

# Strategic Planning and climate change

The usefulness of strategic planning for addressing climate change

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UMTCC, June 2017



# Introducing myself

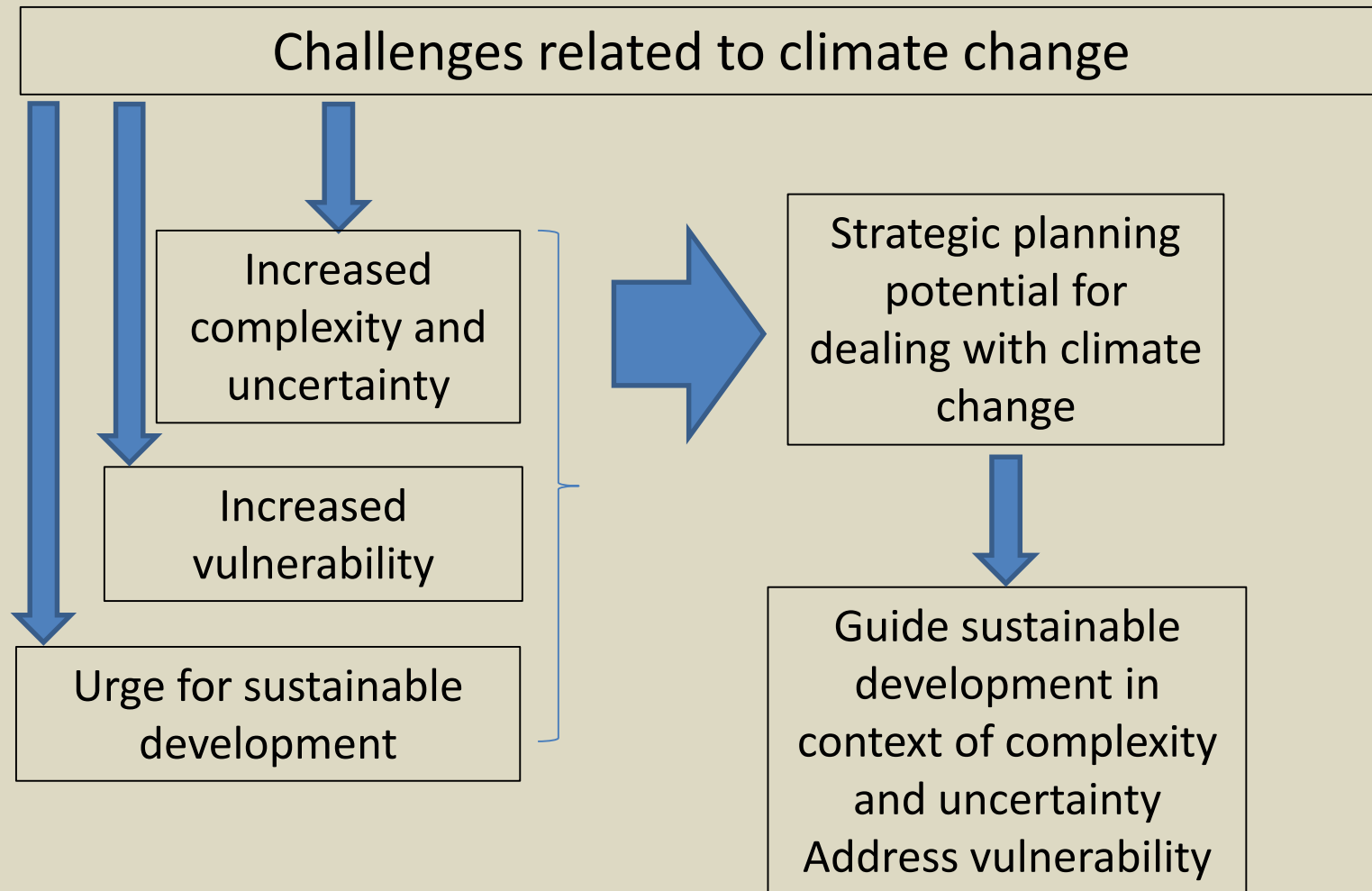
- Since 2007 at IHS
- Before consultant in NL urban renewal
- Focus on urban planning
- Enrolled in PhD on urban planning, complexity, unpredictability and the role of various actors
- MSc KU Leuven Post Graduate Centre for Human Settlement Studies (2005)
- MSc TU Eindhoven Technology and Society – International Urban Development(2004)

# Objective of the session

- Explain what (strategic planning is)
- Address the difference between land-use planning and strategic planning
- Explain the added value of strategic planning for addressing climate change

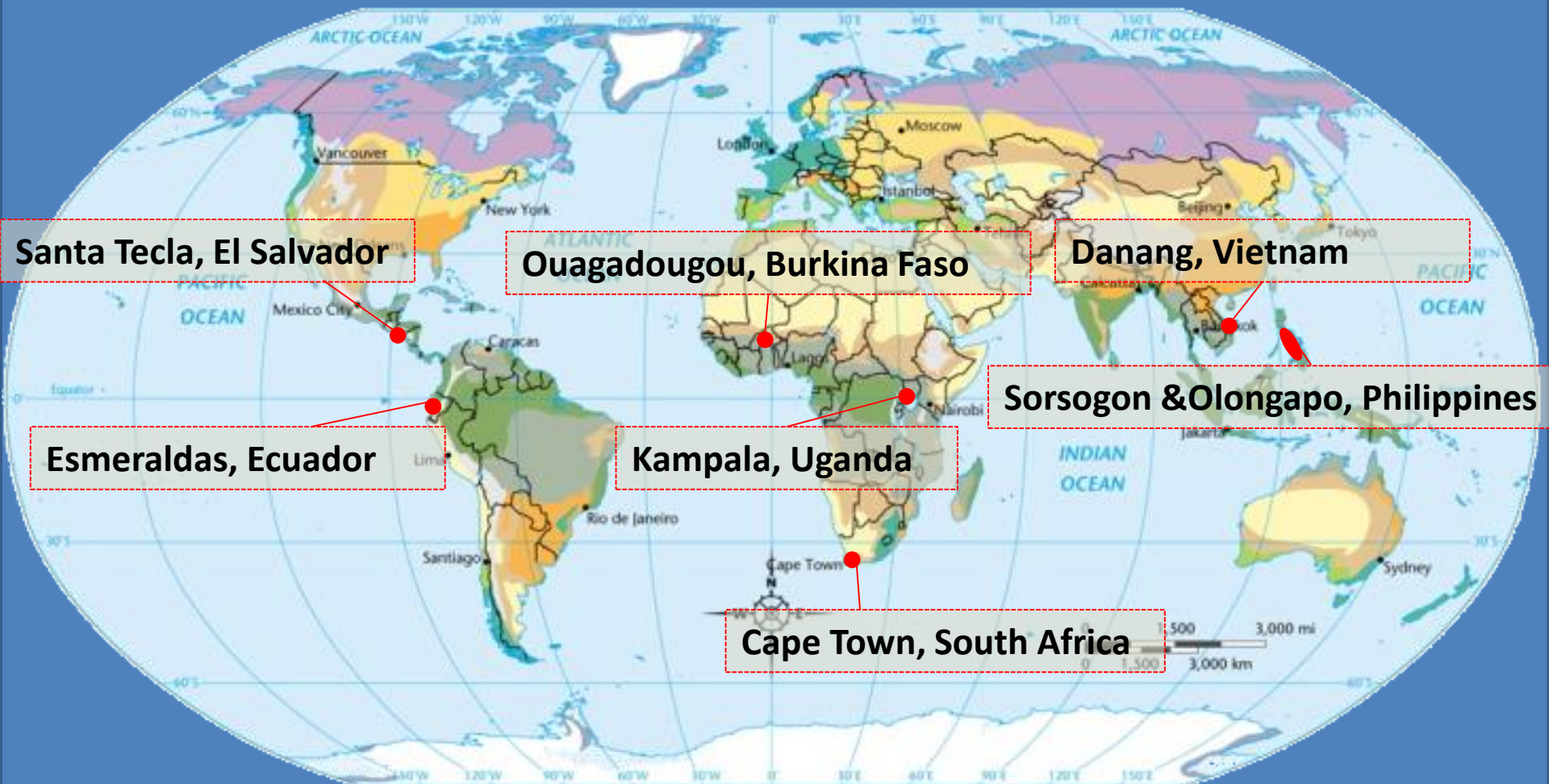
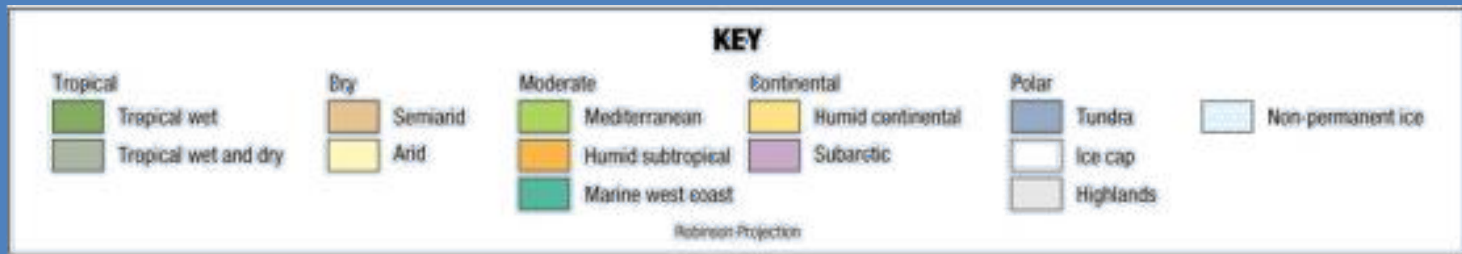
# Background to this session

# Climate Change and Strategic Planning



# Methodology and objective of this study

- Draw lessons form experience, develop recommendations for integrating Climate Change in CDS:
  - a) literature review
  - b) empirical review of 7 cases
  - c) Fast Talk discussion; online & teleconference



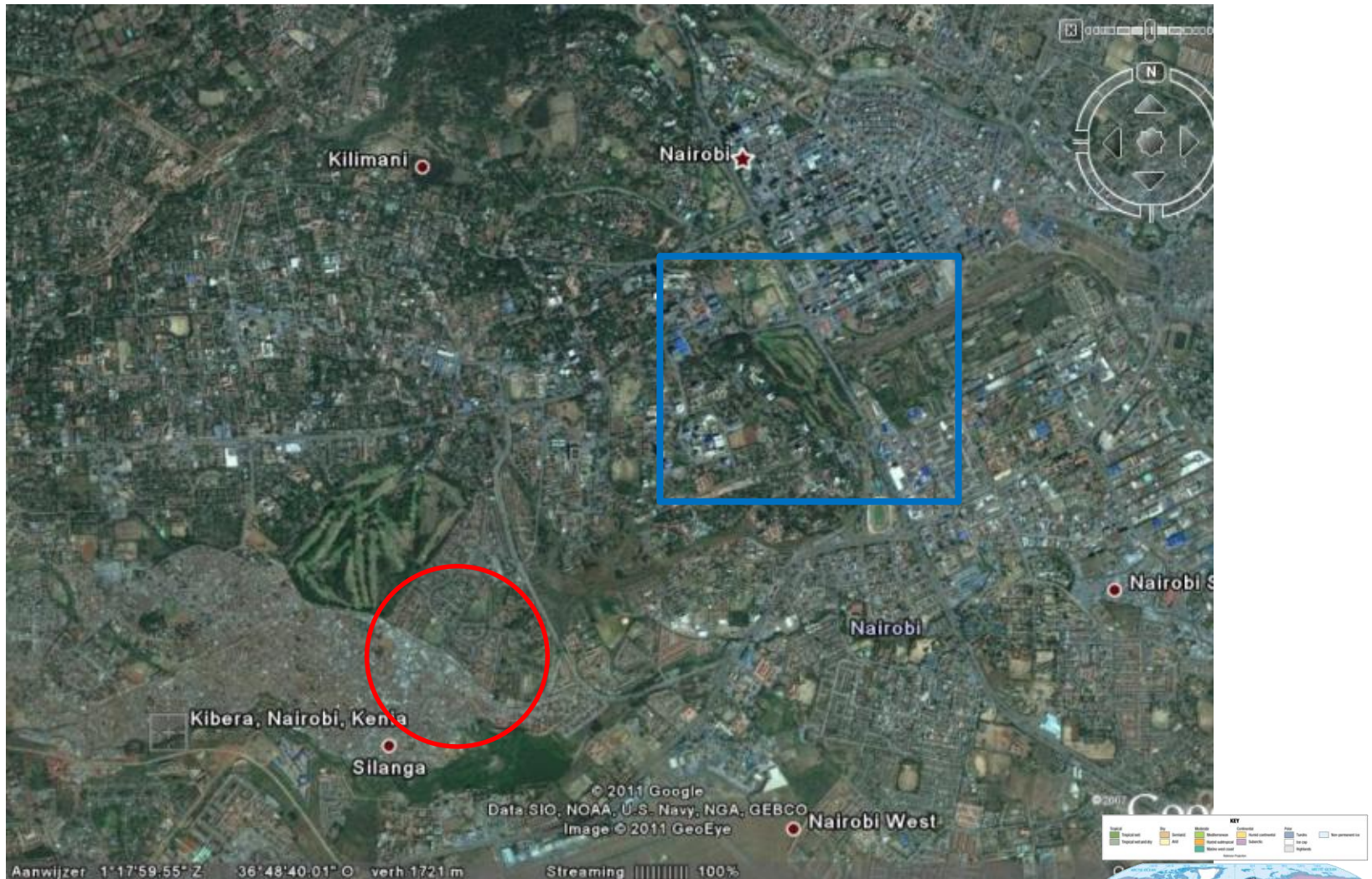
Sample

City	Approach	Ownership and legal status	Climate Change integration	Link to other plans
Cape Town (South Africa)	CDS	Strategic Policy Unit, Executive Mayor Legally approved, informs IDP	Climate change is explicit and linked to environmental sustainability	No direct / explicit link to local, provincial or national climate change plans GHG inventory undertaken
Kampala (Uganda)	CDS/ Strategic Plan	Kampala Capital City Authority (KCCA) Formally approved <i>internal</i> document	Mitigation and mainly adaptation measures are mainstreamed	Link to the Cities and Climate Change Initiative (CCCI) planning process
Ouagadougou (Burkina Faso)	CDS	CDS committee under the Mayor Legally approved, but <i>not in formal</i> system	Focus on ‘the environment’ and not explicitly on Climate Change	No explicit link to NAPA No link to local climate change plan
Danang (Vietnam)	CDS	City People’s Committee/ Jica <i>No legal approval/</i> formal position	Focus on ‘the environment’ and not explicitly on Climate Change	No link to local or national climate change plan
1. Sorsogon City 2. Olongapo City (Philippines)	Strategic Plan	City governments/ UN-Habitat Legally approved	Focus on climate change and disaster risk resiliency	CCCI and MDFG-1665; V&AA GHG audit
Esmeraldas (Ecuador)	Strategic Plan	The municipality of Esmeraldas, Legally approved	Climate Change partly integrated	The CCCI process has linkages to strategic planning process
Santa Tecla (El Salvador)	Strategic Plan	Mayor and municipal council Legally approved	Adaptation and mitigation measures are mainstreamed, DRR link	No linkages with NAPA and plan of Santa Tecla Local committee for DRR and climate change adaptation Informs Strategic Participatory Plan



# What is planning?

# Nairobi, Kenya





# Nairobi, Kenya

City Centre

City Square

Uhuru Park

© 2011 Google  
Data SIO, NOAA, U.S. Navy, NGA, GEBCO  
Image © 2011 Google

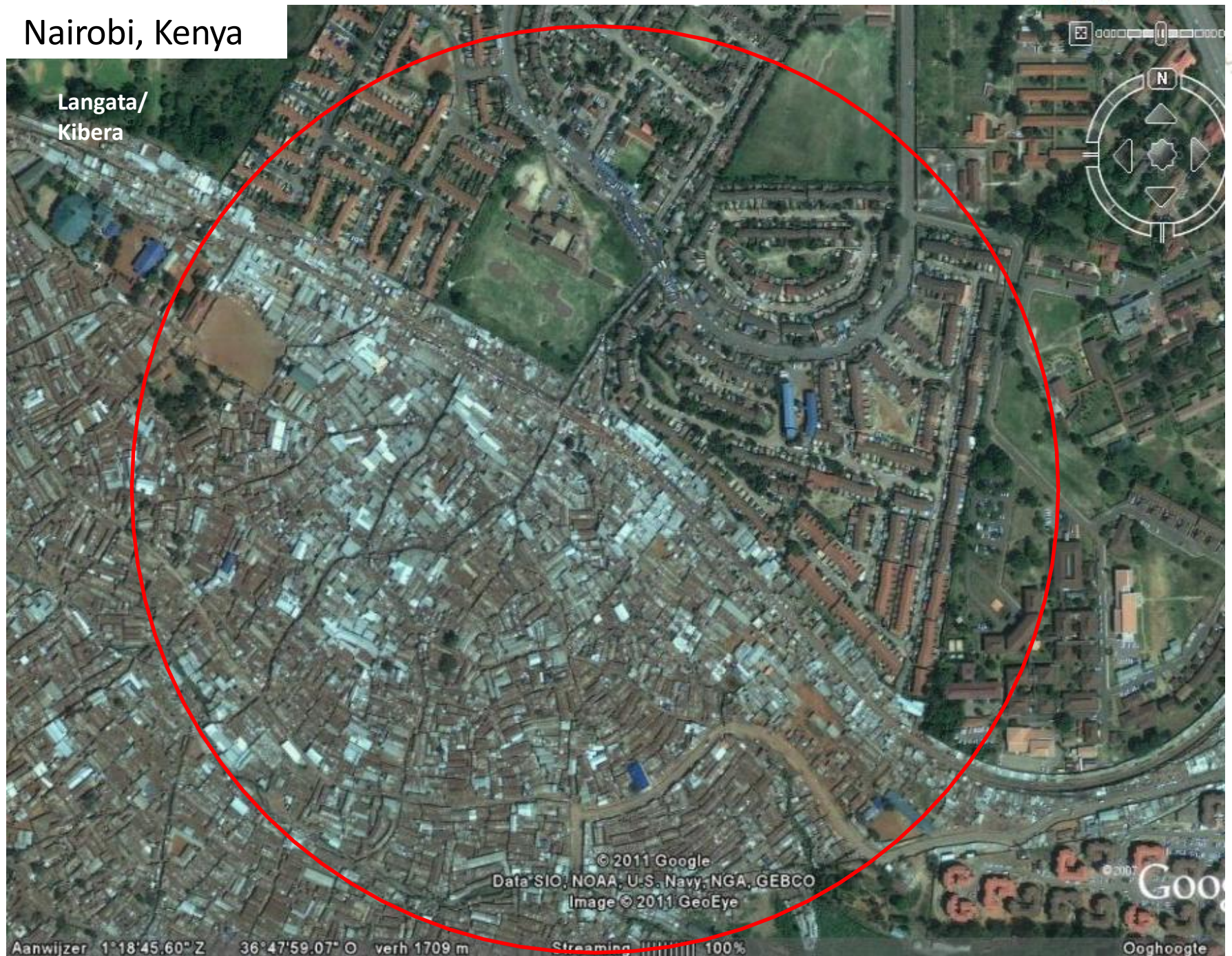
Aanwijzer 1°17'37.58" Z 36°49'16.34" O verh 1660 m Streaming 100%

Ooghoogte



# Nairobi, Kenya

Langata/  
Kibera



© 2011 Google  
Data SIO, NOAA, U.S. Navy, NGA, GEBCO  
Image © 2011 GeoEye

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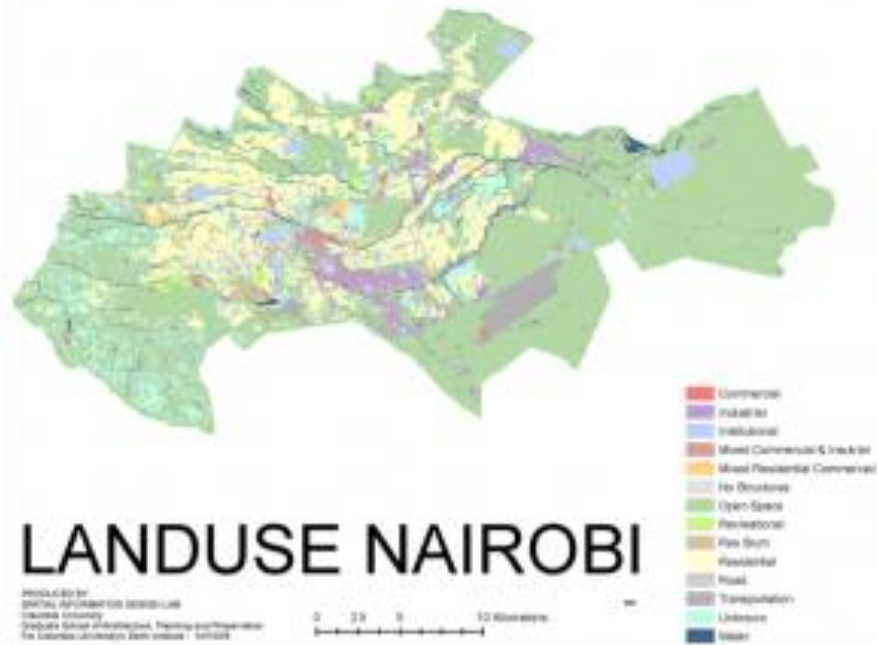
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# Planning: who, what, where?

- By whom?
- Orthogonal vs. 'organic' layout?
- Formal vs informal?
- Planned vs. unplanned: a false dichotomy

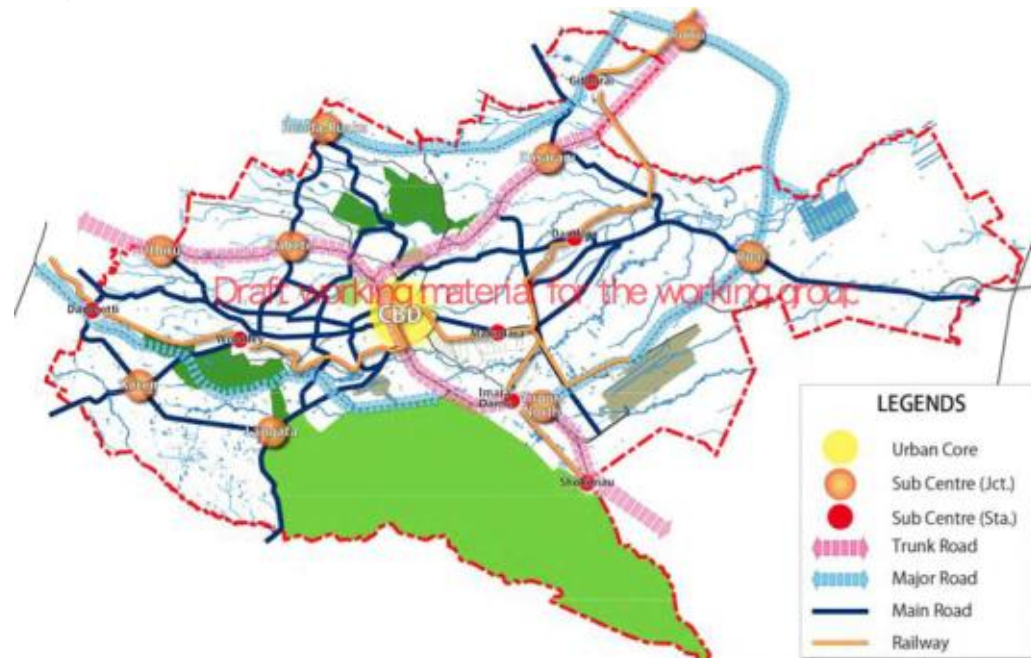


Sources:

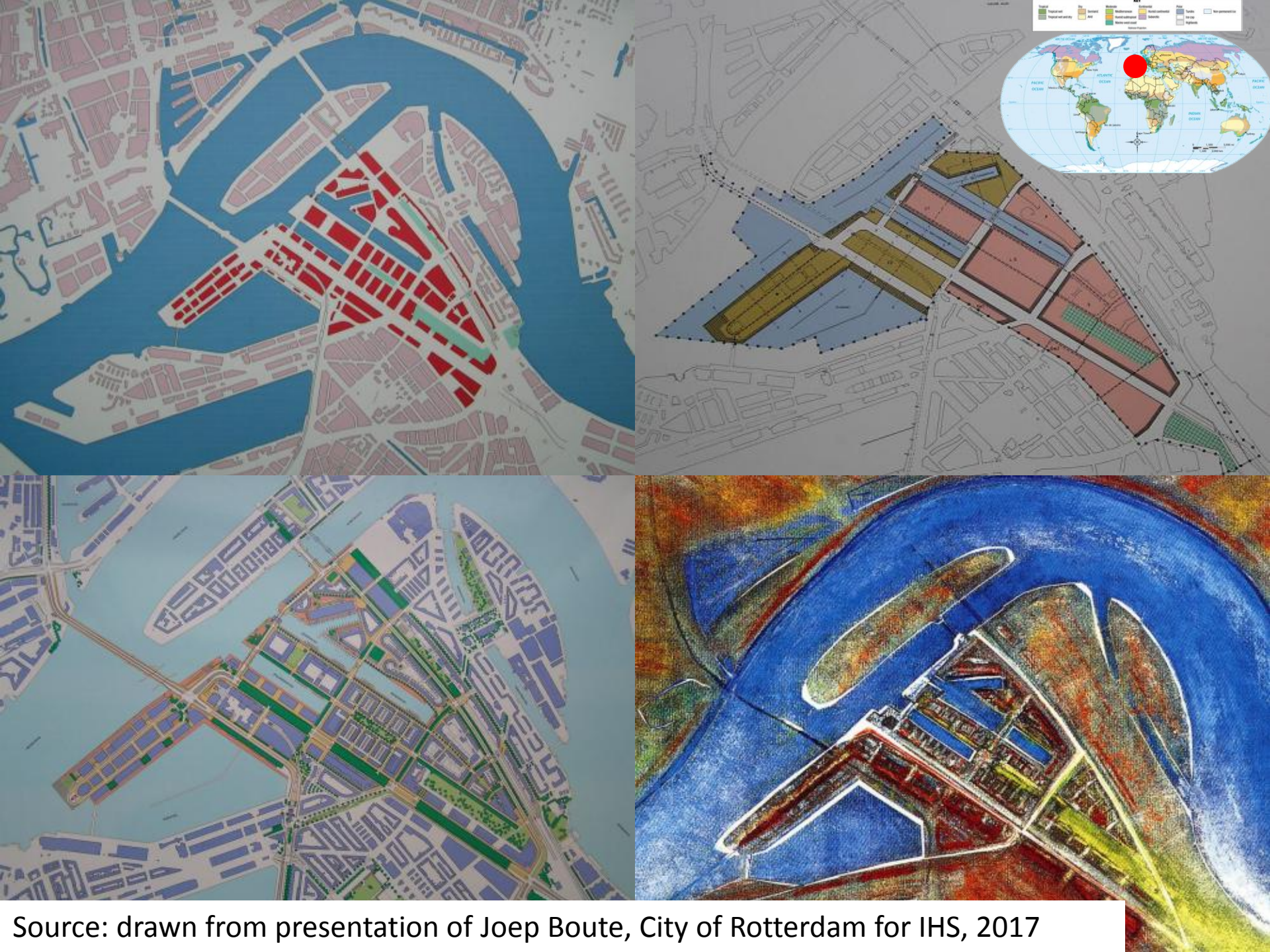
- [Skyscrapercity.com](http://Skyscrapercity.com)
- [CSUDEI](http://CSUDEI)
- [PPS](http://PPS)

Interesting links:

- [Studio on urban planning in Nairobi](http://Studio on urban planning in Nairobi)
- [Placemaking In Nairobi](http://Placemaking In Nairobi)







Source: drawn from presentation of Joep Boute, City of Rotterdam for IHS, 2017



# What is planning?

Planning means housing choice. Planning means safe communities and a better commute. Planning means communities of lasting value.

## What Is Planning?

When government officials, business leaders, and citizens come together to build communities that enrich people's lives, that's planning.

American Planning Association

See: <https://www.planning.org/aboutplanning/>

# Promises of urban/ spatial planning

- Advantages of anticipating the future
- Economy, environment and ecology and people
- Vision, shared values
- Synergy between actors, leadership
- Urban Form makes a difference

(Based on UN-Habitat 2012)

# Obstacles to planning

- Inability to identify core issues
- Inappropriate or outdated planning approaches
- Weak capacity for developing and implementing plans
- Legal framework not supportive for planning
- Plans do not get sufficient time/ continuity

(UN Habitat 2012)

## IDEALLY

“ Urban managers, planners and architects are acquainted with integrated strategic plans which are **feasible to be implemented, despite the challenging circumstances** of the contemporary world, such as rapidly growing cities with informal housing, social deprivation and economic decline, and changing climatic circumstances”

## STRATEGIC PLANNING:

**Integrates** the physical, environmental, ecological and spatial dimensions of planning with the social and economic ones;

**Focuses** on creating synergies among stakeholders and their development efforts;

**Analyses** urban problems and seizes their opportunities;

## STRATEGIC PLANNING:

**Translates** strategies and visions into a range of concrete action plans,

**Mobilises** the commitment from politicians, funders and other stakeholders for successful implementation

**Selectivity** rather than comprehensiveness and **flexibility**, rather than rigidity are needed to achieve this

# Strategic Planning - What

- From Military
- Strategy is everything a general does before engaging the enemy, thereafter it is a question of tactics.
- Organizations make strategies: to be prepared for action
- Strategic (spatial) planning - preparation for choosing measures to achieve (spatial) policy goals

# Strategic Planning - How

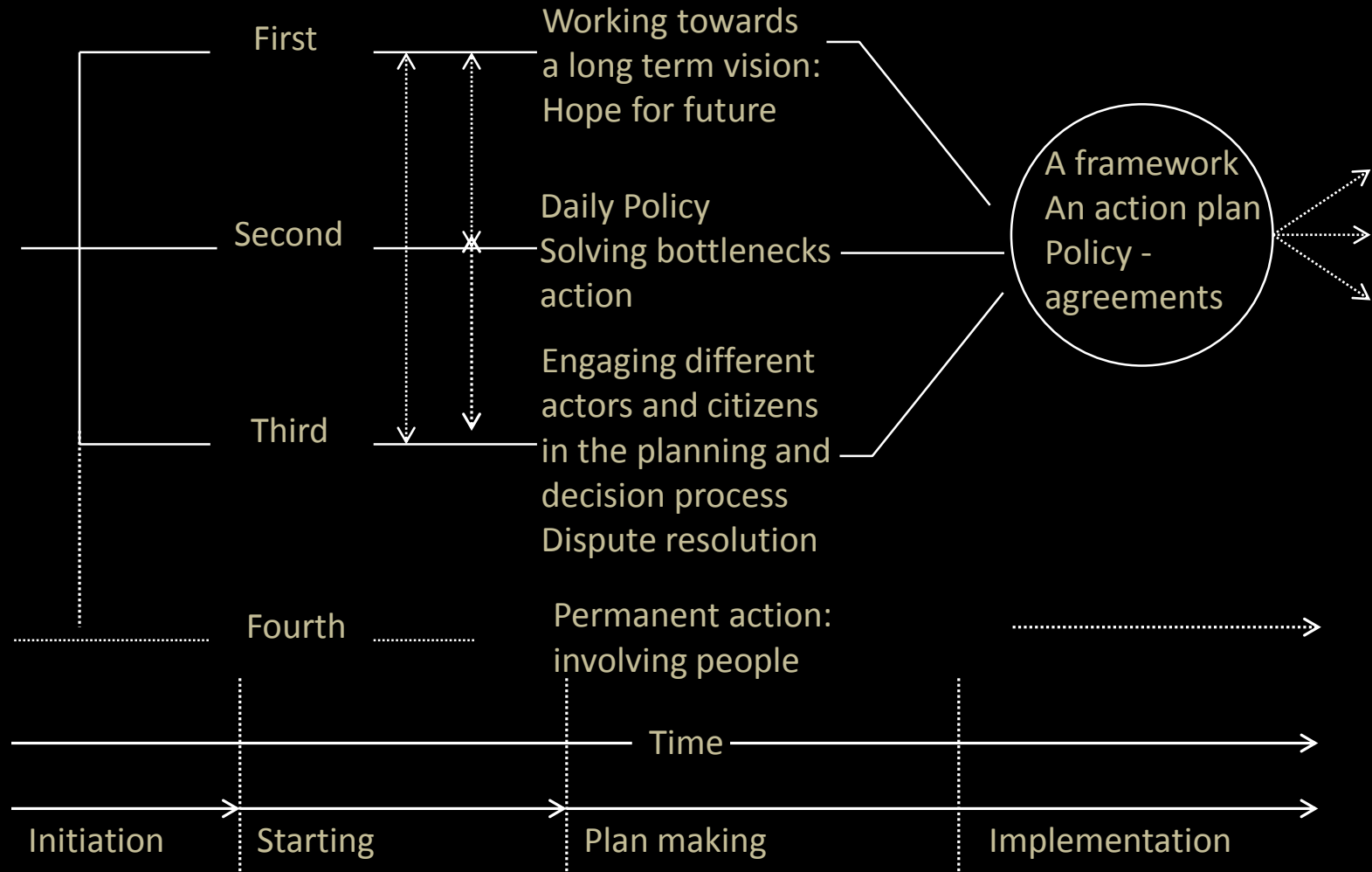
- Focus on a limited number of strategic key issues
- Critical view of environment; external trends, forces & resources
- Identifies and gathers major stakeholders; civil society
- Long term vision
- Deals with power structures, uncertainties, competing values
- Develops content, new ideas, images and decision frameworks for managing and influencing spatial change;
- Is flexible and incorporates monitoring, feedback and revision



# Preconditions

- Clear mandates and responsibilities of all actors
- Clear leadership with mandate to direct (formal) institutions, sectoral departments and implementing agencies
- Awareness of unequal power distribution
- Willingness to give up some power
- Accept decisions made in a network organization
- Building trust is crucial

# Strategic Structure Planning: A four track approach

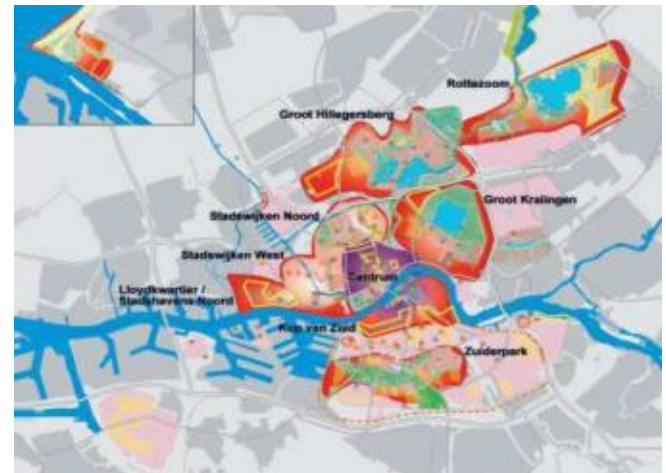


# Land-use vs Strategic

Land use plan/ statutory/ zoning



Strategic plan



# Land-use vs Strategic

- Comprehensive versus holistic
- Land versus space and place
- Professional versus people



# Esmeraldas, Ecuador



**DAÑO.** En el sector del Club Unión, en la entrada a la ciudad Esmeraldas el deslizamiento de tierra provocó que la vía se llene de lodo y dificultó el paso vehicular; más tarde el sitio fue despejado por máquinas del Municipio y el Ministerio de Transporte y Obras Pública.



**INUNDACIÓN.** En la esquina de la avenida 'Cristóbal Colón', y la calles 'José Salinas', por el taponamiento de una alcantarilla el agua se estancó, obreros municipales solucionaron el problema.



**DESBORDE.** A consecuencia de la lluvia el río Teo aumentó su caudal, sin afectar las zonas que constantemente se inundan.



**RIESGO.** Los niños sin conocer el peligro al que están expuestos ingresan al agua estancada en la poza que se formó en el ingreso la ciudadela 'Gatazo 2'.



## Olongapo (The Philippines)



**Philippines Fishing Boat on the Coast, Olongapo City.**  
© Shutterstock/GNNick

## Sorsogon (The Philippines)

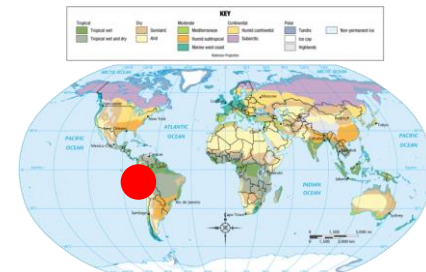


**Sorsogon, Philippines.** © Flickr/Andy Nelson

# Comprehensive vs Holistic

# Esmeraldas – context and plans

- 2 plans address climate change PD Y OT and CCCI
- 'Plan de Desarrollo (PD) y Ordenamiento Territorial (OT) 2012 – 2022'
- 2 in 1 plan:
  - Development planning
  - Spatial planning
- CCCI prioritize and operationalize CC

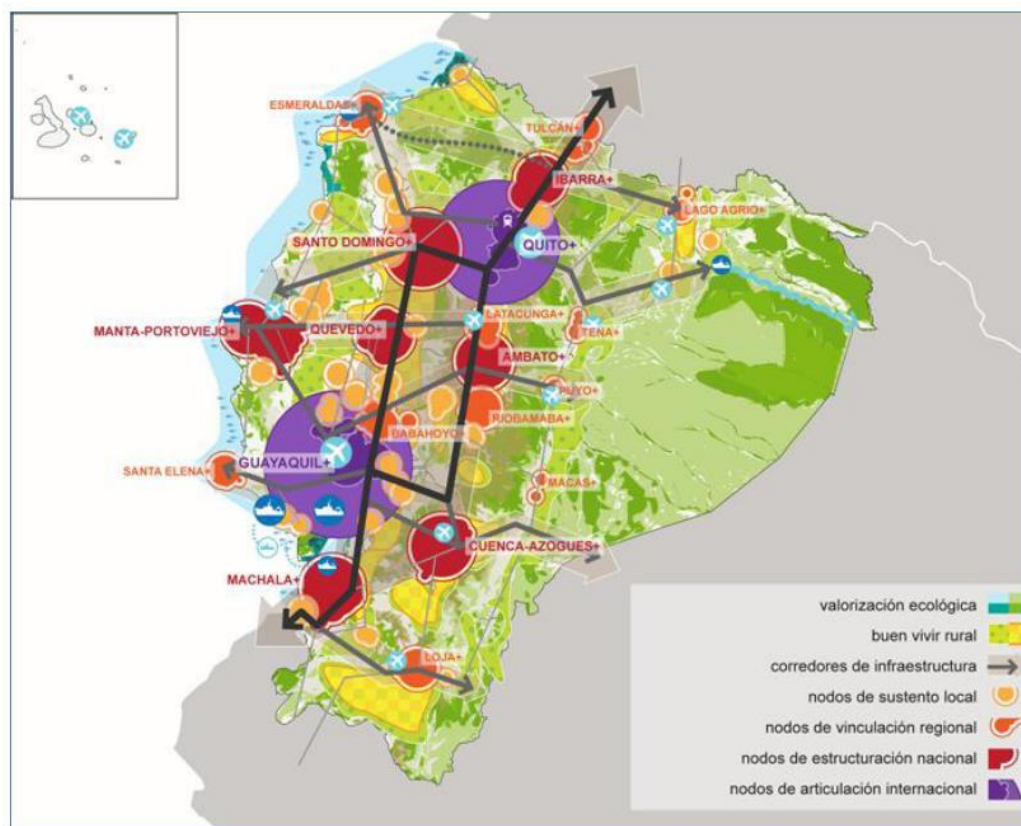




# Esmeraldas – national plan

Mapa N° 1

Expresión Gráfica de la Estrategia Territorial Nacional



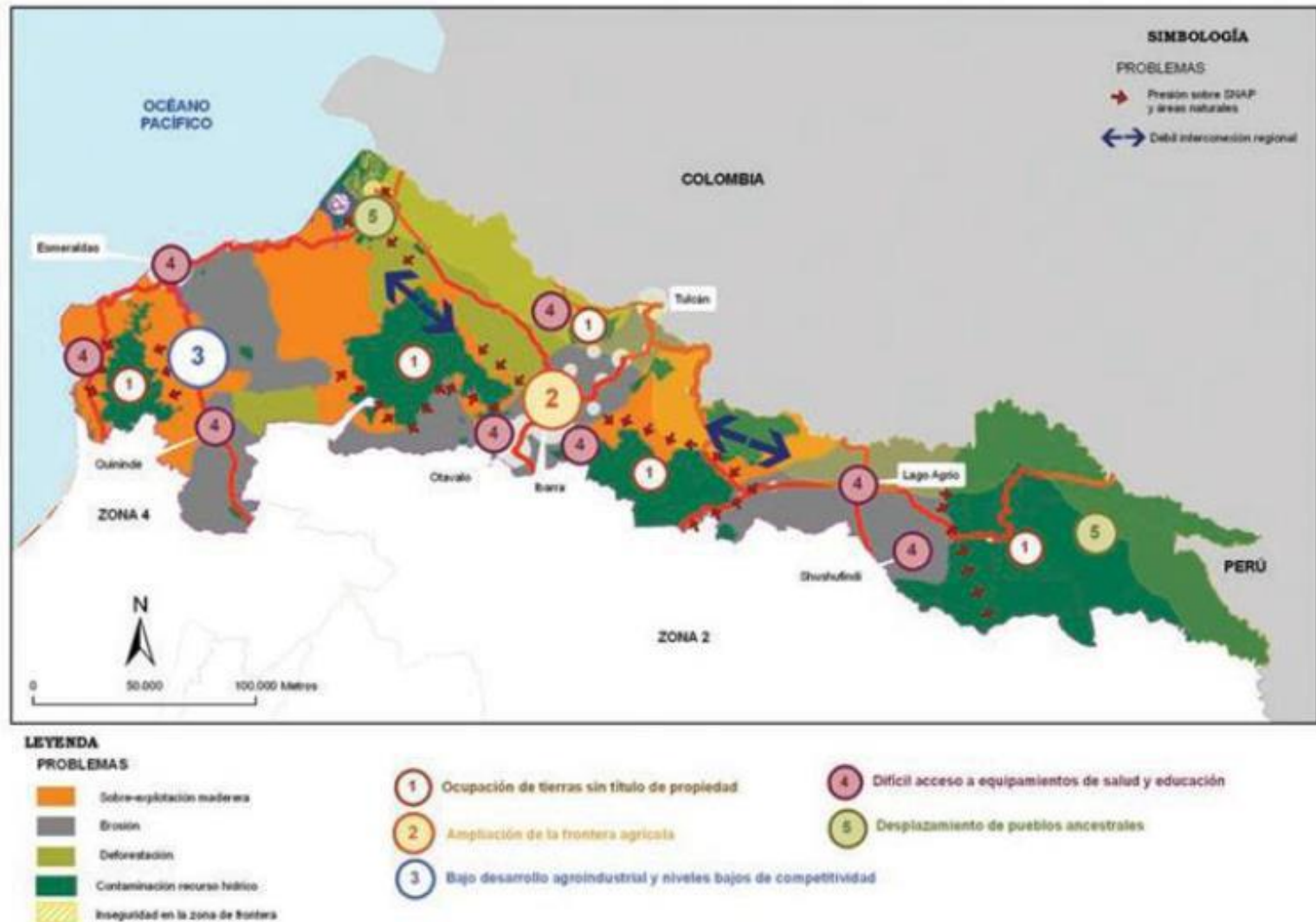
Fuente: SENPLADES

Elaboración: SENPLADES

# Esmeraldas

Mapa N° 2

Problemas identificados Zona de Planificación 1

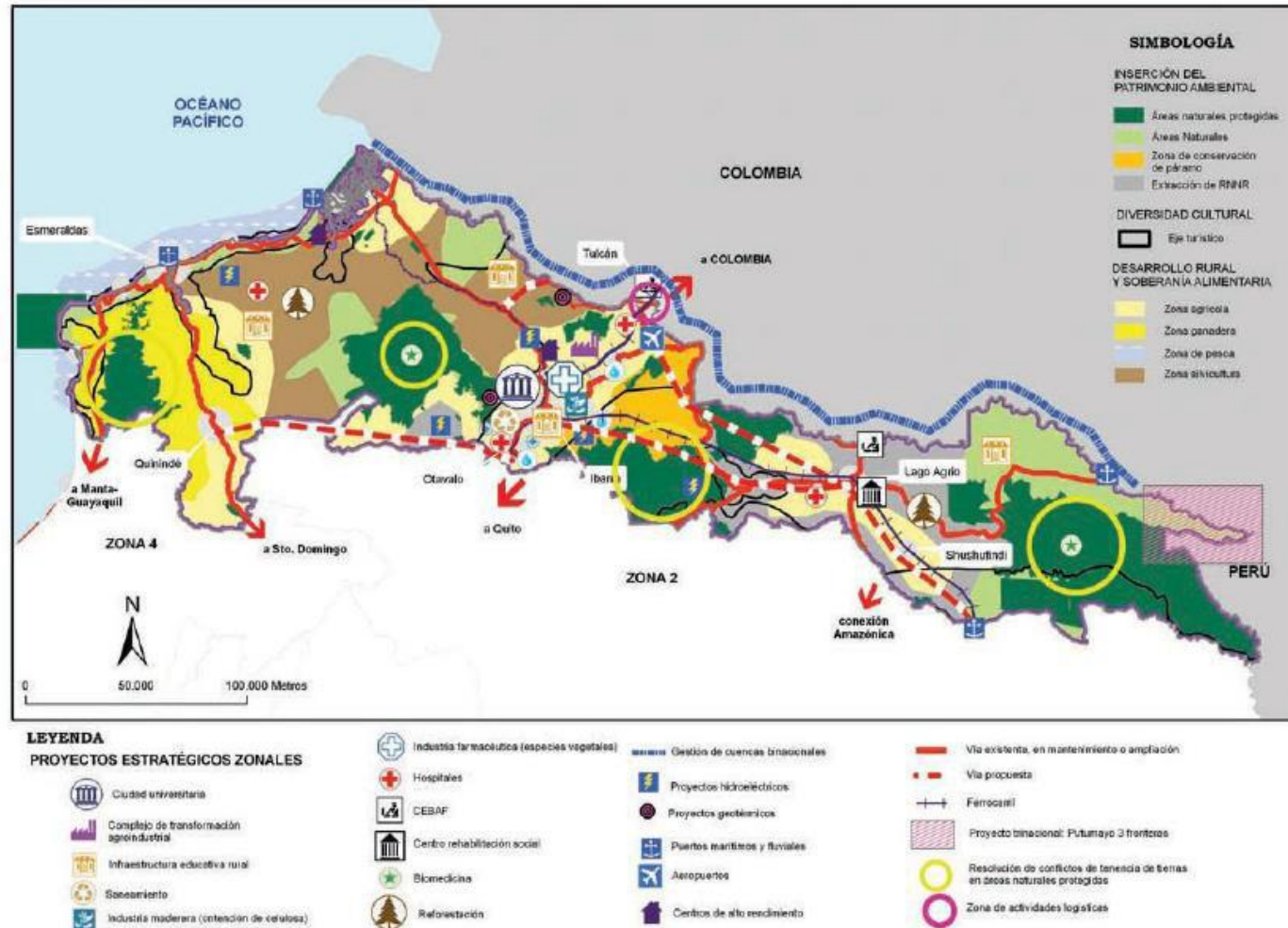


Fuente: MTOP 2009, SENPLADES Zona1, 2009

# Esmeraldas

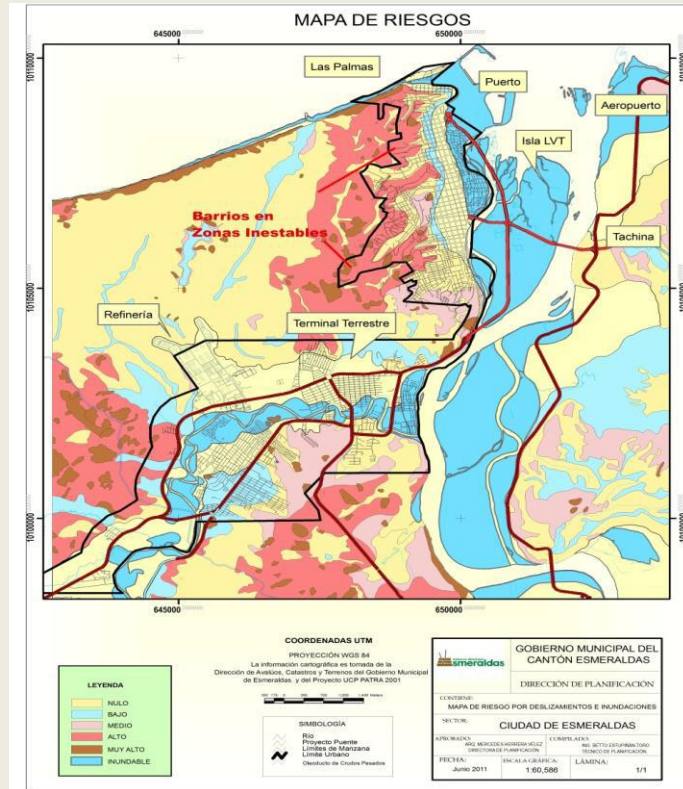
Mapa N° 5

Modelo Esperado del Territorio en la Zona de Planificación 1



# Esmeraldas – approaches and challenges

- Developing vulnerability maps
- Lack of reliable data
- Built technical expertise to collect data
- Community workshops
- Coherence with land use planning
- Spatial guidance of urban expansion



Mapa de Riesgos por deslizamiento e inundaciones.

**Map of flooding and  
landslide risk in Esmeraldas  
(PD & POT)**





# Philippines; Sorsogon, Olongapo

- plans, opportunities and challenges

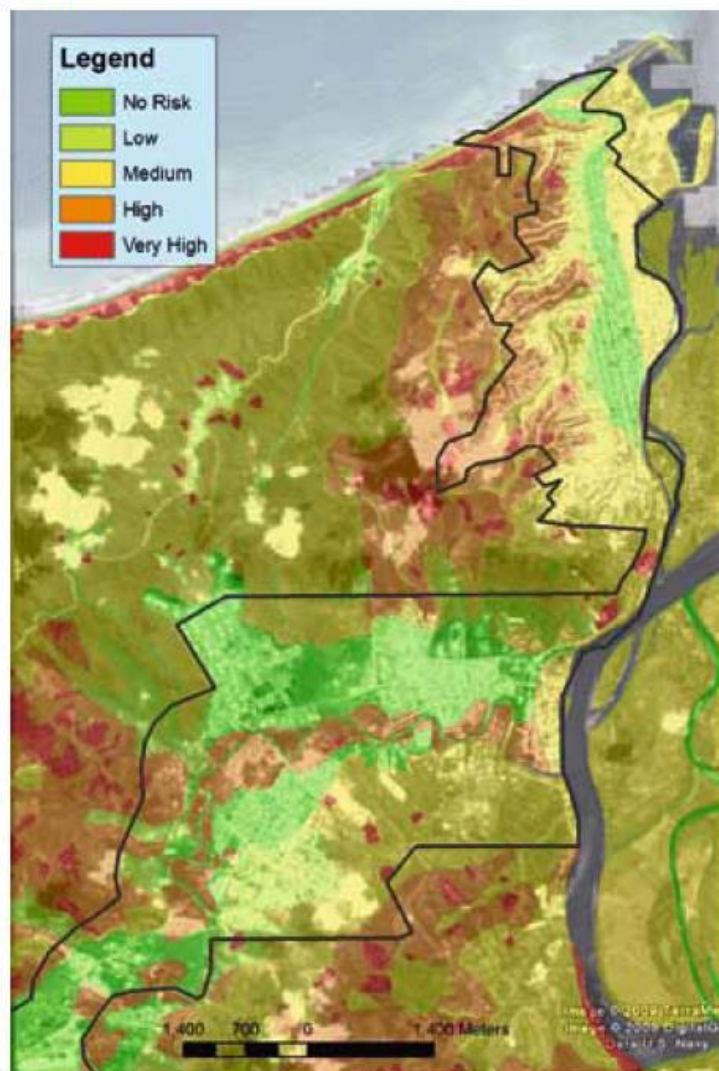
- Sorsogon CCCI and MDFG-1665:
  - Vulnerability and Adaptation Assessment
  - Sorsogon City Strategy for Climate Change Resilience 2010-2011
- Sorsogon: no linkages between CCCI & MDFG - 1655 and CLUP & CDP budget lines
- Olongapo: CCCI- V&AA linked to Ecological Profile; input to CLUP & CDP

# Land versus space and place





FIGURE 5. Flood and landslide risk for the City of Esmeraldas.



Source: City Planning Department. Aerial photograph from Google Earth.



Espacio Barrio San Pedro, ©ONU-Habitat, Ecuador



Esmeraldas settlements along the river bank are vulnerable to seasonal flooding. Photo © UN-HABITAT

# Professionals vs People

# Esmeraldas



It is very important that dry toilets are built through such slow process and integrated into the permaculture cycle. In too many cases, NGOs and development agencies build all dry toilets at once because they want to show quick project results. Almost all of those toilets built in this manner become storage spaces or are simply abandoned, because of the lack of motivation and knowledge about its adequate use.



# Philippines

## Sorsogon, Olongapo



### Housing and Basic Services

- Improving Housing Structures of the Poor
- Water and Sanitation
- CC responsive Shelter Plan Development



### Livelihoods and Economic Development

- Livelihood baseline development
- Skills development for non climate sensitive livelihoods
- LED in context of CC



### Environmental Management

- Forest and Mangrove rehab and aforestation
- Lowering of GHG emission (transport and energy)



### Mainstreaming CRR/DRR

- Development of Local Policies
- Enhancement of CLUP/CDP
- CBDRRM strengthening

Sources:

Ma. Adelaida Mias-Mamonong, Reinero M Flores, 2008, CLIMATE CHANGE VULNERABILITY AND ADAPTATION ASSESSMENT REPORT SORSOGON CITY, PHILIPPINES  
Terminal Report, Sorsogon City and Climate Change Project, Sorsogon City, UN-Habitat, MDG-F 1656

# Philippines – approach



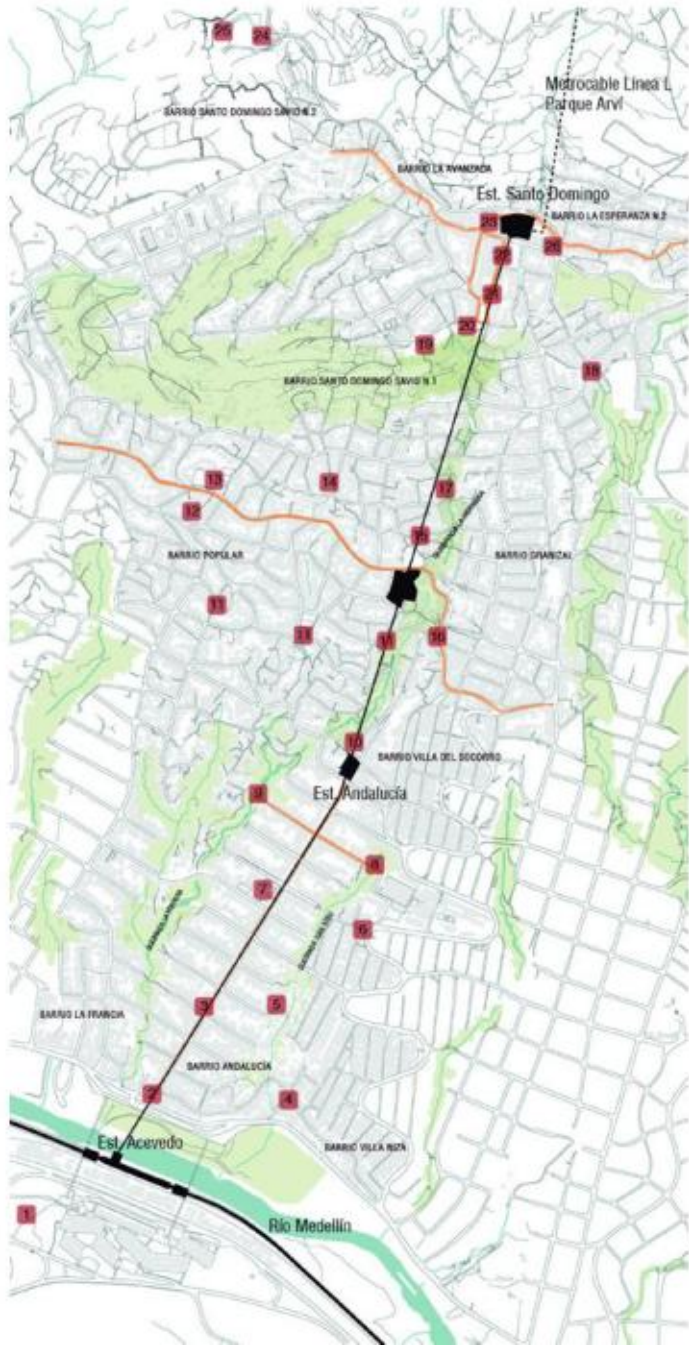
*Retrofitted school room cum evacuation center (using the modular design of SMART School) in Bologo Elementary School.*

- Multi Stakeholder Issue based Working Groups
- Local and national government; NGO; CSO; Academia; Private Sector
- Thematic focus IWGs identified in V&AA:
  - Livelihood (livelihood baseline workshops ; skills development for climate sensitive livelihoods )
  - Environment (Conversion of public lighting fixtures to LED lights; Tricycle motor conversion from 2-stroke to 4-stroke)
  - Disaster Risk Reduction (DRR) (SMART school design; camp coordination and management workshop ; social artistry)
  - Housing and Basic Infrastructure (community action planning on house sensitized design ; house retrofitting )

# Added value of strategic planning for addressing climate change

- Focus and vision
- Space and Place
- People





## © PROYECTO URBANO INTEGRAL NORORIENTAL (PUI)

### Localización



### Convenciones

- Río Medellín
- Metro línea A
- Metro cable línea L
- Metro cable línea K

- Colegio Presbítero Antonio José Bernal
- Parque de acceso paseo 107
- Paseo Andalucía
- Parque primavera
- Nueva vivienda quebrada Juan Bobo
- Parque de la Imaginación
- Parque de las Victorias
- Puente de la Paz
- Puente 48A - El mirador
- Parque de la paz y la cultura
- Galería urbana pintando la esperanza
- Parque los Lavaderos
- Parque Paulo VI
- Parque Los Pozos
- Parque Balcón del Ajedrez
- Mercado barrial
- Parque lineal La Herrera
- Unidad deportiva Granizal
- Parque biblioteca Santo Domingo Savio
- Parque mirador
- Paseo urbano calle 106/Parque de los niños
- CEDEZO Santo Domingo
- Paseo Puerto Rico
- Colegio Antonio Derka
- Jardín infantil Santo Domingo
- Casa de gobierno



<http://www.eafit.edu.co/wuf/guia-medellin/Paginas/pui-nororiental.aspx#.WVJv-OuGO70>







# Added value of strategic planning for addressing climate change

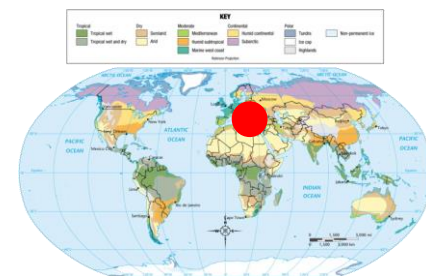
- Focus and vision
- Space and Place
- People



Picture by Saskia Ruijsink,  
May 2017, Budapest



Picture by Saskia Ruijsink,  
May 2017, Budapest





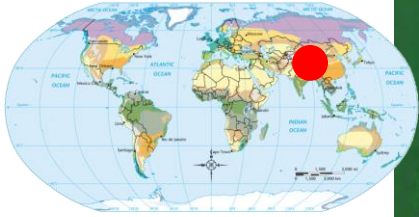


<https://www.dutchwatersector.com/news-events/news/8841-new-innovative-water-square-combines-leisure-and-storm-water-storage-in-rotterdam-the-netherlands.html>

# Added value of strategic planning for addressing climate change

- Focus and vision
- Space and Place
- People





Links:

[Rioon Watch](#)

[Abahlali](#)

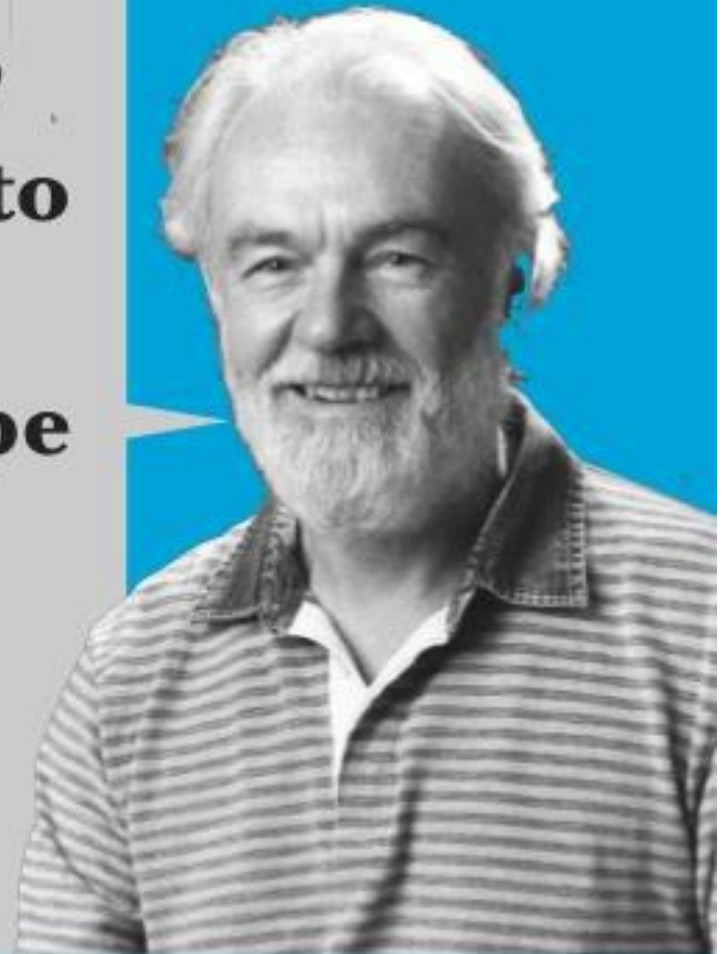
[baseMjondolo](#)



# According to David Harvey:

**The *Right to the City* is not only the right to inhabit the city. It is the right to shape living environments to one's needs and wishes.**

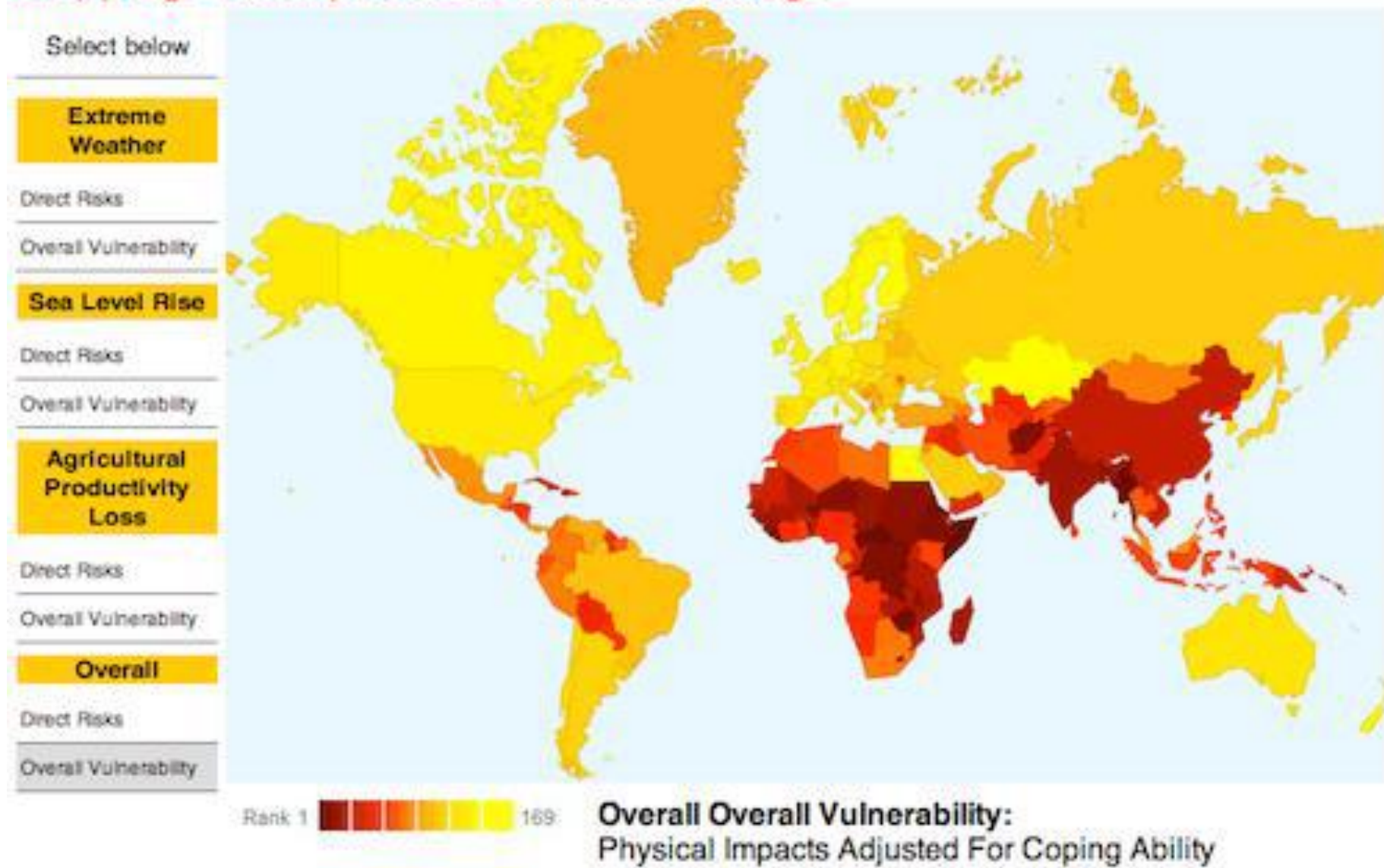
HARVEY, D. 2008. The Right to the City. *New Left Review*. New Left Review.







# Mapping the Impacts of Climate Change



<http://www.colorado.edu/center/energyclimate-justice/general-energy-climate-info/climate-change/climate-justice/>;

Also see: <http://www.mrfcj.org/principles-of-climate-justice/>

# Questions

# Acknowledgments

- City Researchers:
  - Assonsi Soma - Burkina Faso, Ouagadougou
  - Anna Taylor - South Africa, Cape Town
  - Maureen Babu- Uganda, Kampala
  - Viet Hung Ngo - Vietnam, Danang
  - Irwin Lopez- Philippines, Sorsogon and Olongapo
  - Fernando Argüello / Belén Barragán - Ecuador, Esmeraldas
  - Ingrid Olivo - El Salvador, Santa Tecla (Metropolitan Area of San Salvador)
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  - Anna Skibevaag
  - Raf Tuts
- Partners
  - Stephen Hammer (World Bank)
  - René Hohmann (Cities Alliance)
  - David Dodman (IIED)
  - Soraya Smaoun and Sharon Gill (UNEP)
- IHS Team:
  - Veronica Olivotto
  - Somesh Sharma
  - Stelios Grafakos



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