



# RAPID PLANNING STUDIO

## *Workshop Schedule*

JANUARY 2016

### **The Rapid Planning Studio**

Cities and municipalities in rapid urbanizing countries do not have the capacities to plan in advance and at scale for the expected population growth failing to make available serviced land. The result is often that urban growth happens in the form of slums and informal settlements.

The Rapid Planning Studio (RPS) is a workshop integrating the three basic pillars—urban legislation, urban finance and economy, and urban planning and design—of sustainable urban development simulating a full planning process in a rapid, three-day format for municipal staff. It harnesses the knowledge, talents

and energies of all parties to identify a process towards sustainable urban development. Based on UN-Habitat principles for sustainable urban development, it discusses city-wide urban analysis and profiling, strategic planning, urban transformation and public spaces, focusing specifically on answering the challenges of participating municipalities regarding planned city extensions. It aims at strengthening planning capacity of the participating municipalities for sustainable urban development and providing a clear planning methodology and an actionable roadmap to supply serviced land for rapid urban growth.

08:30 am

**0. Arrival and Registration of participants****1. INTRODUCTION**

09:00 am

**1.1 Opening**Municipal Rep  
UN official

- Opening & welcome
- Personal introductions and expectations of workshop
- Optional: Introduction to UN-Habitat priorities and focus areas - National Urban Policy (NUP), city-region planning, Planned city extensions, Urban transformation, Slum upgrading, Human rights based approach, participatory and inclusive planning.

09:30 am

**1.2 Participant presentations: City profiles; challenges and policy objectives**

moderator

Each municipality represented in the training will have 15 minutes to present (following the template received before the training)

- (1) challenges including housing needs, informal settlements, congestion, etc
- (2) identify policy objectives that urban planning should help achieve
- (3) capacity of the municipal planning department, staff, tech, etc.

10:30 am

**1.3 Coffee break**

10:45 am

**1.4 Input presentations: Integrated Rapid Planning Approach**

UN experts

- Planning/design: Introduction to UN-Habitat approach and principles, the new urban agenda, the 21st century urban model, a new strategy of sustainable neighbourhood planning.
- Legislation: Urban legislation and sustainable urban development: why an urban legal framework is important to generate productivity increases and inclusive urban development. Effective legal frameworks.
- Economy/finance: Planning for LED (I), role of local authority. Finance, value creation, leveraging value-sharing for sustainable public investment. Why good planning means good economic functioning.

Handouts for this session:

- urban planning for city leaders
- Urban law brochure
- Municipal financing tools
- Conceptual framework for spatial-economy

11:15 am

**1.5 Group discussion and Q&A**

moderator

- Clarifications after presentations

## 2 ANALYSIS: Issues and Opportunities in City-Wide Context

11:30 am

### 2.1 Participant presentations: baseline data

moderator

Each municipality represented in the training will have 10 minutes to present (following the template received before the training) on

- (1) basic city data including demographics
- (2) economic development, city GDP, median income of the population, city capital budget and its sources, primary economic activities and where they occur, financing options available (PPPs? Bonds?)
- (3) institutional setting for planning, plans approved, approved urban policies, infrastructure projects on-going in the city

12:00 am

### 2.2 Input presentations: Spatial, legal and financial assessment

UN experts

- Legislation: understanding the legal and institutional framework; presentation/discussion on the results of the Legal Assessment Framework (LAF) that was completed by the participants ahead of the training.
- Economy/finance: planning for LED (2), the two dimensions of LED, identifying hubs for economic development and the relationship between LED to Local Government Finance
- Planning/design: Introduction to the rapid planning methodology and to the process the next days of the workshop will follow. An introduction to spatial assessment, mapping by sketching and with GIS, considering environmental aspects, the physical form of settlements, and development trends.

Handouts for this session:

- LAF filled
- rapid planning method
- economic inflow and outflow analysis
- mapping introduction
- mapping layers and indicators
- exercise instructions

12:30 am

### 2.3 Lunch break

13:30 am

### 2.4 Introduction to exercise

moderator

- Clarifications after presentations and before group exercise

Time

Lead

13:45 am

## 2.5 Integrated exercise: Analysis

UN experts

Participants (in groups per city) use physical maps and orthophotos to:

- Planning/design: Map and draw essential physical elements of your municipality, starting with environment (rivers, water bodies, mountains, agricultural land), then the built environment (infrastructure, built up areas, informal settlements).
- Economy/finance: (1) Map development trends and important corridors diagrammatically, e.g. areas of growth, income generation areas, economic hubs, large projects under construction or in planning phase, (2) identify land values.
- Legislation: (1) Draw the organigram of the institutional organisations involved in developing and approving a plan, (2) Mark administrative boundaries of the city planning authority, (3) mark legal restrictions to planning, (4) if not produced before the session the LAF could be quickly done as an exercise.

Outcome:

The exercise will produce a map with an assessment of the existing conditions considering legal, planning and economic aspects. These considerations serve as baseline for the following planning exercises. Additionally, the organisational structure of the municipality and the municipal budget are visualised.

Objective:

An understanding of the methodology to base selection of infill/extension areas on the rationale of the existing conditions and forces.

15:45 am

## 2.6 Coffee break

16:00 am

## 2.7 Participant presentations and group discussion

moderator

- What are critical success factors for urban development in your city?
- What is the economic base, how stable is it and what is its infrastructure and service requirements?
- What are the population dynamics?
- To what extent can your institutional infrastructure successfully direct urbanisation processes?
- Carrying capacity of existing infrastructure (vs expected growth)?
- How would you rate the organisational capacity of your local government?
- What are pressing inequalities that need to be addressed?

17:00 am

## 2.8 Daily wrap-up session

moderator

- Lessons learned, feedback, outlook



### 3 SCENARIOS: Planning at scale and in phases

08:30 am

#### 3.1 Daily recap session

moderator

- Recap and introduction to the day

08:45 am

#### 3.2 Input presentations: Scenario planning: considering environment, densities, and infrastructure costs

UN experts

- Planning/design: An introduction into planning at scale answering to the identified challenges: regional planning, city-wide planning, planning city extensions, urban transformation and densification, upgrading of public spaces. Introduction into the concept of density (FAR) and its consequences.
- Economy/finance: phasing & investment, minimal economies of scale, basic infrastructure costing, cost recovery models, neighborhood infrastructure vs city-wide infrastructure solutions.
- Legislation: Land use, density, land tenure and planning. Fair distribution of costs and benefits of urban development and land value sharing.

Handouts for this session:

- extension & infill area calculation
- handbook on Infrastructure statistics (projected costings, ....)
- GLTN, Land Use Planning for tenure security
- development within larger economic context
- exercise instructions
- infrastructure costing?

09:15 am

#### 3.3 Q&A

moderator

- Introduction to exercise: Rapid development scenarios
- Clarifications after presentations and before group exercise

09:30 am

#### 3.4 Coffee break

09:45 am

#### 3.5 Integrated exercise 2: Scenarios

UN experts

- Planning/design: (1) Projection of the demographic development over the planning period (20-30 years) and area needed for the additional population. (2) Discussion of housing backlog, household sizes, need for programme besides housing, space consumption incl. public and other spaces. (3) Visualisation of extension and infill area demand in two different density scenarios—business as usual vs. planning principles. (4) Identification of adequate extension and transformation area in participating municipality.
- Legislation: (1) if an approved urban plan exists for the land in the two scenarios mark land uses as defined in it and (2) describe how the city controls densities and identify the regulatory limits of the two different scenarios. What legal changes need to happen? (3) identify and mark the

land tenure situation (communal, private, public) in the two scenarios. (4) explain if the legal framework has any land value sharing mechanisms?

- Economy/finance: Propose mechanisms to build the infrastructure and cover its costs, explaining why and how it would work in the extension area, figure actual cost for development of the main infrastructure in two scenarios (cost per ha at different densities for large infrastructure). Prioritisation of infrastructure investments (sewage vs transport vs ...)

Outcome:

Participants will identify infill/extension possibilities in two scenarios, incl. land consumption and public infrastructure costing. Participants will identify main thoroughfares and services, employment opportunities and value-capturing.

Objective:

An understanding of the implications of density on urban form and economy.

11:45 am

### 3.6 Participant presentations and group discussion

moderator

- What were your criteria for choosing the appropriate scenario?
- Why are the densities you settled for and why?
- What are the urban development tools you deployed and why?
- What are the legal/financial tools to regulate urban density, do they work?

12:30 am

### 3.7 Lunch break

## 4 Public Space: Planning and securing sustainable urban patterns and services

13:30 am

### 4.1 Input presentations: Planning and securing sustainable urban patterns and services

UN experts

- Legislation: The presentation will discuss the importance to identify the legal planning tool for the selected scale and legal mechanisms to provide the city with an adequate quantity, quality, and distribution of public spaces to support social interaction and economic opportunities.
- Economy/finance: public space design and management, leveraging public space to generate economic opportunity, CBOs.
- Planning/design: (1) Introduction to sustainable urban patterns, considering walkability and incremental development, connectivity, availability of basic and social services. (2) Why is good public space important for cities.

Handouts for this session:

- Street & Prosperity (UNH)
- Street pattern and densities

- examples of different guidelines and results
- Public space and the law (paper), UN-Habitat
- The public space toolkit, UN-Habitat
- Planned city extensions, analysis of historical examples, UN-Habitat
- Social service provision tool (planning lab, in progress)

14:00 am

## 4.2 Q&A

moderator

- Introduction to exercise: Public space development
- Clarifications after presentations and before group exercise

14:15 am

## 4.3 Coffee break

14:30 am

## 4.4 Integrated exercise 3: Public space

UN experts

- Planning/design: (1) Taking the area of the city extension you identified as a base, sketch the main urban pattern for it: starting with environmental protection areas, then the basic street network and main public spaces, then identifying main economic and transport hubs. (2) Identify development phases, in particular regarding infrastructure construction phases.
- Legislation: (1) Describe which planning tools should be used in your city, does it have requirements for public space? (2) describe how to acquire and secure land for streets and public spaces, (3) if your city does not have sustainable mechanisms propose the changes that should be made.
- Economy/finance: (1) Describe how the municipality could finance and mobilize revenues from public space (PPP, value capture) (2) local revenues and financial sustainability – how to improve the local financial situation; (2) examination of the factors influencing private development (households, firms, developers). Incentives for people to developing according to the plan.

Outcome:

This exercise will produce a street plan including placement and scope of major urban functions as well as a description of a strategy suggesting how to acquire land and finance the necessary public space & infrastructure development. Participants will identify obstacles in using a similar approach for their city.

16:30 am

## 4.5 Participant presentations and group discussion

moderator

- What is the typical urban pattern and local tradition?
- Would financing and securing work in your city? Under which conditions?
- How are public spaces being used (who, how, when)?

17:15 am

## 4.6 Daily wrap-up session

moderator

- Lessons learned, feedback, outlook

## 5 Private Space: Planning plots and density.

08:30 am

### 5.1 Daily recap session

moderator

- Recap and introduction to the day

08:45 am

### 5.2 Input presentations: Plots and density

UN experts

- Planning/design: (1) An introduction to density, urban form, building typologies and their spatial consequences. (2) A Discussion of plot sizes and their spatial implications.
- Economy/finance: Synergies; Sophisticated infrastructure a prerequisite for densification. Infrastructure cost.
- Legislation: Public plans and private implementation: how regulations influence urban form. Case studies on plotting, density, mix use and social mix (incentives and tools); participation

Handouts for this session:

- 12 Typologies - building patterns and density
- Plotting (to be produced)
- Good practices on design regulations
- Economic handout needed

09:15 am

### 5.3 Q&A

moderator

- Introduction to exercise: Plotting
- Clarifications after presentations and before group exercise

09:30 am

### 5.4 Coffee break

09:45 am

### 5.5 Integrated exercise 4: Private space

UN experts

- Planning/design: (1) Draw the limit between private and public space for an area of 200m x 200m within your planned city extension. (2) Subdivide the private area into development plots, considering how plot size and arrangement may impact programme and building form.
- Legislation: (1) draft regulations to guide subdivisions and plot development in order to achieve the desired spatial outcome, including plot size, plot coverage, block size, public space requirements etc etc. Try to be as specific and clear as possible to make it easy for the developer to comply and for the planning authority to know if requirements for approval are present.
- Economy/finance: to be developed

#### Outcome:

This exercise will produce a plan of a block with its plots and a street section. Further, participants will describe the regulations for plots and street



Time

Lead

development. Participants will identify the main obstacles in using a similar approach for their own municipality.

11:45 am

## 5.6 Participant presentations and group discussion

moderator

- Would this work in your context and if not why?
- Whose job is it?

12:30 am

## 5.7 Lunch break

# 6 Wrap Up: Summary of Main Messages and Implications for your City

13:30 am

## 6.1 RPS Outcome summary

moderator

Moderators summarize main topics, exercises, results discussed so far, using pictures from the exercises and main discussion points and messages (needs preparation overnight and/or in lunch break)

13:45 am

## 6.2 Participant presentations

moderator

- Planning/design: Which were the most useful topic discussed in the workshop? Which are the best practices discussed in the workshop? How do the issues discussed relate to the challenges you initially identified in your municipalities? Which are the next steps to take to kickstart a planning process for sustainable urban development? Is PCE an answer to your challenges, and what other areas of planning should be looked into?
- Economy/finance: best practices of above, what are the primary issues vs initial challenges, what are the next steps to address,
- Legislation: What are the main legal obstacles in using the planning approach explained in the training in your city? what would need to be changed? for examples: institutional arrangements? introducing of new land management/land based financing instruments? need of simplification? etc.
- General: advertise our services, way to further cooperation

Handouts for this session:

- evaluation matrix for assessment of municipal plans
- training evaluation

14:30 am

## 6.3 Coffee break

14:45 am

## 6.4 Group discussion

moderator

- Is the plan you designed going to achieve the policy goals you had set at the beginning of the training? if not why? which legal/institutional change does

your city need to achieve the set policy objectives?

- Do you have the capacity?
- What do you see as the main implementation challenges
- general wrap up and lessons learnt - what to take home
- What are the conditions to make it happen
- Next steps. What are the 5 most important things you take away from the workshop?
- Do the issues and ideas developed align with the vision of your city you had previously?
- workshop feedback

15:30 am

## 6.5 Formal closing

Municipal Rep  
UN official

- Participants to get a certificate after participation (to be prepared before with participants list, to be signed by facilitators and distributed after closing session on last workshop day.
- Closing speeches by representants of hosting municipalities and UN-Habitat.

# Day 4 [optional]

## 7. Urban Design: The Interface between Public and Private Space.

13:30 am

### 7.1 Input presentations: Facades and urban quality

UN experts

- Planning/design: (1) What makes a good street sections, how can the interface between public and private be designed to create a safe and inclusive environments that stimulates local economy and healthy lifestyle? (2) How can design guidelines and mixed use contribute to urban quality?
- Economy/finance: commercial ground floors, different costs of infrastructure per m<sup>2</sup>; commercial use of street public space (parklets)
- Legislation: Design rules to improve the quality of public spaces, including setback regulations, mixed-use buildings, permeable facades. (case studies)

Handouts for this session:

- Public space and the law (paper), UN-Habitat
- The public space toolkit, UN-Habitat
- Costing sheet for infrastructure
- Street design tool

14:00 am	<b>7.2 Q&amp;A</b>	moderator
	<ul style="list-style-type: none"> <li>• Introduction to exercise: Street design</li> <li>• Clarifications after presentations and before group exercise</li> </ul>	
14:15 am	<b>7.3 Coffee break</b>	
14:30 am	<b>7.4 Integrated exercise 5: Urban design</b>	UN experts
	<ul style="list-style-type: none"> <li>• Planning/design: (1) Sketch a street section of a main street in your planned city extension, including adjacent buildings, with particular consideration to the interface between the public and the private. (2) What are the qualities and character of this street, and who are the primary users of this street? What quantity of surface did you offer for pedestrians, commerce, Non-motorised transport, public transport, and cars?</li> <li>• Legislation: Draft a municipal ordinance listing the main rules that would be needed to achieve the desired physical outcome.</li> <li>• Economy/finance: (1) calculate the cost of the road (per m<sup>2</sup>)</li> <li>• (2) describe how your street generates economic value (development fees).</li> </ul> <p>Outcome:</p> <p>Participants will draft an inclusive and sustainable street design with urban qualities that allow for local economic value generation. A description of both necessary implementation instruments and capital investments alongside possible ways of funding are another part of the exercise.</p>	
16:30 am	<b>7.5 Participant presentations and group discussion</b>	moderator
	<ul style="list-style-type: none"> <li>• What role do street vendors and local commerce play?</li> <li>• What is the modal mix of transport? Who dominates - car or pedestrian?</li> <li>• To what extent is the street managed privately and publicly?</li> <li>• Implementation and finance?</li> <li>• Right of way reservation, upgrading &amp; adding services over time?</li> </ul>	
17:15 am	<b>7.6 Daily wrap-up session</b>	moderator
	<ul style="list-style-type: none"> <li>• Lessons learned, feedback, outlook</li> </ul>	

Schedule

**Day 1**

08:30	Arrival and registration
09:00	1.1 Opening
09:30	1.2 Participant presentations
10:30	1.3 Coffee break
10:45	1.4 Input presentations
11:15	1.5 Group discussion and Q&A
11:30	2.1 Participant presentations
12:00	2.2 Input presentations
12:30	2.3 Lunch break
13:30	2.4 Q&A
13:45	2.5 Integrated exercise: Analysis
15:45	2.6 Coffee break
16:00	2.7 Participant presentations and group discussion
17:15	2.8 Daily wrap-up session

**Day 2**

08:30	3.1 Daily recap session
08:45	3.2 Input presentations
09:15	3.3 Q&A
09:30	3.4 Coffee break
09:45	3.5 Integrated exercise Scenarios
11:45	3.6 Participant presentations and group discussion
12:30	3.7 Lunch break
13:30	4.1 Input presentations
14:00	4.2 Q&A
14:15	4.3 Coffee break
14:30	4.4 Integrated exercise Public space
16:30	4.5 Participant presentations and group discussion
17:15	4.6 Daily wrap-up session

**Day 3**

08:30	5.1 Daily recap session
08:45	5.2 Input presentations
09:15	5.3 Q&A
09:30	5.4 Coffee break
09:45	5.5 Integrated exercise Private space
11:45	5.6 Participant presentations and group discussion
12:30	5.7 Lunch break
13:30	6.1 RPS outcome summary
13:45	6.2 Participant presentations
14:30	6.3 Coffee break
14:45	6.4 Group discussion
15:30	6.5 Formal closing



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