



Towards the development of International Guidelines on Urban and Territorial Planning (IG-UTP)

Public Seminar ~ Cities to the Future ~

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Christine Platt & Raf Tuts

UN-Habitat, Urban Planning and Design Strategy 2014-2019



Business As Usual Vs Sustainable Urban Development

Urban Sprawl -> **Compactness**

Segregation -> **Integration**

Congestion -> **Connectivity**



International Guidelines on Urban and Territorial Planning

Why?

Need for **simple and universally agreed principles** to guide decision makers towards sustainable urban development.

Overall objective

Global framework for improving policies, plans and designs for more **compact**, socially **inclusive**, better **integrated** and **connected** cities and territories that foster sustainable urban development and are **resilient** to climate change.



Mandate and Linkages to Global Agendas

Resolution 24/3 of UN-Habitat Governing Council

OP4. “Requests the Executive Director of UN-Habitat in consultation with the Committee of Permanent Representatives to initiate **the elaboration of international guidelines on urban and territorial planning [...]**”

OP8. “Requests the Executive Director of the UN-Habitat, in consultation with the Committee of Permanent Representatives, in the drafting of international guidelines on urban and territorial planning **to engage in an inclusive consultative process [...]**”

Post-2015 – Proposed SDG 11 “Make cities and human settlements inclusive, safe, resilient and sustainable” (selected targets)

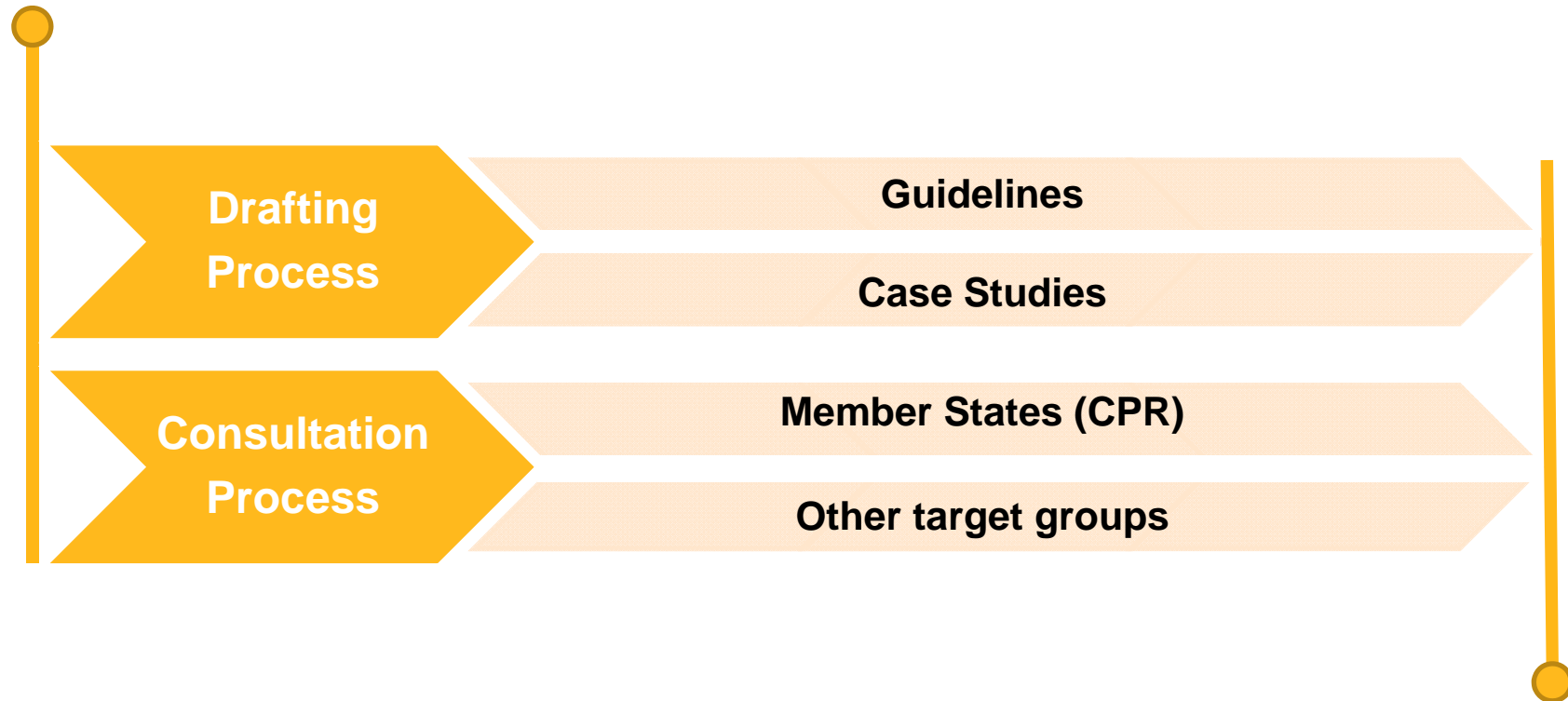
11.3: by 2030 enhance inclusive and sustainable urbanization and **capacities** for participatory, integrated and sustainable **human settlement planning and management** in all countries

11.a: support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening **national and regional development planning**

Overview of the IG-UTP Development Process

GC 24 (April 2013)

Resolution 24/3 mandating the development of IG-UTP



GC 25 (April 2015)

Submission of the IG-UTP for approval

From National Experiences to Universal Principles

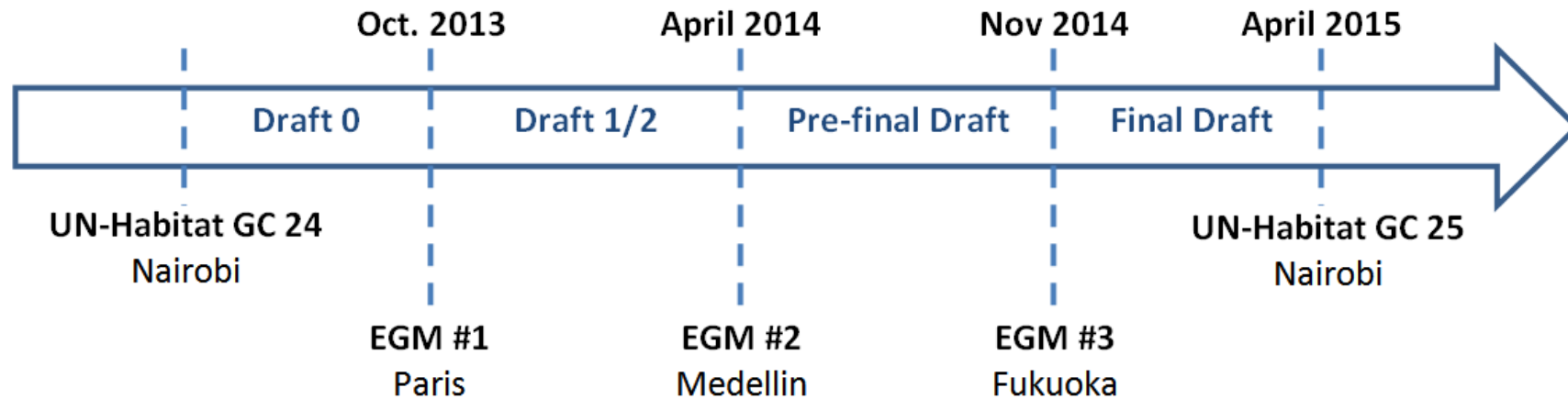
UN-Habitat established a **Group of Experts** to support and guide the IG-UTP drafting process.

Experts represent Africa, Asia, Europe and America and include nominees from:

- national governments**;
- local authorities** (eg: UCLG);
- development partners** (eg: World Bank, OECD, UN agencies);
- associations of planners** (eg: ISOCARP);
- research and academia**;
- civil society organizations**;
- UN-Habitat regional offices**.

Drafting Process

Guidelines



Case Studies

- EGM #1 : decision to develop illustrative case studies
- EGM #2 : discussion on tentative list of case studies
- EGM #3 : discussion on the draft case studies report

Consultation Process

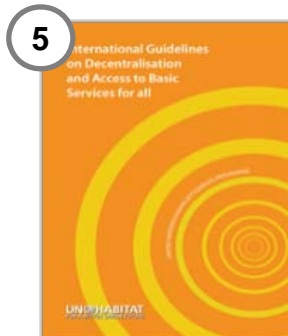
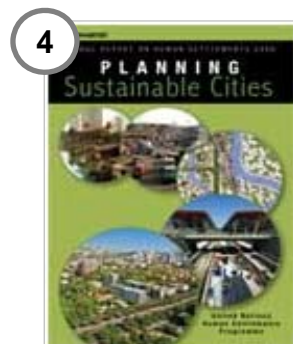
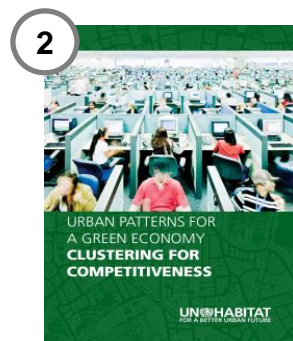
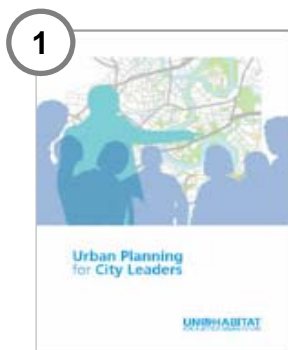
Member States - Committee of Permanent Representatives (CPR)

- Aug. 2013: CPR information session and nominations of experts
- May 2014: CPR information session and presentation of structure
- Nov. 2014 (tbc): CPR discussion of guidelines and resolution

Other target groups

- Continuous internal consultations within UN-Habitat
- April 2014 : WUF7 - UN High Level Inter-Agency Meeting (27 agencies)
- May 2014: EcoSoc Integration Segment – Side Event
- June-October 2014 : Ad-hoc consultations

UN-Habitat key References on Urban and Territorial Planning

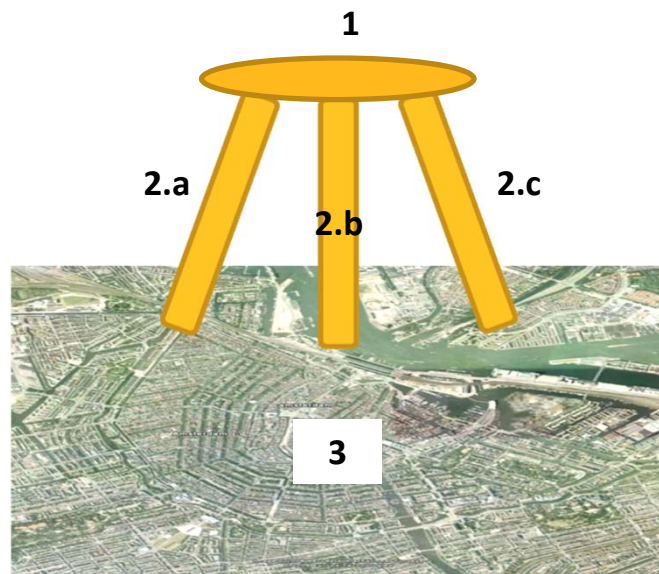


- 1 **Urban Planning for City Leaders** (2012)
- 2 **Urban Patterns for a Green Economy, Series of 4 Guides** (2012)
- 3 **Citywide Strategic Planning, a Step by Step Guide** (2010)
- 4 **Global Report on Human Settlements – Planning Sustainable Cities** (2009)
- 5 **International Guidelines on Decentralisation and Access to Basic Services for all** (2009)*

** available in Arabic, Chinese, English, French, Russian and Spanish*

Structure of the Guidelines (Draft, as of May 2014)

Promote **key Urban and Territorial Planning (UTP) principles** organized along 4 main pillars:



1. URBAN POLICY AND GOVERNANCE

2. UTP FOR SUSTAINABLE DEVELOPMENT

2.a UTP and Social Development

2.b UTP and Sustained Economic Growth

2.b UTP and the Environment

3. UTP COMPONENTS

4. IMPLEMENTATION OF UTP

Include **action-oriented recommendations** for stakeholders involved in urban and territorial planning (national and local authorities, CSOs, professionals...)

Key Principles of the Guidelines (Draft, as of May 2014) – 1/3

1. Urban and Territorial Planning is more than a technical tool; **it is an integrative decision-making process** that must address competing interests and be linked to a shared vision and an overall development strategy as well as national and local urban policies.
2. Planning represents a **core component of the renewed urban governance paradigm** which aims at promoting local democracy, participation and inclusion, transparency and accountability with a view to ensuring better urbanization and spatial quality, environmental sustainability, social and cultural development and economic prosperity.
3. Urban and Territorial Planning must primarily **aim at improving the living and working conditions of all segments of present and future society** and at promoting equitable distribution of the costs, opportunities and benefits of urban development, as well as social inclusion and cohesion.
4. **Placing culture at the heart of urban development policy** and planning constitutes an essential investment in the future and a pre-condition to better quality of life and successful globalization processes that take into account the principles of respect and tolerance for cultural diversity and recognition for distinct needs of various groups.

Urban Policy &
Governance

UTP & Social
Development

Key Principles of the Guidelines (Draft, as of May 2014) – 2/3

5. Urban and Territorial Planning must support and facilitate sustained and inclusive economic growth through the **provision of adequate infrastructure**, the development of which should follow rather than precede the adoption of UT plans.
6. UTP could be a powerful decision-making mechanism to **ensure that sustained economic growth and social development go hand in hand** and to promote equitable and inclusive development at all territorial levels.
7. Urban and Territorial Planning must provide a spatial framework for the **protection and management of the natural and built environment** and for integrated and sustainable urban and regional development.
8. To increase human security, Urban and Territorial Planning must contribute to **strengthening environmental and social resilience** and to **improving natural and environmental risk prevention and management**.

UTP & Sustained
Economic Growth

UTP & the
Environment

Key Principles of the Guidelines (Draft, as of May 2014) – 3/3

9. As a mechanism Urban and Territorial Planning must combine several spatial, institutional and financial dimensions over a variety of time horizons and spatial scales. It must be a **continuous and iterative process grounded in well-defined and enforceable regulations**.
10. Spatial planning constitutes a practical subset of UTP aimed at **facilitating and articulating political decisions based on different scenarios and broad consultations**, and at translating them into actions that will transform the physical and social space and support the development of sustainable territories.
11. A **strengthened institutional framework** is indispensable to the implementation of sustainable urban development agendas, policies, plans and programmes that intend to respond coherently and effectively to current and future challenges.
12. Adequate implementation of plans in all their dimensions requires political leadership, efficient urban management, improved coordination, consensus-building approaches, reduced duplication of efforts, continuous monitoring and periodic adjustments. It requires in particular an **appropriate legal framework and sufficient capacities at all levels**, as well as sustainable financial mechanisms and technologies.

UTP components

Implementation
of UTP

What's next?

- Contribute to the preparatory process of the **Habitat III Conference** in 2016.
- Once adopted, UN-Habitat and other development partners may be called upon to support countries and cities which would consider **using the guidelines in their national and local contexts**, draft corresponding regulations and by-laws, and test such normative tools in concrete planning exercises.
- A **set of tools and case studies** would be designed to support the IG-UTP development process which will have to be monitored and documented.



Geographical Distribution of Draft Case Studies



WORLD REGIONS

- Europe and North America
- Latin America and the Caribbean
- Asia and the Pacific
- Arab States
- Sub-Saharan Africa

- 1 Morocco New Towns
Tamsnourt, Tamesna, Sahel-Lakhsayta, Chrafate
- 2 Germany: Platform for National Urban Development Policies
Bremen, Leipzig, Nuremberg
- 3 Norway: Children's participation - Finance sector - Local adaptation strategies
- 4 Europe: Leipzig Charter

Preliminary Analysis of Case Studies

Regions	Qty	Spatial Scales	Qty	Qualifiers	Qty
Europe & North America	14	Supra-national	1	More compact	3
Latin America & Caribbean	6	National	5	Socially inclusive	11
Asia & the Pacific	8	Metropolitan	14	Better integrated	10
Arab States	3	City	16	Better connected	6
Sub-Saharan Africa	7	Neighbourhood	2	Resilient to CC	8
	38		38		38



**More
Compact**

Fukuoka, Japan © Flickr/周安王

Compact City Fukuoka, Japan

Context and rationale

Fukuoka City is located in the southern part of Japan, roughly 1,000 kilometres from Tokyo. With 1.5 million people, it ranks sixth in terms of city population in Japan. Fukuoka enjoys a unique geography, surrounded by the ocean in the north and spacious green suburbs and gentle mountains towards its southern border.

Fukuoka, known as a 'Compact City' offers a high quality of life, enabling a good balance between development and environment, urban and suburbs, modernity and tradition. An efficient public transportation network linking railways, subways, buses has resulted in a commute time less than half an hour for nearly 50% of the people, and therefore commuting is almost stress free. One can take a fifteen-minute ride from the centre toward west for a coffee break on the beach. Fukuoka International Airport is a ten-minute subway ride from downtown city centre.

The well balanced structure is often described as the 'Fukuoka Model' of city development.

Process and solutions

The compact structure and balanced development is an achievement of the City's comprehensive plan, formulated ahead of all local governments in Japan.

By the mid 1960s, Fukuoka had set its direction to develop as a city of commerce and services, unlike many cities which had pursued manufacturing and industrialization at the time. With limited water sources, Fukuoka had also tried to control urban sprawl, in order to ensure efficient water supply and distribution.

The first Basic City Framework was formulated in 1976 which included redevelopment of the city centers and sub/district centers with development of transportation networks. The public and private transportation networks were planned to complement and strengthen the connectivity among these centers and core locations such as the international seaport, airport, rail road stations within a diameter of 2.5 kilometers. These policies and measures became the foundation of the 'Compact City' today.

Later in the 1980s when the City decided to strategize its relationships with Asia, international convention facilities

were built in the city center district in order to promote visitors to Fukuoka and accelerate exchange of the people.

Results and impacts

As a result of the earlier policies which restricted urban sprawl, the city still enjoys the green open suburbs with clear river streams and beautiful coastlines. Fukuoka has all the features of a modern urban centre, but none of the rush of a congested mega-city. The interplay of its geography and people shape its character, which is best described as open and friendly. Fukuoka is considered as 'Japan's most liveable city' by a number of international journals and magazines. In a recent survey, over 90% of the residents responded that they are satisfied and proud of their city.

As most of the populated areas in the city are flat, an estimated 250,000 use the bicycle on a regular basis to work and school.... This was even before the notion of biking for the sake of ensuring environmental sustainability and health became the mainstream.

These features, mixed well with the long history of cultural events, art and traditions, affluent shopping, and famous cuisine, the City continues to attract people to come to live, work and study; and contrary to the national trend, the population of Fukuoka City is still steadily growing.

Today the City has also become a very popular MICE destination; hosting the second largest number of international conferences in Japan. Additionally, Fukuoka was recently designated from the national government as a special zone for economic development, offering benefit packages for new business start-ups. This is expected to attract even more entrepreneurs from within Japan and elsewhere.

A "Fukuoka Model" might be a city where the authorities and the citizenry cooperate to create a well organized transportation system, and innovative and sustainable basic services; where careful attention is paid to architecture, tradition, the arts, and culture; where planning efforts are made to sustain local or nearby agriculture and sources of fresh food, and where advantage is taken of location – in Fukuoka's case advantage is taken of its proximity to the ocean and other major Asian cities.



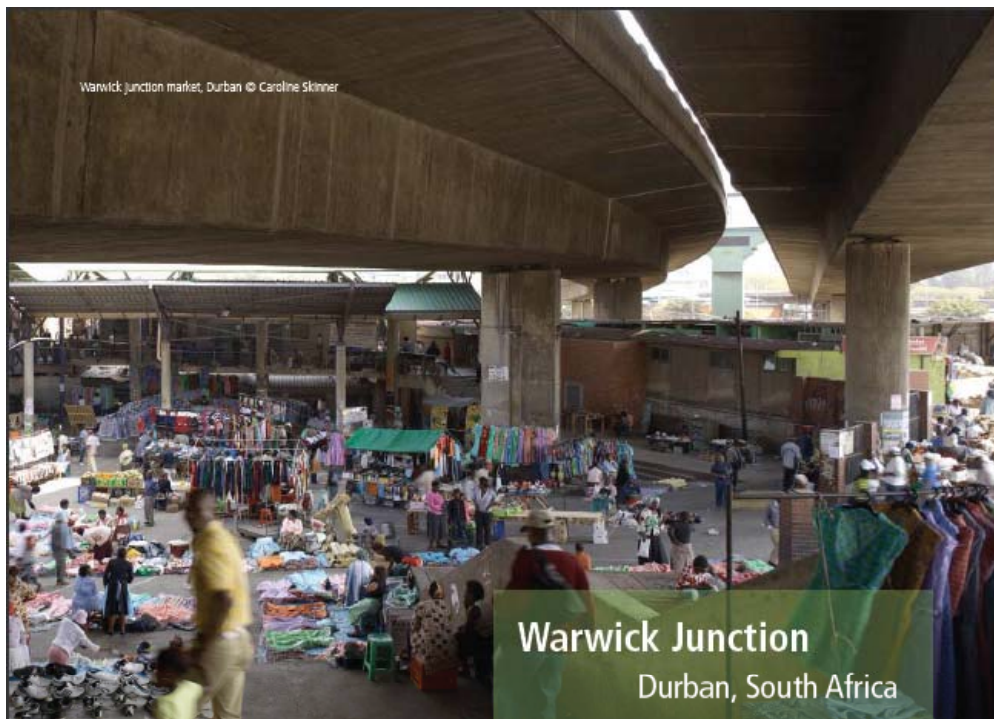
Fukuoka skyline, Japan © Flickr/mariusz kuzniak

DRAFT

Socially
Inclusive



Warwick Junction market, Durban © Caroline Skinner



Warwick Junction Durban, South Africa

Warwick Junction contains Durban's primary transport node and on an average day accommodates 460,000 commuters, and at least 5,000 street traders. Given the confluence of rail, taxi and bus transport, this area has always been a natural market for street traders. During the height of apartheid however, informal trading was harshly controlled.

A newspaper article of the day described the area as a "cesspit".

By the mid 1990's nearly 4,000 traders were working in the area but it remained under-served and neglected. In 1996 the city council launched an urban renewal initiative - the Warwick Junction Project. The project was mandated to focus on, among other issues, safety, cleanliness, trading and employment opportunities and the efficiency of public transport. The area-based team, led by Richard Dobson initiated substantial capital works and established a number of operations teams to deal with issues as diverse as curbside cleaning, ablution facilities, child care facilities and pavement sleeping. Within three years a transformation was visible in Warwick Junction. The development process encouraged unprecedented levels of volunteerism as expressed through participation in community mobilisation, public cleaning campaigns and community policing.

One of the first project interventions was the establishment of a market for the traditional medicine traders. For many years the area had been a hub for this activity but no provisions were made for these traders. In 1998 a market was constructed in close consultation with traders that provided shelter, water and toilet facilities, making use of an unutilised freeway spur. The market currently accommodates nearly 800 traders. In 1998, the first year the market operated, it was estimated that the annual turnover was R 170,0 million and that the cumulative employment generated, mostly people gathering medicinal products, was 14,000 people. The city council spent approximately R 4,0 million on this infrastructure but through this supported not only a significant contributor to the city's economy but also an employment generator. The market building itself was identified in December 1999 by the Sunday Times as one of the 'Best of the Century'.

The traditional medicine market was one among a number of such sector-specific interventions. Facilities were also provided for, among others, fruit and vegetable traders, live chicken sellers, cardboard collectors and those cooking and selling corn-on-the-cob and the Zulu delicacy, bovine heads. The cooking activities, for example, utilise open fires and are thus potentially hazardous trades. Rather than ban these activities,

council officials worked alongside the cooks to design appropriate infrastructure.

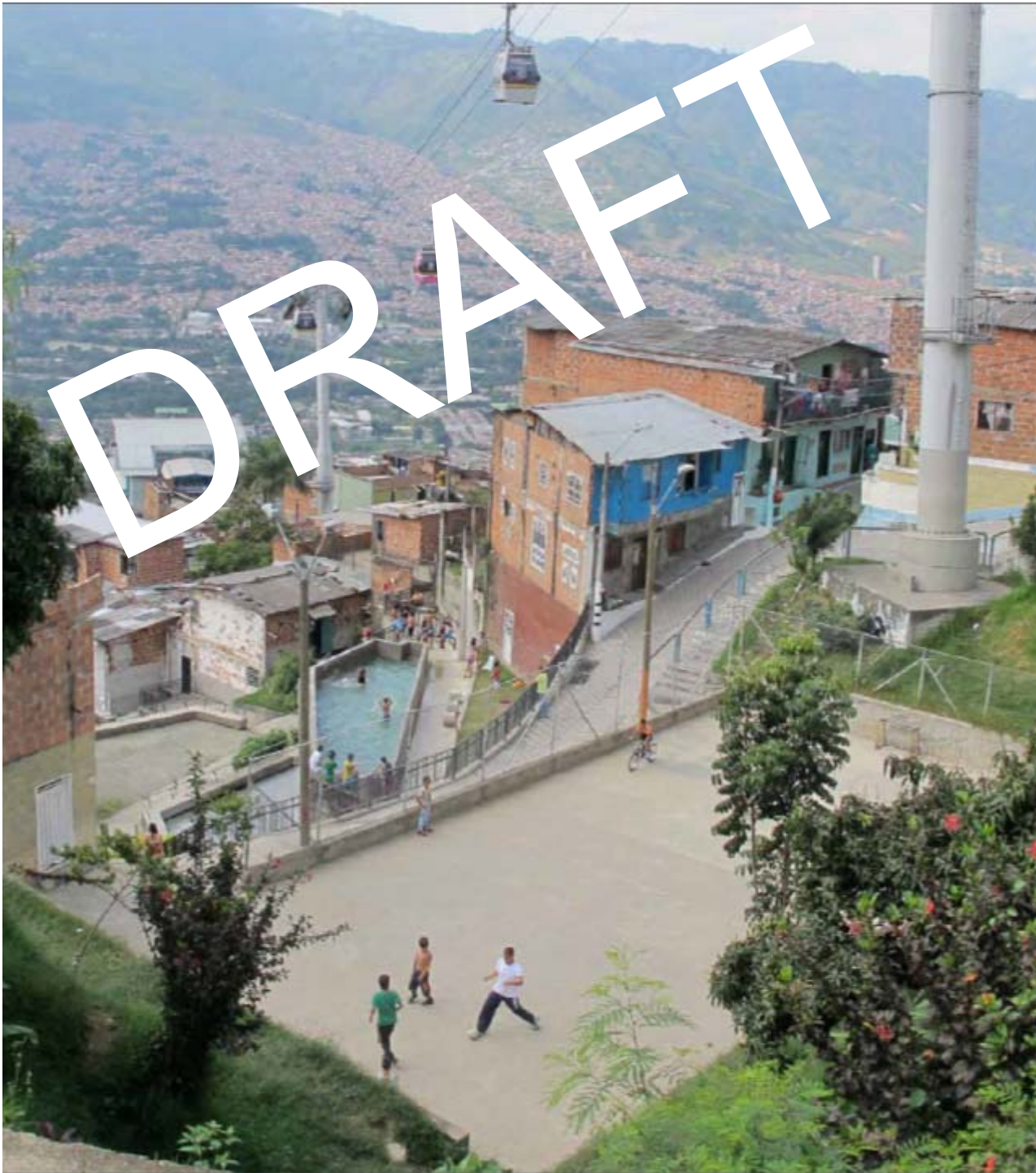
In parallel with infrastructure development there was a focus on improving management of the area. One of the many management concerns was the issue of crime. The Project supported and developed a trader initiative - Traders Against Crime (TAC). The project arranged training sessions with the South African Police Service, on issues such as how to conduct citizen's arrests. This has resulted in a significant reduction in both petty and more serious crime in the area. An indication of this is that traders reported that during the first 18 months of TAC's operation, there was only one murder in the area. This was compared to the 50 murders in the previous year.

The Warwick Junction Project has secured employment opportunities for over 5,000 people, in a context where informal traders in other cities both in South Africa and elsewhere, have largely been denied access to similar lucrative inner city trading opportunities. With secure tenure, traders are able to invest in and grow their businesses. Particularly for some of the more marginal traders, the opportunity to trade makes the difference between having food on the table or not - an impact that is difficult to measure. Not only do these traders often support large families, but these activities are one point in a chain of economic activities. Further, the project's approach of understanding the economics of the informal activities led to interventions that assist not only in growing businesses but ensure long term sustainability.

The Warwick Junction Project combines appropriate and attractive infrastructure with an innovative approach to urban management issues. It provides a rare model of how to integrate the informal economy into urban plans. The Project was based on the premise that the informal economy is an economic asset. This approach is not only a complete turnaround from apartheid logic of the pre-1994 period, but also formed the basis of what became a city-wide approach through an Informal Economy Policy, accepted by the Council in 2001. The Project also piloted an economically informed, sector-by-sector approach to supporting the informal economy. This was combined with high levels of consultation. A leader of the traders noted that through the Warwick Junction Project 'the Council afforded informal traders the opportunity to participate on a sustained and continuous basis in negotiations about their needs and priorities ... In a low-key way, often on an issue-by-issue basis'. Consultation dissipated conflict, facilitated interventions genuinely informed by user needs and led to users having a sense of ownership of the area. Finally, part of the success of the project, was a series of innovations with respect to transforming the bureaucracy. Co-ordination problems within local government were resolved through an area-based management approach. Council staff, through experience and training changed their views not only about the informal economy but also about the value of stakeholder participation. In a context where the dominant trend both in South Africa and internationally is to remove street traders, Warwick Junction has become symbolic of what is possible in developing country cities.



Warwick herb market, Durban © Markets of Warwick Photo Gallery



**Better
Integrated**



Context and rationale

Until 1999, Medellín fought violence without tackling the root cause of the issue. During the eighties and the nineties drug trafficking and bombings made the city inhospitable although the city registered a demographic growth, due to rural exodus. By the end of 1999's "Medellín was afraid of itself" —Executive Director of Medellín Cooperation Agency. The development model coupled with the ongoing process of urban sprawl in Medellín, including beyond its metropolitan borders, increased fragmentation of the territory and exclusion of the population. Since 2003, the elected mayors brought a more holistic paradigm to multidimensional issues, Social Urbanism. The social urbanism paradigm gives continuity to the engagement by the successive administration and plans since the 2004-2007 wider vision *Medellín, A Commitment of All*, to 2008-2009 *Medellín is Solidary and Competitive*, and the ongoing *Medellín a City for Life*, articulating projects such as the Integral Urban Project into a threefold and complementary logical framework.

First, physical transformation particularly sought to make public places safe and accessible, steam the urban fringes to the center, connect territories and more generally aim at the integration of the territory as one. Lastly, the guiding rationale set that dignified territories boost social transformation. The social transformation seconded the former components by

fostering community and individual participation in urban regulation, economic integration, reducing fear and violence to encourage solidarity-based cohabitation. Thirdly, an institutional component built trust in a more accountable public administration, stronger ties and mutual understanding with the communities. Lastly, the institutional stability was also consolidated with a national plan recognizing the economic importance of cities, advocating for solidarity of the region with the city and enabling municipal autonomy in the 1991 Constitution.

Process and Solutions

The Integral Urban Projects (PUI's in the Spanish acronym) targeted 5 strategic territories where a total of 40% of Medellín's population lived. This spatial intervention area assembled up to 2 comunas according to a new methodology giving emphasis to measurement. Since 2004, the PUI were implemented in 2 areas. First, the northeastern comunas 1 and 2 were couple into a same territory of intervention. They presented the lowest Human Development Index and Quality of Life Survey while registering the highest level of homicides: 202,5 homicides per 100 000 inhabitants from 1999 to 2006. Second, the PUI Center-West, the comuna 13, presented similar characteristics but the geography of the area made the territory more prone for criminal activities and needed the complementary intervention of the peace and reconciliation project.

The PUI differentiates itself from the Integral Neighborhood Improvement. It contributes to the improvement of housing; yet the transformative process is focused on public spaces with a special emphasis on environment but does not include the component of providing shelter for all. By environment, the project is focused on sealing the territory to make it more accessible and connected; also in providing better education through a territorial approach and giving more animation to public spaces focusing on local entrepreneurial activities. While unclear at times, the objectives were backed by a resourceful communication campaign launch since 2004 and headed by the municipality.

The PUI's are municipal government programs set forth by the Structuring Master Plan and therefore precede the construction of infrastructure and territorial plans. Initially, the Private Secretary of the Mayor oversaw the PUI's intersectorial approach. The objective was to secure the flawless inner communication between Entity for Urban Development - EDU - in charge of the PUI North-East, Municipal Planning and Treasury. It was nonetheless vulnerable to institutional changes. The coordinating body became linked to Entity for Urban Development, which gain more autonomy in the execution of projects. The Mayor's department of Planning and his Private Secretary remain the other operational and institutional decision making bodies. This is crucial in areas such as the comuna 13 where the intervention should bear in mind security parameters and symbolic barriers.

Moreover, the PUI are highly linked to the development of municipal corporations. In particular, energy, water, gas sanitation and communication services; as well as waste management, or education, recreational and sports program are provided by municipal corporations while the development of affordable housing is led by a national housing institute. Thus the project relies on the coordination of interests and has proven its stability attracting further financing and cooperation with the private sector, in particular the AFD in the Center-East territory. Overall in 2009, the USD 40,000 investment was directed as planned toward educational, health and nutritional coverage for the most vulnerable population; fostering local entrepreneurship encouraged by artistic and cultural activities. The long-term perspective goes as far as 2019 with the completion of the third (out of 4) phase in the other territories, North-West; Center-East and La Iguala.

Financial soundness coupled with citizen's involvement gave sustainability to the project. The diagnostic and formulation process of community participation and civil trust. Indeed, popular support was not only an opportunity for a new administration but also, cultivating this popular support was decisive for PUI's transformative process and success. As former mayor S. Fajardo (2004-2007) said, "[Medellín is] much more equitable than before. To start

with, there is a greater awareness across the whole city that we are all together in this." Not only Medellín's taxpayer are informed of where their "Taxes are invested"; but the administration also receives and provides feedback through channels such as Medellín How are we doing? Also, 90% of the workers involved are from the community. Together with the local youth, they benefitted from the educational investment, Medellín Most Educated, but also participated in disseminating Civic Culture as proud citizens.

Impact and Results

The ongoing analysis of the results of the PUI is positive in all 5 territories although inequality remains the main challenge of the city.

As crystallized in its plan Medellín, City for Life, the city aims at enhancing cohabitation for innovation and entrepreneurial spirit of its citizens. Medellín has managed to articulate its Structuring Master Plan with acupuncture interventions in order to foster territorial dynamism, connecting territories, integrating the economic activities and including the population. This relies on infrastructural development for mobility articulated with social infrastructures such as the extension of elementary and high school coverage encourages the future generations for a better future with more qualified economic activity. Furthermore, the physical intervention such as automatic escalators, the Library Parks and the Metrocable are known worldwide and attract leisure and professional tourism. Methodologically, the first lesson is that perspectives must be flexible to the participation of the population and the evolution of contextual components. Second, Medellín is an example of the potentiality of stability of mayors' commitment throughout different administrations. Current mayor A. Gaviria (2012-2015) confirms "the transformation of a society is accomplished by the succession of several good and coordinated governments. That is what has happened in Medellín (...) when people begin to see that it is possible to have breakthroughs that benefit everybody—has been the most important gain". As a result of the transparent and efficient management of resources are measurable by 35% taxes collection increase between 2003 and 2007. Second, Medellín has engaged the path of the virtuous cycle to end urban inequality recovering and creating safe and prosperous public spaces. It fostered civic pride of urban infrastructures, encourage economic activity, and improve the quality of life with pedestrian corridors and parks for recreative and cultural activities.

Lastly, PUI's have also contributed to construction of peace. First, establishing a new civic culture and enhancing participative tools in its methodology had an impact by clarifying duties and rights relative to prevention of delinquency and violence. The PUI's allowed the State and governance actors to reclaim the territories during the 166 community meetings and 39 community events between 2004-2009. Second, PUI's have added value to the territories that are also profitable to former and actual criminal groups. The increase urban circulation through the Metrocable as well as the open public spaces encourages economic activity, which may also be illegal. Therefore, it is imperative that the PUI's work in hand with other thematic policies focused on urban security.



Better
Connected



Urban Extensions and New Towns Morocco

Context and rationale

Morocco has a long history in new towns planning. Most of its modern cities have been newly planned, at the beginning of the second decade of the twentieth century, either in the close neighborhood of old towns, "Medinas" (Rabat, Casablanca, Marrakesh, Fez, Meknes, etc.) or as new urban entities (Kénitra, Mohammedia, Ifrane, etc.). Since then, some other major urban developments have been initiated, an urban extension in Rabat (Hay Ryad, 450 hectares) and a new town in Salé (Sala Al Jadida, 200 hectares) during the eighties and nineties, prior to the National New Towns Program (NTP), launched in 2004 at the same time as the City Without Slums program (VSB).

The NTP started in Tamansourt/Marrakech, then Tamesna/Rabat and later included Chrafate/Tangiers and Sahel-Lakhlaya/Casablanca (Table 1) at a total cost of 111,5 billion dirhams/13,61 billion US\$. The objective of the NTP was initially motivated quasi exclusively by housing considerations, except for Chrafate, which was partly a response to the new needs brought about by major development and infrastructure projects in northern Morocco (Tangiers-Med port, Renault-Nissan mounting unit, automotive industrial park). It targeted a large part of the urban poor in the metropolitan areas of

Marrakesh, Rabat, Casablanca and Tangiers. That is close to 54% of the total number of households living in slums at a national level. The NTP substantially indeed contributed to the VSB program, social and middle class housing needs.

Beside, other major urban development programs are operated by state owned private institutions like the "Caisse de Dépôt et de Gestion" (CDG) and the "OCP-Group" (Office Chérifien des Phosphates) either alone or in partnership with state subsidiaries (Table 2)¹. They are developing large urban extensions targeting primarily middle income population in Casablanca (Zenata and Anfa) by CDG and middle and low income population in Khouribga (Mine Verte) and Benguerir (Ville Verte) by OCP Group.

¹ Other large scale urban development projects are being developed by independent private companies (Alliances, Addoha) in Taghazout, Méditerranée-Saïdia, Lixus. They are part of a large National Plan (The Plan Azur) launched in the beginning of 2000, more focused on tourism and leisure and aiming at boosting the urban development of the neighboring cities (Agadir, Saïdia, Larache).

The involvement of private institutions in major urban and territorial development projects is a very recent phenomenon in Morocco. State has always been the city builder, either directly or through its subsidiaries until the central government made the choice of having the private sector involved. This is a major inflexion that will inevitably impact the nature and quality of urban space and require new forms of city management and governance.

Process and Solutions

The implementation of all the projects required a long time process (three to five years): 1) In selecting the land and making it available, a very sensitive issue that required continuous State involvement both at central and regional levels; 2) In master planning, designing and fitting them within existing legal urban plans; 3) In consulting the stakeholders (local state representatives, elected bodies); 4) In working out adapted business plans and models on the basis of an international benchmark and looking for appropriate partnerships; 5) In finding specific programming, financing and managing models for public equipments and services; 6) In building up the most suitable framework within the legal corpus of the country.

On the institutional level, the NTP is entrusted to a public holding (Al Omrane) which created a local dedicated subsidiary for each new town. It is supported by a strong willingness at the highest level of the State and through a governmental political commitment materialized by the grant of substantial incentives (public land, taxes incentives, etc.). Al Omrane initiated the first developments prior to progressively get involved major private national and international companies either totally or in a Public Private Partnership (PPP).

The other developments have been entrusted to dedicated OCP or CDG subsidiaries and planned as sustainable socially inclusive eco-cities with mixed uses, logistics, education, health, exhibition and retail for Zenata, finance, services, education, sports and culture for Anfa, leisure and multimedia for Khouribga, education, research, new technologies and development for Benguerir.

It is to mention that, while CDG has a long history in real estate and urban development, those are far from the field of interest of OCP-Group, which it is a State owned company in charge of phosphate mining (Morocco is one of the world leaders). However, OCP-Group always had a town development policy for its workers in or close to the mining sites. It has recently been asked to contribute more intensively to the urban, social and economical development of the territories that are concerned by its activities.

Results and Impacts

One of the main direct impacts of NTP and related national programs (i.e. VSB) is to have been a real leverage for private and public "national champions" in real estate and urban development. Those "champions" are presently sharing their practices and exporting their expertise in many African and Arab countries. It also helped structuring and modernizing the whole sector, therefore impacting the ratio of employment, boosting banking activities and the added value in real estate, building and construction sectors.

The NTP partially reached its main goal in responding to the increasing housing demand and in relieving pressure on the neighboring cities. However, it could not yet reach the stage of giving birth to real connected, productive, inclusive and socially sustainable cities. Tamansourt and Tamesna (the two pioneers), almost totally completed, rely until now on State subsidization. They only have 55,000 and 35,000 inhabitants, and a large number of dwellings is still vacant and has served speculative purposes. Today several actions (equipments, public space, infrastructure, activities, etc.) are planned with the financial support of the State in order to improve their image and revitalize them, hoping to attract more people and give them a true urban life.

Zenata, Anfa, Khouribga, Benguerir learned major teachings from the NTP. They gave priority to non-residential assets in order to create activities, job opportunities and set their image, vocation and a sustainable attractiveness.



DRAFT

Resilient to Climate Change



Portland, USA © Flickr/Jeff Gunn

Stormwater Management and Watershed Health Portland, USA

Context and rationale

The City of Portland, Oregon is the center of a 2.3 million population metropolitan area of which more than one-quarter (about 600,000 persons) live within city boundaries. It is the third largest city in the North American Pacific Northwest region (after Seattle, Washington and Vancouver, Canada), and enjoys a marine climate while located at the confluence of the Columbia and Willamette Rivers. Water is a recurrent symbol; ten bridges knit together city land on two banks of the Willamette River; salmon are iconic and the nickname, the City of Roses, reflects its ideal climate for roses, warm, dry summers and wet, cool winters.

Gradually after the city was incorporated in 1851, many of the surface streams feeding the rivers were filled or piped and covered to lay out a grid street system. Flooding on the east side of the city became a recurrent problem, especially as farmland was converted into residential neighborhoods and property owners built homes fearlessly close to water features in the early and mid-20th century. As the city's population continued to grow, paved roads, parking lots and rooftops sealed the land, sending rainfall rushing into the drainage system during heavy storms, over burdening the combined sanitary and stormwater sewer system. Sewage

was discharged into the streams and rivers more and more frequently. When the national Environmental Protection Agency issued water quality standards in the early 1990s, the city was found in violation of the standards up to 50 times a year. Finally, several species of salmonids were listed as threatened under the national Endangered Species Act in the 1990s, calling for action to protect fish habitat even in Portland's urban streams.

Process and Solutions

The City responded with a variety of strategies brought into one framework by the Clean River Plan (2000). This plan integrated the latest versions of the City's resource management plans for its five designated watersheds, its response to the combined sewage overflow problem, and management strategies to address water quality issues more generally, "nuisance" flooding, and wildlife habitat protection. Violations of the Clean Water Act mandated the 20-year (1992-2012) construction of a \$1.4 billion "big pipe" system to carry storm water and sewage to a new treatment facility. Recognizing, however, that pipes alone would not be adequate, several "green infrastructure" projects were undertaken concurrently, including city-sponsored incentives for homeowners to disconnect their roof gutters, allowing

rainwater to fall directly into the ground rather than into storm drains and pipes. Pilot projects were conducted to test the effectiveness of "green roofs," and additional floor area development incentives offered to developers in exchange for the integration of ecoroofs into their construction designs. In collaboration with faculty at Portland State University, the "Community Watershed Stewardship Program" was initiated in the mid-1990s. This program offered community organizations small grants to implement watershed restoration projects. The program was unique among the city's actions in the level of independence awarded to residents. Although the city staff and PSU graduate students reviewed applications, project ideas and selection of sites arose from the residents, not professional resource managers or bureaucrats. These projects also relied heavily on community members to organize and train their neighbors and other residents to get the work done. The voluntary nature of this approach meant not only the sharing of labor and thereby cost savings for the city, but the dissemination of knowledge about the ecological benefits as well as aesthetic gains, and volunteers (and the university students involved in the program) became personally connected and invested in the success of the work.

Seeing benefits from the Clean River Plan, the 2005 Portland Watershed Management Plan explicitly called out not only the comprehensive and integrated nature of watershed planning, but also the need to intensify coordination among the actions of other city agencies, private property owners and community volunteers. A key element of the 2005 update was the City's "Tabor to the River" project, a 2.3 square mile largely residential and commercial area on the east side of the Willamette River targeted for massive outreach and education around the installation of green infrastructure.

Results and Impacts (Stormwater management through citizen action)

Salmon are once again seen swimming upstream from the Willamette River to spawn in tributaries crossing the City. The number of annual untreated stormwater discharges from the city in the river can be counted on the fingers of one hand. Signs along a south waterfront beach declare the river water swimmable. The Willamette River is still a working river with one of the west coast's busiest ports, but upstream Portland residents have reclaimed the river for its recreational, ecological and aesthetic value.

Between 1993 and 2011, 56,000 downspouts were disconnected voluntarily from rooftops, saving an estimated 1.3 billion gallons of water from flowing into the sewage system each year, about one-fifth of the intake in the early 1990s. Between 1996-2012, the City awarded nearly a million dollars in grants to community organizations under its Community Watershed Stewardship Program. These dollars were matched by an estimated US\$3.6 m in volunteer labor and materials. The types of projects undertaken

included pavement removal from public school parking lots, community gardens, stream restoration projects removing invasive and planting native species, and the construction of green roofs, bioswales and rain gardens on private and public properties. Johnson Creek, the largest urban stream in Portland, has been allowed to meander more naturally with the removal of rock lining and other engineered flood control efforts from the 1930s and the city's purchase of 222 acres of properties in the floodplain through a willing sellers program, initiated as a result of the *Johnson Creek Restoration Plan*. (Walkiewicz, forthcoming).

Finally, by 2010, the City's "Tabor to the River" project had installed hundreds of bioswales, rain gardens and street trees along the roadsides and on public properties to absorb rainfall and slow runoff into the streams during storms. The city claims that this green approach cost only 56 percent (\$81 m) of the \$144 m projected for a piped system. A critical part of the roll out of this program was an intensive public education campaign. The stormwater facilities are in full public view, sometimes irritating residents with the loss of streetside parking as space is taken up by bioswales and street trees, but nonetheless generating debate that ultimately educates.

Stormwater management is too big an issue for the City NOT to take an aggressive, direct approach. Under national legislation, the City is legally liable. Consequently, the Big Pipe project mentioned earlier was not negotiable, although the size of the eastside pipe was reduced to 22 ft. diameter based on the City's argument that runoff into the system was lessened through the downspout disconnection program and other green technologies.

The city's grey/green strategy to manage its urban waters is an approach that has been undertaken by several cities (notably Philadelphia and Seattle) elsewhere in the United States. While this integrated approach is an innovative step away from large, centralized facilities, what is most distinctive about Portland's experience is its commitment to comprehensive, multi-objective planning and investment in the creativity and pragmatism of resident-dependent solutions and the "public-ness" of Portland's green infrastructure projects. Placement of stormwater facilities and their connection to watershed health in ways consciously public and personal to Portlanders, means that the "problem" of stormwater management does not remain underground, out-of-sight and out-of-mind, but is brought back into the daylight and recognized as a collective responsibility. A deliberate focus on developing, implementing and updating plans keeps all players moving toward the same goals.



THANK YOU!

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United Nations Human Settlements Programme (UN-Habitat) | Urban Planning and Design Branch
PO Box 30030, 00100 Nairobi, Kenya | www.unhabitat.org
updb@unhabitat.org | +254 20 762 5402

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