Workshop
Saudi Future Cities Project
Dammam, 6 April 2015

SESSION 1

THE CITY PROSPERITY INDEX:
urban indicators for strategic city planning and decision making.
• The workshop was attended by nearly 120 participants, men and women.
• There were 12 female participants.
• There were 117 active devices in the room.
How to use your Response Cards:

Press the button with the letter that corresponds with your answer.
All answers are anonymous

You can click as many times as you want to change your answer, but it is only the last answer that will count.
Please leave your clicker on the table after the session is done.
Which country will host the 2018 FIFA World Cup Football?

A. Germany
B. Qatar
C. Russia   
D. South Korea-Japan
E. England
F. China

- Germany: 5%
- Qatar: 14%
- Russia: 67%
- South Korea-Japan: 7%
- England: 4%
- China: 4%
Have you heard about UN-Habitat before this workshop?

A. YES

B. NO

A. 47%

B. 53%
3

About yourself
I work for the:

A. National Government
B. Ministry of Municipal and Rural Affairs
C. Municipality
D. Private Sector
E. University/Academic Institution
F. NGO / Charity Org
G. Self-employed
In my organization, I am:

A. The mayor
B. The Deputy Mayor
C. Head of department
D. Deputy Head of Dept
E. Senior Manager
F. Project Manager
G. Professional staff
H. Administrative staff
I. Consultant
J. Other
What is your background?

A. Urban Planner 18%
B. Architect 25%
C. Economist 2%
D. Geographer 1%
E. Social Scientist 16%
F. Business & Administration 1%
G. Engineer 3%
H. Lawyer 20%
I. Public Policy and Government 12%
J. Other 16%
My education and the competences that I have developed are compatible with the function and responsibilities that I have in my city.

A. True.
B. False
About the Future Saudi Cities Programme
1. **Goal:**

2. Develop a new vision and a strategic planning framework for a sustainable urban future in Saudi Arabia.

3. Provide cities with useful guidelines for sustainability

4. Align Saudi urban practices with international practice

5. Strengthen national and local standards and practices
# Target: 17 Future Saudi Cities

<table>
<thead>
<tr>
<th>No.</th>
<th>Region</th>
<th>City</th>
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<tbody>
<tr>
<td>1</td>
<td>Riyadh</td>
<td>Riyadh city</td>
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<td>2</td>
<td>Mekka</td>
<td>Mekka city</td>
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<td>3</td>
<td>Mekka</td>
<td>Jeddah city</td>
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<td>4</td>
<td>Mekka</td>
<td>Taif city</td>
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<td>5</td>
<td>Medina</td>
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<td>6</td>
<td>Tabuk</td>
<td>Tabuk city</td>
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<td>7</td>
<td>Sharkiya</td>
<td>Damam city</td>
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<td>8</td>
<td>Sharkiya</td>
<td>Ihsa city</td>
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<td>9</td>
<td>Sharkiya</td>
<td>Katief city?</td>
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<td>11</td>
<td>Najran</td>
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<td>12</td>
<td>Jizan</td>
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<td>Haiel</td>
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<td>14</td>
<td>Shamaliya</td>
<td>Araar</td>
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<td>15</td>
<td>Bahaa</td>
<td>Albahaa</td>
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<td>16</td>
<td>Kasim</td>
<td>Brieda-eniza city</td>
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<td>17</td>
<td>Al Gouf</td>
<td>Sakaka</td>
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</tbody>
</table>
Results: Future Saudi Cities Programme

Project Overall Result:

Saudi cities become sustainable, productive and liveable urban areas that provide equitable distribution of development gains to all inhabitants.

UN-Habitat’s technical knowledge and networks on sustainable urbanization are made available to Saudi cities and their cadre and decision makers.
Future Saudi Cities Prosperity

The Dimensions of Prosperity

- Productivity
- Quality of Life
- Infrastructure
- Environmental sustainability
- Equity and Social Inclusion

Decisions on Urban Planning & Urban Management
Expected outputs

1. Better informed national, local and regional policies and programmes that are inclusive and sustainable.

2. Improved laws and regulations for decentralized and coordinated city-level urban strategic plans and projects.

3. Capacities for managing plans, projects and programmes for sustainable urbanization are strengthened.

4. Partnership and exchange between Saudi experience and international experiences are established.
Summary of Key outputs

- Urban Planning Practices
- Youth Network
- Capacity Assessment
- Training & Capacity Building
- Better information for decision making
- Action Plans for 17 cities
- Women Network
- Public Information Campaign
- State of Saudi Cities Report
- CPI for 17 cities
- URBAN LAWS

Youth Network
Women Network
CPI for 17 cities
URBAN LAWS
After hearing the brief introduction about the project, I think that this project will be useful for my city.

A. Yes
B. No
C. Maybe
D. I did not understand what the project is all about.
E. No, there are other priorities for my city
What is the biggest obstacle to implement this project in your city?

A. There is no obstacle.
B. The legal framework of Saudi Arabia
C. Lack of coordination
D. Lack of Expertise
E. Lack of adequate staff in my municipality
F. Lack of motivation of staff to execute the project
G. Not meeting the priority of municipalities
H. Project is too ambitious
If you are asked to choose the **FIRST** action of the project, what would you choose?

A. Develop the CPI indicators
B. Organize and involve women’s network
C. Organize and involve youth network
D. Review the urban plans and advise way forward
E. Review legislation and propose solutions
F. Start with training, field visits and knowledge exchange
G. Prepare and publish the State of Saudi Cities Report
H. Prepare and finalize city profiles and action plans for the 17 cities
If you are asked to choose the **SECOND** action of the project, what would you choose?

A. Develop the CPI indicators  
B. Organize and involve women’s network  
C. Organize and involve youth network  
D. Review the urban plans and advise way forward  
E. Review legislation and propose solutions  
F. Start with training, field visits and knowledge exchange  
G. Prepare and publish the State of Saudi Cities Report  
H. Prepare and finalize city profiles and action plans for the 17 cities  

![Bar Chart](chart.png)
What would you like to see improved in the relationship between your city and the Ministry MOMRA?

A. Better communication
B. Better technical support
C. More delegation of authority in planning issues.
D. More delegation of authority on financial matters
E. More training provided to my city staff on broad urban management issues.
F. More incentives provided to my city staff to attend training.
G. Something else.

<table>
<thead>
<tr>
<th>Option</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Better communication</td>
<td>26%</td>
</tr>
<tr>
<td>B. Better technical support</td>
<td>13%</td>
</tr>
<tr>
<td>C. More delegation of authority in planning issues</td>
<td>21%</td>
</tr>
<tr>
<td>D. More delegation of authority on financial matters</td>
<td>9%</td>
</tr>
<tr>
<td>E. More training provided to my city staff on broad urban management issues</td>
<td>26%</td>
</tr>
<tr>
<td>F. More incentives provided to my city staff to attend training</td>
<td>1%</td>
</tr>
<tr>
<td>G. Something else</td>
<td>5%</td>
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</tbody>
</table>
The biggest bottleneck for my city to implement the National Spatial Strategy is:

A. Ministry’s directives are too complicated
B. There is insufficient resources to implement it
C. There is insufficient staff to implement directives
D. Staff are not trained sufficiently to take the responsibilities
E. There are no obstacles
F. None of the above
About the Training and Capacity Building offered by MoMRA
In my view, the quality and relevance of the training provided by the training department of the ministry MoMRA is:

A. Very GOOD.
B. Good
C. Regular
D. Bad
E. Very bad
F. I don’t know.
In my view, the themes/topics of the training provided by the ministry MoMRA meets my needs and priorities.

A. Absolutely YES
B. Sometimes
C. Not always
D. NO
E. Absolutely NO
In my view, the training courses provided by the ministry MoMRA could be improved by:

A. Consulting me about the topic and issues to be trained.  

B. Providing better quality courses on different topics  

C. Provide better trainers  

D. Provide incentives to motivate me to attend the courses.  

E. Provide training nearby my city.  

F. None of the above
What is the area of work that I would prioritize for the training programme of MoMRA:

A. Municipal Administration
B. Urban Planning
C. Finance & Investment
D. Implementation
E. Municipal Information Management
F. Land Administration
G. Community Development
H. Urban Management
I. Other

13% 35% 3% 19% 2% 15% 8% 0% 5%
About My Training Needs
In order to improve my skills and knowledge, my 1st choice for training is:

A. New approaches to urban planning
B. New approaches to urban design
C. New forms of urban management
D. GIS
E. Urban information system to support decision making and CPI
F. Design and formulation of urban legislation
G. Municipal finance
H. Women participation in urban management and planning
I. Youth Engagement in city planning and management
J. Housing and Land Policies
In order to improve my skills and knowledge, my 2nd choice for training is:

A. New approaches to urban planning
B. Urban approaches to urban design
C. New forms of urban management
D. GIS
E. Urban information system to support decision making and CPI
F. Design and formulation of urban legislation
G. Municipal finance
H. Women participation in urban management and planning
I. Youth Engagement in city planning and management
J. Housing and Land Policies
In order to improve my skills and knowledge, my 3rd choice for training is:

A. New approaches to urban planning
B. Urban approaches to urban design
C. New forms of urban management
D. GIS
E. Urban information system to support decision making and CPI
F. Design and formulation of urban legislation
G. Municipal finance
H. Women participation in urban management and planning
I. Youth Engagement in city planning and management
J. Housing and Land Policies
In order to improve my skills and my performance, I need to strengthen my capacity to:

A. Analyze Problems and Propose Solutions
B. Manage cities and urban development
C. Design and Manage Projects
D. Design and manage urban plans
E. Manage land and Analyze Land markets
F. Design and Use Urban Indicators for decision making
G. Formulate and Implement Strategic Plans
H. Plan real estate and housing development investment
I. Finance urban development plans
The Dammam Quiz
According to the Central Dept of Statistics of KSA, the population of Dammam for 2010 is:

A. 1,113,312 inhab
B. 953,312 inhab
C. **903,312 inhab**
D. 973,312 inhab
E. 873,312 inhab
F. None of the above
<table>
<thead>
<tr>
<th>City</th>
<th>Population (City)</th>
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<td></td>
<td>1992</td>
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<td>2,776,096</td>
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<td>Makkah</td>
<td>965,697</td>
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<td>Jeddah</td>
<td>2,046,251</td>
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<td>Dammam</td>
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<td>Al-Hufuf</td>
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<td>Khamis Mushayt</td>
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<td>292,555</td>
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Source: Central Department of Statistics and Information, Kingdom of Saudi Arabia
Dammam is the fifth largest city in the Kingdom of Saudi Arabia, it is the heart of the oil industry and is thus the largest seaport on the Gulf Sea and has experienced the fastest economic growth in the country,

A. True
B. False
In order to turn Damman into a prosperous city, I would improve:

A. The city productivity and its economic basis so that it can produce more and better jobs.

B. The city infrastructure to enhance mobility and connectivity

C. The city’s public space to enhance community involvement and social cohesion

D. The equity and inclusion of the city so that development is achieved by all inhabitants

E. The city environment to enhance sustainability and protection of the environmental assets of the city.
One fundamental question: how do we measure the performance of cities and the outcome of public policies?
In comparison to productivity, quality of life and infrastructure, municipal authorities perceive equity and environmental sustainability as least important.

This suggests that city authorities must pay more attention to the equity dimension of prosperity in response to residents’ concerns.

Source: SWCR 2012.
What attribute makes a difference in achieving prosperity?

Survey Outcome

Source: SWCR 2012.

- Quality of life
- Productivity
- Infrastructure
- Equity
- Environmental Sustainability

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<th>Rating</th>
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# Defining a Prosperous City

**Source:** SWCR 2012.

<table>
<thead>
<tr>
<th>1. <strong>Productivity:</strong></th>
<th>Contributes to economic growth, generates income, provide decent jobs and equal opportunities…</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. <strong>Infrastructure development</strong></td>
<td>Provides adequate infrastructure in order to enhance mobility, productivity, mobility and connectivity…</td>
</tr>
<tr>
<td>3. <strong>Quality of Life</strong></td>
<td>Enhances the use of public space in order to increase community cohesion, civic identity…</td>
</tr>
<tr>
<td>4. <strong>Equity and Social inclusion</strong></td>
<td>Ensures the equitable distribution and redistribution of the benefits of a prosperous city, reduces incidence of poverty and slums…</td>
</tr>
<tr>
<td>5. <strong>Environmental sustainability</strong></td>
<td>Values the protection of the urban environment while ensuring growth…</td>
</tr>
</tbody>
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07/04/2015
claudio.acioly@unhabitat.org
7. Understanding the Notion of Prosperity:

the economy of scale and the comparative advantages of urban agglomeration generate wealth and if managed adequately also prosperity and broader accessibility to public services.
Measuring Prosperity

• What gets measured, gets done!
• Measuring a society’s overall well being cannot be limited to GDP-gross domestic product (a country’s total production of goods and services)
• **Intangible dimensions (something relevant to our life in the city needs to get measured as well):** quality of life, happiness, feeling safe and secure, sense of belonging, identify with place, freedom of choice, having a say in the future of my city and neighborhood, feeling respected and empowered

Source: SWCR 2012.
PROSPERITY: Seeking a common understanding

1. Enhance the public realm, expand public goods and consolidate rights to the ‘commons’.

2. Safeguard public goods and collective interests to ensure development of today does not jeopardize the opportunities of future generations.

3. Prosperity is about things going well for all of us, going well being a common human concern

4. It is about our well being

5. Not only measuring the GDP growth, the GDP per capita growth

6. It is more than only economics

Source: SWCR 2012.
PROSPERITY: Seeking a common understanding

A prosperous life includes non-material and non-tangible dimensions:

- Having a say in the future of one’s city and neighborhood;
- Belonging to a thriving community;
- Having access to resources and opportunities to realize one’s dream;
- Living in dignity in a city that respects diversity and does not discriminate or segregate;
- Living in an environmentally sound and sustainable living conditions;
- Having one’s right recognized, protected and fulfilled.

Source: SWCR 2012.
PROSPERITY: Seeking a common understanding

A prosperous life includes non-material and non-tangible dimensions:

1. Having a say in the future of one’s city and neighborhood;
2. Belonging to a thriving community
3. Having access to resources and opportunities to realize one’s dream
4. Having one’s right recognized, protected and fulfilled
5. Living in an environmentally sound and sustainable living conditions
6. Living in dignity in a city that respects diversity and does not discriminate or segregate.

Source: SWCR 2012.
SEEKING THE MEANING OF PROSPERITY:

1. Life satisfaction remaining unchanged in spite of economic growth
2. Declining percentage of people ‘feeling happy’ in spite of increasing real incomes
3. Happiness Paradox or Easterlin Paradox (Richard Easterlin) empirically demonstrated leading countries to seek for alternative indicators to measure societal progress
4. Contrasting to cities seeking cardinal indicators and hard metrics including inflation rates, GDP, FDI
5. More attention to residents’ perceptions, customers’ satisfaction

Source: SWCR 2012.
The UN-Habitat City Prosperity Index

• Cities can take different paths to prosperity.

• UN-Habitat views development as a non-linear, non-sequential and complex process and recognizes that development paths are differentiated and unique.

• Still, actions and policies implemented by governments to increase prosperity and the outcomes of these policies can be measured to provide an indication of how solid or weak are the factors of prosperity available to any individual urban area.

Source: SWCR 2012.
Expanding Prosperity for All Citizens

- **City is a Human Construct**
- Human interventions enable cities to enhance their potential as engines of today’s and tomorrow’s **prosperity**.
- Well-managed urbanization stands out as the new comparative advantage in the 21st century.
- Thus a city well managed and well planned will thrive.
- Government policies, corporate strategies, human capital, capital investments, strategic decisions, all impact on cities and therefore on its ability to generate prosperity and wealth for its inhabitants.

Source: SWCR 2012.
One fundamental question: how do we measure the performance of cities and the outcome of public policies?