information, an extensive field survey (questionnaire) has been conducted and processed in survey maps. This has been done in cooperation with community representatives. In the future, this kind of regulatory plans will detail the urban development plan and provide a much more transparent tool to judge requests for construction permits. This bottom up strategy can have its implications for planning on the Kosovo central level.

3. Setup of a collection of **data and maps**, in order to become a municipal geographic information system. Since knowledge is power en information that is of
public interest is not widely available, this tool will grow and so improve the transparency of policy decisions towards the citizens.

4. Establishment and institutionalization of a formal (spatial) Planning Unit (PU), activation of an interdisciplinary Municipal Planning Team (MPT) within the administration and an Informal Council of Civil Society (ICCS) outside the administration. The PU consists of two planners that are released from administrative tasks in order to be focused on planning activities. The MPT is a new platform, consisting of civil servants from different departments, where planning initiatives are discussed and developed. The MPT can prepare decisions for the Municipal Assembly. The ICCS watches further planning activities from the point of view of civil society.

5. Setup of a planning process for the development of the industrial area. The newly designated industrial zone needed a catalyzing initiative in order to make development possible. The start was given with a workshop. Ideally, the initiative will further lead to the establishment of a Municipal Development Agency.

Describe the Plan’s achievements regarding.....

- Adaptation to climate change, including reduced vulnerability to natural disasters
  - several water bodies will be created to retain abundant water and to control flooding
  - protection of forests (avoiding further deforestation); ambition to regain control on forest policy
- Improving local and global ecology and mitigation of climate change, including reduction of greenhouse gas emissions
  - protection of about half of the territory of the municipality as natural area
  - possibilities for small scale hydropower plants in the mountainous area will be investigated, as well as locations for wind power plants
  - more energy efficient transport modes will be encouraged (cycling, walking, train and bus)
  - the plan is a framework that allows new building regulations, a.o. concerning energy efficiency
- Improving housing conditions, particularly slums, and meeting Goal 7 Target 11 of the MDGs.
  - Existing informal settlements are acknowledged by the plan and a framework for regularization is provided. This policy improves security of tenure and stimulates investments in infrastructure and sustainable housing.
- Local economic development
  - Locations for economic development are designated:
    1. expansion of industrial area
    2. zone for intensive agricultural production and processing
3. new business zone (large scale retail etc.)
4. provisions for small scale tourism development in the mountainous area

- **Reducing urban poverty and exclusion**
  - New residential developments are planned within short distance of the city centre, in order to avoid spatial segregation. Also returnee projects will be integrated in urban planning and located in these areas.

- **Contributing to rural-urban integration**
  - Strategic selection of rural centers for concentration of service development.
  - Improvement of general service level (e.g. public transport) in the rural area.
  - Planned and controlled new residential development avoids sprawling city caused by spontaneous migration form the rural to urban area.

- **Reducing conflict and enhancing city safety**
  - Provisions for more transparency in the development of the city.
  - Provisions for improvement of informal settlements and thus integration of poor groups and minorities.
  - General aim to improve traffic safety, especially for non motorized traffic.

- **Creating civic capital and promoting citizenship**
  - Implementation and enforcement of plans only through creation of support and confidence among involved citizens.
  - Provisions for strengthening the awareness of the citizens and grow their support for planning activities.
  - A permanent communication strategy to citizens will be set up.
  - Participation will be set as a basic precondition in further planning activities.
### TEL AVIV YAFO, ISRAEL

<table>
<thead>
<tr>
<th>Period of application of the urban plan</th>
<th>2001-2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>City population</td>
<td>384,000</td>
</tr>
<tr>
<td>City area (in hectares)</td>
<td>5,000</td>
</tr>
</tbody>
</table>

#### CONTACT

<table>
<thead>
<tr>
<th>Participant’s name</th>
<th>Guido Segal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution</td>
<td>Tel Aviv Yafo Municipality</td>
</tr>
<tr>
<td>Position</td>
<td>Coordinator of Tel Aviv Yafo Strategic Plan</td>
</tr>
<tr>
<td>e-mail</td>
<td><a href="mailto:Segal_g@mail.tel-aviv.gov.il">Segal_g@mail.tel-aviv.gov.il</a></td>
</tr>
<tr>
<td>Telephone</td>
<td>972-3-5217057 /7340</td>
</tr>
<tr>
<td>Address</td>
<td>68 Ben Gurion Blvd, Tel Aviv, Israel</td>
</tr>
</tbody>
</table>

#### Briefly describe the socio-economic background of your city

The city is situated in the core of the Tel Aviv Metropolitan Area, and is the economic and cultural capital of Israel. It accounts for only 5% of Israel population, but it contributes 16% to the national gross domestic product. A large proportion of the country's theatrical, musical and light entertainment establishments operate from it.

Tel Aviv Yafo populations is growing in the last years. The city attracts a wide variety of population groups, including young singles, new immigrants, foreign workers, single parent families, gays and lesbians, etc. There are also several long established groups: large groups of senior citizens, a range of religious Jewish communities and a significant group of Arabs. These various groups form a singularly heterogeneous social fabric and the tolerant ambience permits a peaceful coexistence among the different groups.

Socio-economic status of Tel Aviv residents is, on average, better than in the country as a whole, but there is a profound disparity between different groups and areas of the city, which arises mainly from differential incomes resulting from the job structure.

#### Briefly describe the most important features of the plan production process, emphasizing innovative aspects

The Strategic Plan for Tel Aviv Yafo is based on the following principles:

- A Multi-disciplinary approach - many aspects of the city life are addressed.
- Wide public participation - representatives of the city’s residents and other stakeholders are closely involved in the Plan’s formulation.
- Consensus building – the process is designed to help different interest groups to reach consensus over a wide range of themes and issues.

- Early completion – the plan is produced in a relatively short period of time.

- Early Formulation of Action Plans – Action Plans are produced for implementation while the Strategic Plan is still in preparation

- Transparent planning process – the public can follow the Plan's evolution on the municipal website, and through other media.

- Empowerment of the Municipality – the Plan provides the Municipality with new tools to guide urban development.

List and briefly evaluate the most important tools employed in plan production and implementation.

The Plan’s approach includes two main dimensions:

1. The Consultative and Participatory dimension, characterized by mechanisms that ensure optimum consultation and participation of key stakeholders related to Tel Aviv-Yafo to mobilize maximum support among the public for actions aiming at improving the urban qualities. These mechanisms are:

   A. SWOT-workshops to determine the ‘strengths’, ‘weaknesses’, ‘opportunities’ and ‘threats’ of the city, and

   B. Creative visioning workshops to scan and select options for the future of Tel Aviv Yafo, using Eduard De Bono’s "lateral thinking" methods.

2. The Analytical dimension, which supported the products delivered on the consultative and participatory dimension using different technical analysis, including the use of an innovating mathematical model which helped to define a policy package that meets the objectives of the City Vision.

Name the 5 most important initiatives executed as a result of the plan

1. A Strategic Plan to reduce air pollution in the city
2. An Action Plan to improve pedestrians' and cyclists' accessibility to the sea shore
3. Master Plans for four Green Routes
4. An Action Plan to revitalize City Centre
5. A Comprehensive Municipal Program to enhance Public Participation

Briefly, (total - 500 words), describe the Plan's achievements regarding.....

- Adaptation to climate change, including reduced vulnerability to natural disasters

Tel Aviv Yafo Municipality is taking measures to reduce vulnerability to a possible earthquake disaster in two different ways:

- encouraging by statutory means to strengthen the structure of existing buildings
- training the existing Municipal Emergency Unit in order to cope with this specific disaster
• Improving local and global ecology and mitigation of climate change, including reduction of greenhouse gas emissions

The plan initiated an action plan for reducing air pollution in the city. The sources of pollution in Tel Aviv were especially from transportation and also from the electric power station, located in the city. As from the beginning of the year, the power station is operated by natural gas, instead of coal, and the reduction of air pollution is significant. As for transportation, efforts are made in several directions: improving fuel, especially of the buses and taxis, limitations on polluting vehicles to enter the city centre and planning the new mass transit system that will be operating on 2012.

• Improving housing conditions, particularly slums, and meeting Goal 7 Target 11 of the MDGs

The Municipality initiated a project which objective is to create new tools for enhancing enlargement and renovation of dwelling units in former public housing areas, focusing on organization and cooperation between the residents.

The Municipality is also encouraging the massive renovation of buildings in deteriorated areas.

• Local economic development

The Plan initiated an Action Plan to revitalize the city centre, which was elaborated with wide stakeholder’s participation and will be implemented by the Economic Municipal Company on the basis of Public Private Partnership.

Other measures adopted by the Municipality include simplifying the building permission process, reforming the municipal tax system and encouraging small business.

• Reducing urban poverty and exclusion

The Municipality develops and delivers special projects in weak areas of the city, especially in the Yafo area, where most of the Arab population lives. Physical projects include renewal of the physical infrastructure, development of green areas and renovation of local commercial streets. Social projects include special programs to assist people in danger, especially children, and to help families in helping themselves to brake the poverty cycle. A special project encourages high school students to continue studies at the University.

• Reducing conflict and enhancing city safety

In Yafo area, the Municipality encourages multicultural dialogue both at schools and at community level, sponsoring Jewish and Arab dance and theatre groups. The Municipal Inspection Force and Israel Police enforce public order according to the resident’s priorities, following a public participation process.

• Creating civic capital and promoting citizenship

The plan initiated a comprehensive municipal program- to enhance citizen participation in decision making in different issues. The program is lead by the deputy general manager and creates a commitment of a large number of municipal departments to the participatory issue. Application is being promoted in various projects such as: planning of green areas and public spaces, decision making in community centre boards and enhancing public participation in statutory planning.
MEETING CONCLUSIONS

The following summary was presented as concluding remarks and discussed by the participants. It is a working paper that tries to capture the essence of the lively debates of the working groups and plenary sessions. The main focus was on identifying innovative approaches that have resulted in successful planning outcomes. Beside elements of the context, this summary provides indications on urban planning critical conditions of success.

1. **The context**
   - Rapid urbanization and rapid urban transformation [linked with pace of globalization]
   - Urbanization of poverty [incl. widespread informal economy]
   - Climate change
   - Demographic pressure

   **To be successful, urban planning must be CHEAP and SIMPLE.**

   As a non sectorial discipline, urban planning [urbanism] [urban design] is well placed to facilitate a harmonious balance between the economical, environmental, social, cultural and spatial dimensions of development.

   **BUT** Planning is also the tool per excellence to organize exclusion.

   Spatial and social exclusion [fragmentation] tend to reinforce each other

   *Planning is not politically neutral.*

   **There is a need to explicit the values that ought to guide the planning process.**
   - Based on a human rights approach?
   - Planning as a mediation of conflicting rights.
   - Globalization implies a new responsibility for local governments
   - Emphasize the ethic responsibility of planners. [As a public servant vs. a private operator]

      **Rem:** Transformation nature of planning profession in dev. World: become privately operated. Need of planning education.

   - Political leaders are often not aware of planning values

2. **Planning is not enough! Implementation is needed**
   - Planning should go along with management
   - integration of strategic plan and plan of action
   - The planning process should follow the pace of urbanization
   - Need of quick solutions to keep credibility

3. **Participation / Negotiation / Mediation / Leadership**
- Planning as a negotiation / mediation tool between competing interests
- Conceived as to promote a culture of dialogue
- Planning based on cooperative governance
- Listen to the people – Importance of participation
  - [But: Difficulty to define who the stakeholders are]
  - [New technologies → new opportunities for public participation]
- Inclusive - Negotiation with the “bad” and the “ugly”.
- Shared benefit of planning outcome
- implementers should be drivers
- multi-disciplinary
- need to invest in public awareness & media
- need of a strong storyline
- Tension between efficiency vs. inclusion: need for speed vs. need to take people along with decisions

→ The Successful planning recipe?

A combination of bottom-up and top-down approaches

The planning process should ideally combine:

- participation (public awareness is critical to success)
- technical skills (analysis/visioning/implementation)
- political will and leadership (at the local level + national support)

4. Alignment of public policies

Urban planning is more likely to be successful when and where public policies are aligned:

- Over time:
  - “Building on what has been built” despite of political changes.
  - Short-term measures and long term planning are supporting each other
- Over territory:
  - Not limited to administrative boundaries but able to deal with conurbations, urban-rural linkages, city-to-city cooperation [network of cities], etc
- Over levels of authority:
  - Connected and mutually supportive local, regional and national planning.

5. What sort of planning do we need?
Planning methodologies should be designed in order to qualitatively benefit the various dimensions of urban development: ecology, society, economy, culture and the physical space.

The planning response should be tailored to each context, taking into account the pace of urbanization, wealth and resource available, availability of land, institutional structure, capacity and availability of skills, climate context, etc. Planning should adapt as planners are increasingly exposed to global issues.

However, the participants identified a number a common principles urban planning should take into account. The contradictions or tensions between some of those principles need to be reconciled.

a) **Local identity – Culture – Sense of ownership**
   - Should build on local identity – identify collective wealth
   - Promote cultural diversity
   - Balance rapid growth [development] and protection of natural and cultural heritage
   - The importance of local identities tends to be strengthened by the context of globalization
   - Tension between historic identity vs. changing identity

b) **Planning for the public good or for the market?**
   - To be successful, urban planning should look for solutions that benefit both the private sector and the public good, thus the importance of public-private partnerships.
   - Impact of planning on land prices is of critical importance
   - Visioning gives clear indications for city-investors

c) **Planning as a lever for development**
   - Move away from regulatory emphasis to plans that are visionary
   - Planning should be project-driven rather than problem-driven
   - Focuses on actions that will be agent of change, a strategic approach
   - Do not look for superficial improvement but for structural changes
   - Address the city as a whole, in a systemic approach
   - Selective rather than comprehensive. Focus on spatial and sectorial priorities.
   - How to produce cities faster and better. Planning is not only plans. Look at the city as a production process. UP as a way to invigorate urban development.
   - Tension between long term vs. short Term: Visions vs. Action plans
   - Urban design as a negotiation tool, across time-frame and across space. Design can make a difference. Not the extra.
d) **Dynamic / flexible planning**
   - Plans should have built-in adaptive mechanism [to be monitored!]
   - The plan can be open for further development. A space is a non-renewable resource; it makes sense to keep spatial resource for future planning.
   - Need to achieve quick wins while developing a longer term vision
   - Integrate [and revisit] existing and on-going projects.
   - Must not be divorced from service provision agencies
   - Plans vs. Flexibility (need for certainty + clarity in plans vs. need to make responsive to new situations)
   - Planning is work in progress. Planning by doing. Apply provisionary measures

e) **Affordable**
   - Built-in funding mechanism for plan implementation (i.e. capture land added value, retro-funding of infrastructure investment, etc)
   - Tension between planning cost vs. planning effectiveness
   - Plans tend to be over-ambitious
   - More affordable planning process thanks to new technologies

f) **Formal / Informal**
   - Sensitive to informal economy. But how to address it? (particularly over time)
   - Recognize informal sector but with “a light touch”.
   - Recognize that there is a planning “system” in informal settlements.
   - Need to formalize to provide funding. Informal sectors do have a civic responsibility.
   - Reconcile the planning process with the real spatial transformation that is taking place

g) **Are planning approaches replicable?**
   - Importance of the local context → Local solution rather than replication
   - Strategic projects to be designed to local context
   - Integration of ground realities within broader planning framework

h) **Baseline information**
   - Increase research time, preparatory process
   - Need of a baseline information, with human right focus
   - Not try to create a new city. Build on what is already there. Importance of context
i) **Governance structures**
- Need of strong governance structures
- Planning conceived as to strengthen the local governance structure, as to enhance the public realm
- Stable professional team within the organization
- Linked with local governance structure
- Subsidiarity: tension between centralization vs. decentralization. Which decision should be kept at which level?
- Accountability of planning actors - Evaluation, follow-up, indicators
- Government vs. Governance (formal powers leading to silos vs. need to integrate these powers)

6. **Planning in crisis and post-crisis contexts.**

a) **Climate change:**
- CC will know no boundaries
- The spectrum of impacts has not yet been assessed. Potential impacts are context-specific. Some (i.e. sea level rise) are easier to identify than others (i.e. urban migration)
- need to mitigate *and* adapt
- The CC agenda will potentially help. It is also an opportunity.
- Announcing CC disaster may have adverse effect on investment → is it counter-productive?
- Local regulation and norms on climate change
- Are we creating spatially sustainable settlements?
- While planning has a maximum horizon of about 20 years, instant responses to climate change are also difficult to implement.
- Awareness need to be increased

*The change cannot be cosmetic. It implies a radical shift in development patterns.*

**Remark:**
- Non-motorized transportation as a good example of cross-cutting issue where win-win solutions can be found. Non-motorized transportation benefits both:
  - Poor and rich
  - Social and environment

b) **Post-conflict**
- Destruction and reconstruction go hand-in-hand. Opportunity to build back better?
There is a governance gap in war-affected cities → lack of accountability, weak legislative and policy frameworks, and institutional arrangements, technical and administrative capacities.

- Importance of symbolic structures vs. basic needs
- In times of change/stress/post-conflict, planning can bring hope, a vision for the future, confidence/certainty
- Reconstruction efforts can legitimize certain agendas (knowingly or unknowingly)

Participants attending the Rome Expert Meeting in 2007