



module 1

FUNDAMENTALS OF URBANIZATION



Exercise 1 . Fundamentals of Urbanization

1. Instructions

- Break into groups by city. Select one note taker and one reporter

2. City Health Check

- Review sheet 1 'City Health Check' do you recognize these problems in your city? Indicate on scale of 1-5 (individually)
- Get in your groups and discuss the results: which ones are **the most relevant** urban challenges in your city? Give an example

3. City Self Assessment

- Review the statements on sheet 2 'City Self Assessment' Is your city doing enough to tackle its problems? Indicate on scale 1-5 (individually)
- Get in your groups come up with at least one specific example of which issue in the city administration your recognize?

4. Report Findings

- Report your city group findings to the whole group (3-5 min per group)

Configuration . Group exercise

Time . 05 min . review statements (individual)
10 min . discussion to formulate analysis (in groups by city)
15 min . time to present (one presenter per group)
30 min . total

EXERCISE 1.1 . SHEET 1 . CITY HEALTH CHECK

How valid is this statement for your city?

Tick box on scale 1-5

Provide a relevant example of the specific challenge:

1. Legal Status Planning Regimes

- ☐☐☐☐☐ Portions of city extension areas are not covered in current plans

2. Public Space & Buildable Area

- ☐☐☐☐☐ Density, walk ability and connectivity in urban spaces is decreasing

3. Plot & Block Regulations

- ☐☐☐☐☐ Built-up area's are not within walking distance of wide arterial roads
- ☐☐☐☐☐ Street networks do not favour walkability and biking
- ☐☐☐☐☐ Policy is not always translated into rules on the ground
- ☐☐☐☐☐ Available plot sizes in planned area's do not always correspond to demand

4. Development control & regulation

- ☐☐☐☐☐ Development is not always happening in the right place when looking at densification and livability objectives

5. Building codes

- ☐☐☐☐☐ Residents , business and builders opt for informal solutions often on the edge of cities and low GDP areas
- ☐☐☐☐☐ Residential fabric is poorly integrated into the existing city, spatially segregating new neighbourhoods and isolating the poor.

6. Governance

- ☐☐☐☐☐ Public spending is not always efficient and transparent
- ☐☐☐☐☐ Participation is rarely successful in effecting change

1

2

3

4

5

6

EXERCISE 1.1 . SHEET 2 . CITY SELF ASSESSMENT

How valid is this statement for your city?

Tick box on scale 1-5

Provide a relevant example of the specific challenge:

1. Legal Status Planning Regimes

- ☐☐☐☐ Planning hierarchies can be complex making it difficult to manage institutions and responsibilities
- ☐☐☐☐ Observance and enforceability of plans varies significantly

1

2. Public Space & Buildable Area

- ☐☐☐☐ Problematic to acquire sufficient land for public space due to over reliance on expropriation and absence of alternative property and planning tools

2

3. Plot & Block Regulations

- ☐☐☐☐ Inappropriate regulations on plot and block sizes compromise densification
- ☐☐☐☐ Plot subdivision and consolidation regulations are too stringent and enforcement mechanisms quite weak.
- ☐☐☐☐ Exclusive reliance on limited market mechanisms contributes to exclusion

3

4. Development control & regulation

- ☐☐☐☐ Developers pay for development rights but fees are not always proportionate to the infrastructure and service burdens created

4

5. Building codes

- ☐☐☐☐ Regulations limit potential for desirable densification
- ☐☐☐☐ Building and housing codes can be unrealistic or inaccessible and encourage informality

5

6. Governance

- ☐☐☐☐ Roles and responsibilities of local authorities on urban management are fragmented
- ☐☐☐☐ Planning and administration mismatch among responsibilities, powers and funding

6



module 2

WORLDWIDE AGREEMENTS ON THE PROGRESSION OF CITIES



Exercise 2 . Sustainable Development Goals

1. Instructions

- Break into groups by city. Select one note taker and one reporter

2. SDG 11 . Local Top 3

- Review sheet 1 'SDG 11' and read through the SDG's, pick the top 3 targets that are most urgent for your city (individually)

3. SDG 11 . City Self Assessment

- Rate for each target how well your city is equipped to reach this target on a scale of 1-5 (individually)

4. Discuss & Report Findings

- Get back in your city groups and discuss the results and get ready to present to the whole group (3-5 min per group)






Configuration . Group exercise

Time . 05 min . review statements (individual)
 10 min . discussion to formulate analysis (in groups by city)
 15 min . time to present (one presenter per group)
30 min . total

EXERCISE 2.1 . SHEET 1 . SUSTAINABLE DEVELOPMENT GOAL 11

Which SDG target is the most urgent in our city?
Indicate your top 3

How well is your city equipped to meeting this target ?
Rate on scale 1-5

<input type="checkbox"/>		11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/>		11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/>		11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/>		11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>
<input type="checkbox"/>		11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>

EXERCISE 2.1 . SHEET 1 . SUSTAINABLE DEVELOPMENT GOAL 11

Which SDG target is the most urgent in our city?
Indicate your top 3

How well is your city equipped to meeting this target ?
Rate on scale 1-5

☐

11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management

☐☐☐☐☐☐

11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities

☐☐☐☐☐☐

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

☐☐☐☐☐☐

11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015-2030, holistic disaster risk management at all levels

☐☐☐☐☐☐

11.c Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials

☐☐☐☐☐

EXERCISE 2.1 . SHEET 2 . URBAN RELEVANCE OTHER SDG'S

*How relevant is this target for your city?
Rate on scale 1-5*



Local economic development strategies that create jobs & raise incomes (SDG1/SDG8)

☐ ☐ ☐ ☐ ☐


Reduce air pollution, foster healthy lifestyles and prevent deaths from road traffic accidents (SDG3)

☐ ☐ ☐ ☐ ☐


Identify and tackle violence and harmful practices against women through urban planning (SDG5)

☐ ☐ ☐ ☐ ☐


Identify measures to increase access to clean water and sanitation in slum areas (SDG6)

☐ ☐ ☐ ☐ ☐


Promote small-scale industry and start-ups in their local economic development strategies (SDG9)

☐ ☐ ☐ ☐ ☐


Help reduce inequalities within cities (SDG10)

☐ ☐ ☐ ☐ ☐


Support short supply chains, thereby reducing transport and carbon emissions (SDG12)

☐ ☐ ☐ ☐ ☐


Help protect the lakes and oceans by preventing sewage, industrial effluent and other wastewater to flow directly into their surrounding seas (SDG14)

☐ ☐ ☐ ☐ ☐


Ensure that biodiversity conservation is an integral part of urban planning and development strategy (SDG15)

☐ ☐ ☐ ☐ ☐

EXERCISE 2.1 . SHEET 2 . URBAN RELEVANCE OTHER SDG'S



1. Instructions

Get back into your city groups. Select one note taker and one reporter

2. Assess Urban Relevance

Review sheet 2 'Other SDG goals' and indicate the relevance of each goal for your city on a scale of 1-5.

3. Discuss Questions

Discuss in your group the additional questions. Each group will report back

DISCUSSION QUESTIONS

- Your city's top 3 SDG targets (sheet1), are they included in your master plan?
- What are specific data targets in your master plan?
- Do these correspond to SDG's quantifiable goals?
- How can your master plan help to reach the SDGs and/or the SDG11 targets?



module 3

THREE PRONGED APPROACH AND CPI

Exercise 3 . Three Pronged Approach

for integrated urban management & planning

A [legal plan](#) that contains the rules of land subdivision and land occupation as well as the regulatory frameworks governing planned urbanization



An [urban/spatial plan](#) that addresses density, land use, streets and public spaces through urban design

A [financial plan](#) to mobilize resources for its realization.

EXERCISE 3.1 . SHEET 1 . THREE PRONGED APPROACH

Draw your circles here:

1. Instructions

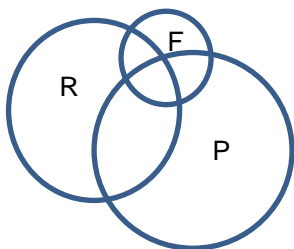
Break into groups by city.
Select one note taker
and one reporter

2. Three Pronged Approach

Draw the circles that best represent
the current way of working in your
municipality (individually)

R = Regulation/Legal
F = Finance
P = Planning

For Example:



3. Discuss & Present

Discuss with the group and draw
the consensus on a flipchart
.Think about size and position.
Present to the group and explain
why did you draw them like this?

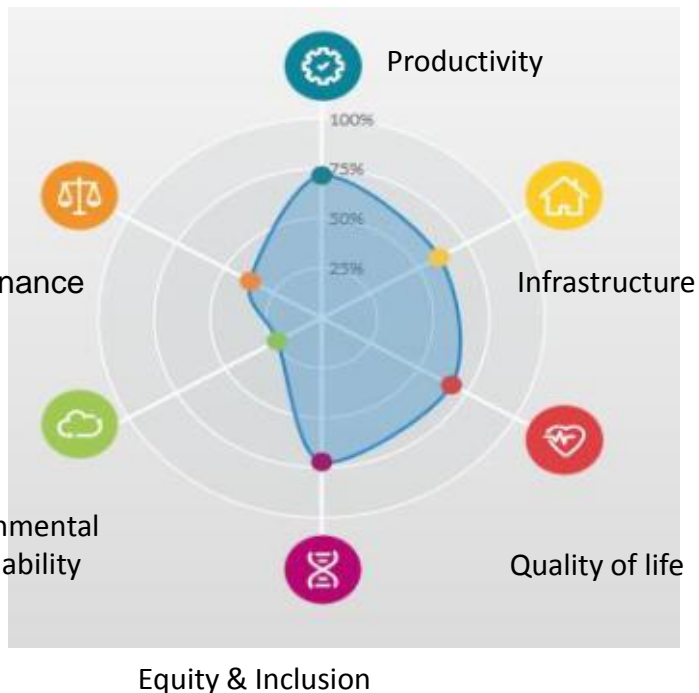
Configuration . Group exercise

Time . 05 min . review 3PA (individual)
05 min . discussion to formulate consensus (in groups by city)
10 min . time to present (one presenter per group)
20 min . total

EXERCISE 3.1 . SHEET 2 . CITY PROSPERITY INITIATIVE



Exercise 3 . CPI @ city level



A CPI provides at a glance:

- Raw characteristics of urban growth (how much, and where)
- Quality of that growth
- Prosperity of the city (how your city is governed or how it creates and distributes socio-economic benefits or prosperity).



1. Instructions

- Break into groups by city. Select one note taker and one reporter

2. CPI quick assessment

- Discuss what your city's CPI would look like. Draw it out on a flipchart. Why do you think it would look that way?

3. CPI comparison

- Access CPI website and find the scores for a city that is comparable with yours. Compare the scores with your quick indicative assessment. What are your observations?

4. Report Findings

- Get ready to present your findings to the whole group (3-5 min per group)

Configuration . Group exercise

Time . 10 min . review city CPI and create indicative chart
 10 min . access CPI website and run/compare scores
 10 min . time to present (one presenter per group)
30 min . total



module 4

PLANNED CITY EXTENSION

EXERCISE 4.1 . SHEET 1 . 3PA & CPE

1. Instructions

Break into groups by city.
Select one note taker
and one reporter

2. Review table 1

Review in your group table 1 on sheet 2 '21 Components for a Legal Framework' We will apply the 3PA thinking to this table. You will see that each piece of legislation is either linked to **financial framework** or **planning and design**.

3. Create ven diagram

- Refer to diagram 1 on sheet 3. Draw a diagram like this on a flip chart.
- Use six different colour post-it notes. Give each note a number and name of one of the 21 legal components. In total you now have 21 post-it notes
- Start putting the post-it notes in the corresponding circles on the flip chart, according to the situation in your country/city.
- This diagram looks something like the sample diagram on this page. It shows the interconnectedness of the 3PA between the financial, legal and the planning framework

4. Present ven diagram

- Compare the diagrams of other groups from other cities.
- Which numbers are in the same circles which ones are different?
- The facilitator will ask you to explain the rationale

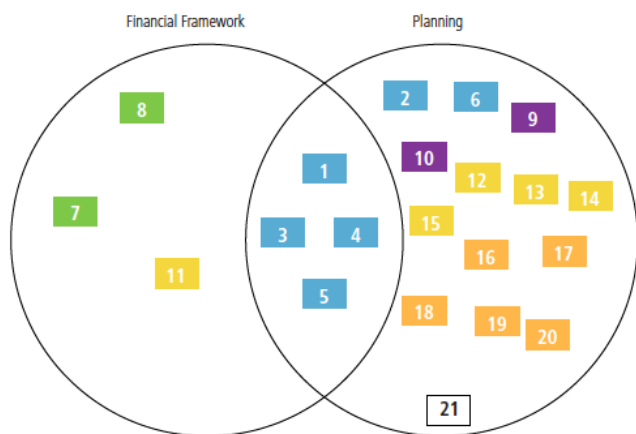
5. Level of Intervention

- Get back to your groups
- Add two lines to your flipchart so it looks like diagram 2 on sheet 3
- Divide the post-it notes by level of government

6. Suggest Improvements

- Have a look at results of other groups
- The facilitator will now make one diagram for the whole group
- Every participant can suggest the best place for each legal component based on the following criteria :
 - optimise effectiveness
 - reduce non-desirable outcomes
 - economies of scale
 - institutional capacity
- Think strategically. Refer to slide for an example of '*economies of scale*'
- The outcome will be a ven diagram with a suggested optimized placing of the 21 components of a legal planning framework

sample Ven diagram showing compliance of legal components with financial and planning framework



This diagram is for reference only, results may differ by city and country

Configuration . Group exercise

Time . 15 min . review table 1 and create ven diagram (2,3)
10 min . group presentations and reflection (4)
5 min . create new ven diagram (5)
15 min . discussion and make final ven diagram (6)
45 min . total

Materials . Flipchart, markers, post it notes

EXERCISE 4.1 . SHEET 2 . 3PA & CPE

TABLE 1.

Components for a legal framework

Land Management	1	Support the establishment of a physical and fiscal cadastre, with an efficient, up-to-date and publicly available information system	Land Based Financing	7	Develop mechanisms to share increases in land value due to planning decision (urban to rural, building potential, valuable land use) and public investments (streets, public space, green areas, public transport infrastructure, basic infrastructure)	Buildability-Development	9	Allocate clear vertical development rights
	2	Develop a urban planning hierarchy that is adequate to the local needs, plans are designed and implemented. The planning instruments include a city street plan.						
	3	Provide an efficient tenure system with a legislation recognizing statutory and customary right (stability and security)						
	4	Regulate land use to foster land use diversity and mixed use		8	Develop a property tax legislation that allows a large collection rate. It has to be based on the value of the land and development. Progressive increase for undeveloped, vacant land or empty houses.			
	5	Regulate land-readjustment activities for urban extension and densification						
	6	Support the provision of social housing						

Public Space	11	Provide a regulatory mechanism for private land acquisition	Plots and Blocks	16	Define a minimum plot size for residential use	Building Codes	21	Revise the building code
	12	Provide regulatory mechanism to allocate adequate space to streets (e.g. coverage ratio, number of intersections, width and length, street density)		17	Define a maximum block size			
	13	Provide regulatory mechanisms to allocate space to non-street public space (e.g. green areas, play grounds, sport facilities)		18	Provide efficient mechanisms to allow plot consolidation			
	14	Assign clear responsibilities of owners relating to the maintenance of streets and public space		19	Provide plot readjustments mechanisms to allow flexibility in uses			
	15	Formulate design guidelines for building facades		20	Provide efficient mechanisms to allow plot subdivision			

Source: Authors

EXERCISE 4.1 . SHEET 3 . REGULATORY COMPONENT CPE

Diagram 1
Interconnectedness of the 3PA
between the financial, legal and the planning framework

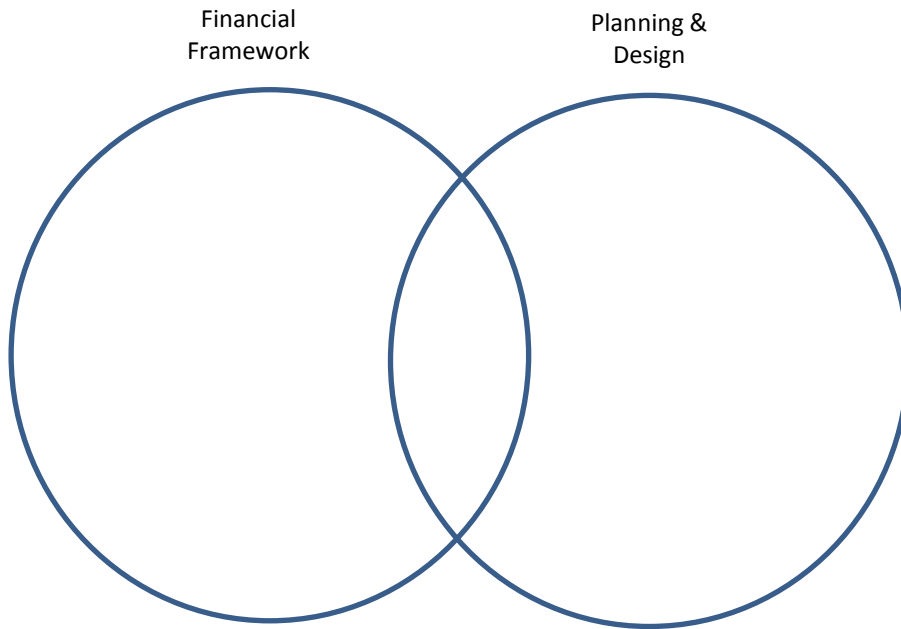
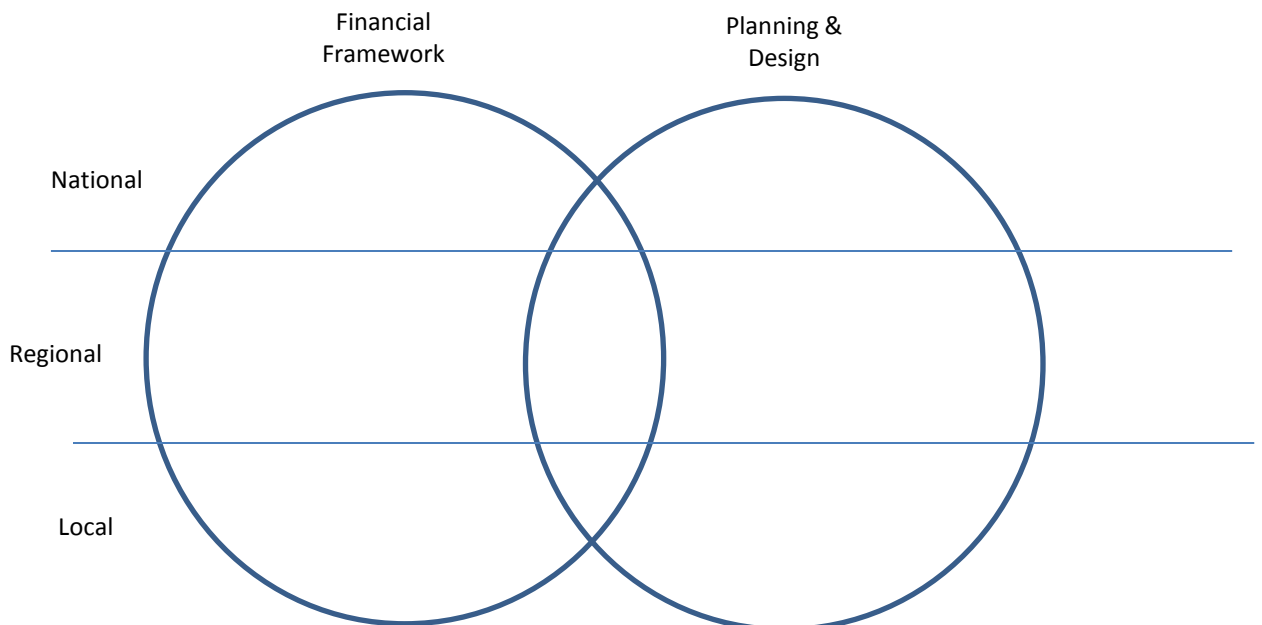


Diagram 2
Interconnectedness of the 3PA
between the financial, legal and the planning framework
by planning hierarchy





module 5

HOUSING @ THE CENTRE

EXERCISE 5.1 . SHEET 1 . 3PA & HOUSING @ CENTRE

1. Instructions

- Facilitator uses ppt to introduce exercise
- Break into groups by city. Select one note taker and one reporter

2. Design Housing Triangle

- Study the housing diagrams that have been introduced in this module and are presented on sheet 2 and 3.
- Use power point to design a Housing Triangle for your city or country.
- Divide interventions in
 - Financial
 - Regulatory
 - Planning & Design
- In those three categories separate them by **demand** and **supply** side intervention
- One slide for each group (see visual reference on sheet 4)

3. Reflect on Triangles

- Refer back to the 'housing challenges' that were introduced in the beginning of this module (also sheet 4)
- What are the biggest challenges in your city or country?
- Reflect on the interventions in your triangle.
- Rate each intervention with 1-3 stars, based on well they are suited to deal with the priority challenges in your country.

4. Present Triangles

- Each groups presents their triangles and reflections
- The facilitator may ask groups to elaborate on particularly high or low rankings.

5. Suggest Improvements

- Go back into your groups
- Each groups thinks of 2-3 specific housing challenges in their neighbourhood/ city/project
- Use knowledge from the Netherlands, Singapore and Brazil case study as well as presentations from the other groups, to propose measures that you could try locally
- Create a new triangle to introduce these measures
- Create four slides per group, three to introduce the specific challenges, one to introduce the new triangle

6. Present new Triangle

- Each groups presents their 4-slide presentations
- Group discussion focusses on:
 - Would measures be regulatory, financial or planning related?
 - Would the action be supply/demand related?
 - What measures would you recommend at a national level to support you?

Configuration . Group exercise

- Time .**
- 10 min . ppt introduction by facilitator (1)
 - 10 min . design housing triangle (2)
 - 10 min . reflect on triangle (3)
 - 20 min . group presentations triangles (4)
 - 20 min . suggest improvements and create new triangle (5)
 - 20 min . group presentations new triangles and discussion (6)
 - 90 min . total**

Materials . One computer per group

EXERCISE 5.1 . SHEET 2 . 3PA & HOUSING @ CENTRE

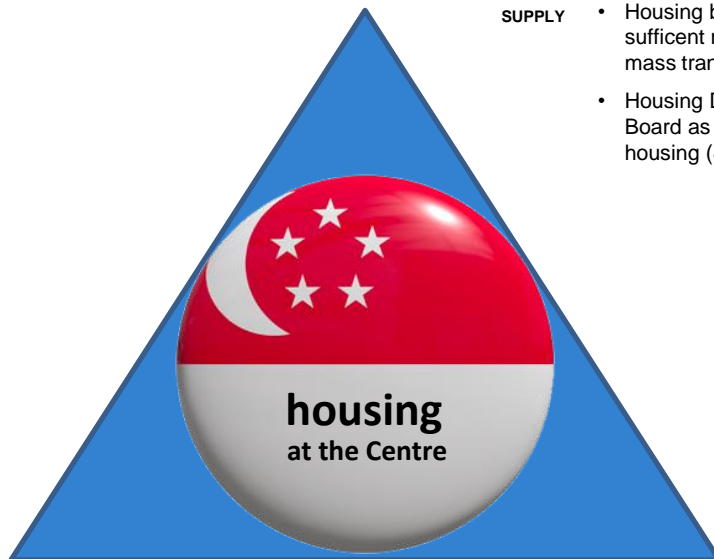
SINGAPORE

Planning & Design→



SUPPLY

- National Housing Policy
- Housing blocks in self sufficient new towns around mass transport corridors
- Housing Development Board as provider of social housing (85% of population)



← Regulation

Finance→



SUPPLY

- Low cost land & construction subsidies for HDB
- Annual grant to HDB



DEMAND

- Extra incentives to CPF for target groups
- Compulsary savings scheme: Central Provident Fund



SUPPLY

- Minimum quota of HDB housing in new development
- Price control of primary market HDB flats
- Allocation regulations for different ethnic and income groups



DEMAND

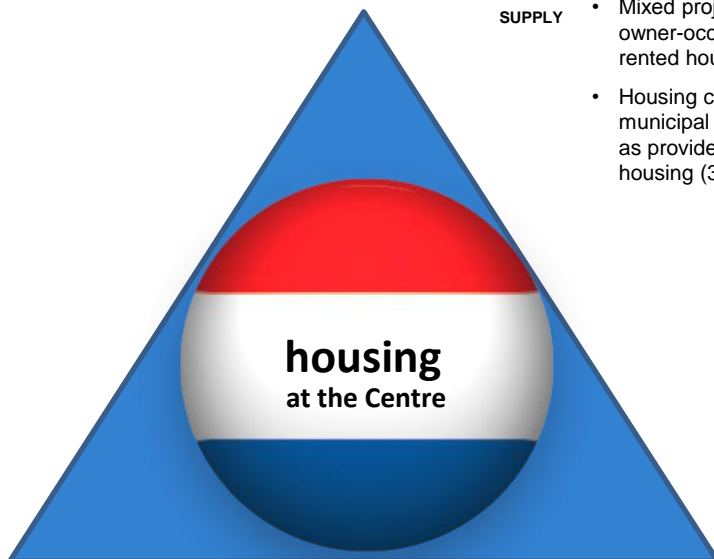
NETHERLANDS

Planning & Design→



SUPPLY

- National Housing Policy
- Mixed projects' with both owner-occupied and social rented housing
- Housing corporations and municipal housing bureau as providers of social housing (35% of population)



← Regulation

Finance→



SUPPLY

- Guarantee structure through central housing fund for housing corporations



DEMAND

- Individual rental subsidy
- Income tax deduction of mortgage interest for home owners



SUPPLY

- Minimum quota of social housing in new development



DEMAND

- Rent control for social housing sector

EXERCISE 5.1 . SHEET 3 . 3PA & HOUSING @ CENTRE

BRAZIL

Planning & Design→



SUPPLY

- Minha Casa, Minha Vida
- Twin-track approach
- National Effort to Modernize cities
- Goal to build 3.4 million homes



SUPPLY

- 2001 City Statute
- Decentralization to cities
- Numerous enabling laws, ordinances and amendments

← Regulation

Finance→



SUPPLY

- Access to finance
- Attractive developer financing



DEMAND

- Subsidies
- Mortgage loans
- Tax exemptions



SÃO PAULO

Planning & Design→



SUPPLY

- Strategic Urban Masterplan
- Build 717,000 new housing units by 2030
- Transit-oriented development
- Expansion of ZEIS Zones
- Set-aside portion of ZEIS for affordable housing



SUPPLY

- Removing height requirements
- Allowing mixed-use development
- Allowing adaptive reuse in occupied buildings
- Removing parking minimums in ZEIS

← Regulation

Finance→



SUPPLY

- Inclusionary Zoning
- Fee waivers
- Density bonuses



EXERCISE 5.1 . SHEET 4 . 3PA & HOUSING @ CENTRE

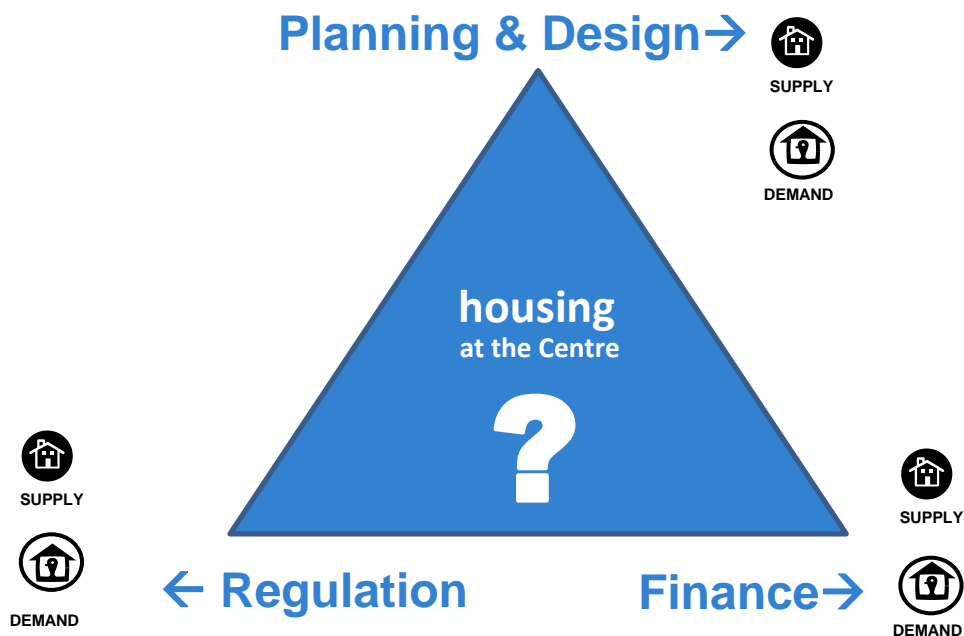
Key Housing Challenges

1. Quantity/supply versus demand
2. Affordability
3. Informal status
4. Insecurity of tenure
5. Unsustainable design
6. Risk exposure
7. Insufficient housing finance
8. Lack of planning

Key Questions

- Which measure would you suggest locally to best deal with these challenges
- Would measures be regulatory, financial or planning related?
- Would the action be supply/demand related?
- What measures would you recommend at a national level to support you?

Figure 1 . Visual Reference Housing Triangle





module 6

MOBILITY

EXERCISE 6.1 . SHEET 1 . URBAN MOBILITY

1. Instructions

- Break into groups by city. Select one note taker and one reporter

2. Draw two bar charts

- Draw a bar chart of what you think the current mode split is for your city....
- Draw a bar chart of what you think the mode split should be by 2050...

3. Reflect on bar charts

- Now look at your chart and pick the mode that you choose to be increased the most.
- If you selected, public transit – what type do you envision? (Bus, BRT, light rail, Metro)

- What would your planning strategy be to increase this mode of transportation in your city? (For example- bikes paths, transit oriented development, new roads)
- How could it be financed?
- What type of legislation or regulatory changes would it require?

4. Present bar charts

- Each groups presents their bar charts and explains:
- Where would it be most needed?
- How would it benefit your city most? (congestion, sprawl, emissions, etc).
- Would it make transportation more accessible and/or affordable? How? For whom?
- What is the first step to take in making it happen?

Public Transport Options



Metros have capacity of moving up to 60,000 passengers per hour (in one direction), travelling at 30-40 km/h.



Bus Rapid Transit (with platforms, to speed boarding and exclusive lanes) can move up to 40,000 passengers per hour, travelling at 20-30 km/h.

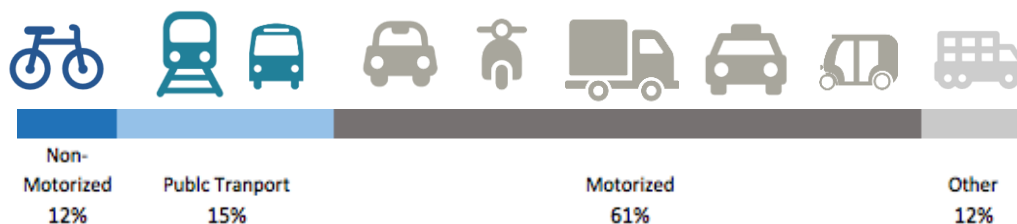


Light rail carries up to 12,000 passengers per hour, travelling at 20 km/h.



A busway can move up to 20,000 per hour travelling at 20 km/h.

Sample transportation bar chart



Configuration . Group exercise

Time . 5 min . ppt introduction by facilitator (1)
20 min . bar chart exercise (2)
20 min . Presentations and reflections (3)
45 min . total

Materials . One computer per group



module 7

SLUM UPGRADING

EXERCISE 7.1 . SHEET 1 . NEGOTIATING GAME

STREET-LED SLUM UPGRADING IN AMBEDKAR NAGAR

1. Exercise Overview

- Introductory ppt to explain context of the simulation game

2. Assignment of Roles

- Participants will each pick one of the 10 roles representing the different municipal officers and stakeholders/players
- In addition there is a need for two observers and two assistants
- Participants only get to read their own role description, not the roles of others

3. Assignment of Roles

- Players get handouts of sheet 1-6 and three maps:
 1. Existing situation
 2. Municipal Proposed Interventions
 3. Blank Map
- They study the government proposal and their role

4. First Round Negotiations

- First round negotiations start, lead by the municipal officer

5. Coffee Break

- Coffee break and opportunity for participants to find allies to develop alternative plans, ideas and proposals

6. 2nd Round Negotiations

- 2nd round negotiations start, lead by the municipal officer

7. Reporting Back

- Report final result back by Mayor's representative (10 min)
- Report by the two observers (10 min each)

8. Reflections & Lessons Learned

- What are the main challenges in a street-based slum upgrading process?
- Give an example of different and sometimes even conflicting interest of inhabitants
- Give an example of tensions between the public and public collective and the public and the private
- How is the 3PA relevant to this? In which aspects would a more integrated planning approach make it easier to come to an agreement that is acceptable for everyone and where, in the best scenario, everyone benefits or at least does not lose?

Configuration . Role Play Exercise

- Time .**
- 10 min . ppt introduction by facilitator (1)
 - 5 min . Assignment of roles (2)
 - 10 min . Study proposal and role (3)
 - 30 min . First round negotiations start (4)
 - 30 min . Coffee break and find allies to develop alternative plans (5)
 - 40 min . Second round of negotiations (6)
 - 30 min . Report back by Mayor's representative & observers (7)
 - 20 min . Reflections on learning objectives (8)
 - 3 hours total**

- Materials .**
- Printed & cut out handouts sheet 1-6 and 3 sets of maps for each participant, Three sets of A1 size prints of maps, Flipchart

The Case - Ambedkar Nagar

- The municipality wants to implement a citywide upgrading programme through a street-led approach.
- The mayor and his team of experts have selected the slum Ambedkar Nagar for implementation of a pilot project.
- When the government reaches an overall agreement, it will invest and start the upgrading, if not it will pull out and the project will not take place.

EXERCISE 7.1 . SHEET 2 . STREET-LED SLUM UPGRADING IN AMBEDKAR NAGAR

Proposed Upgrading Plan Ambedkar Nagar

Widening and upgrading of selected roads and open spaces and install waste collection points

Specific improvements in three selected streets:

- Provision of street lighting;
- Widened and paving, thereby stimulating mixed use along the streets;
- Improving connection to neighboring areas;
- Creation of public open space;
- Installation of new waste collection points

Note: proposed interventions may require demolition and resettlement

Upgrading Ambedkar Nagar The Planning Process

Mapping/inventory exercise by municipal planning department to identify the properties (residential and commercial) types of businesses, houses, existing roads, services and unoccupied spaces

Municipal Planning Department has based on the mapping/inventory exercise, indicated potential intervention and priority areas

Municipal Planning Department has now called a meeting to present the proposed interventions to the community and the different stakeholders for comments and alternative suggestions.

About Ambedkar Nagar

- In existence for 25 years
- Land that belongs to the municipality.
- Most residents are low-middle income people living here because they could not find affordable housing on a central location
- A new industrial zone is located just South of the slum
- In the middle of the slum are a couple of workshops operated by tanners, potters and coppersmiths.
- There are also small shops: convenience shops, teashops, a butcher, tailor, barber mobile repair and a video lending library. They mostly operate from their homes but also rent space from other plot owners.
- Some residents work in the nearby shopping mall but the majority of people finds employment outside the slum as daily laborers or in government jobs.

Municipal Representatives

Mr. Singha – Deputy Head of the Municipality (representative of the Mayor)

Mrs. Seth – Assistant to Deputy Head of the Municipality

Mr. Abijhat – Budget Officer

Mrs. Punt – Legal Department

Key players/stakeholders in Ambedkar Nagar

Mr. Abijhat – Owner Tea-Shop

Mrs. Faswhi – Owner Convenience Store

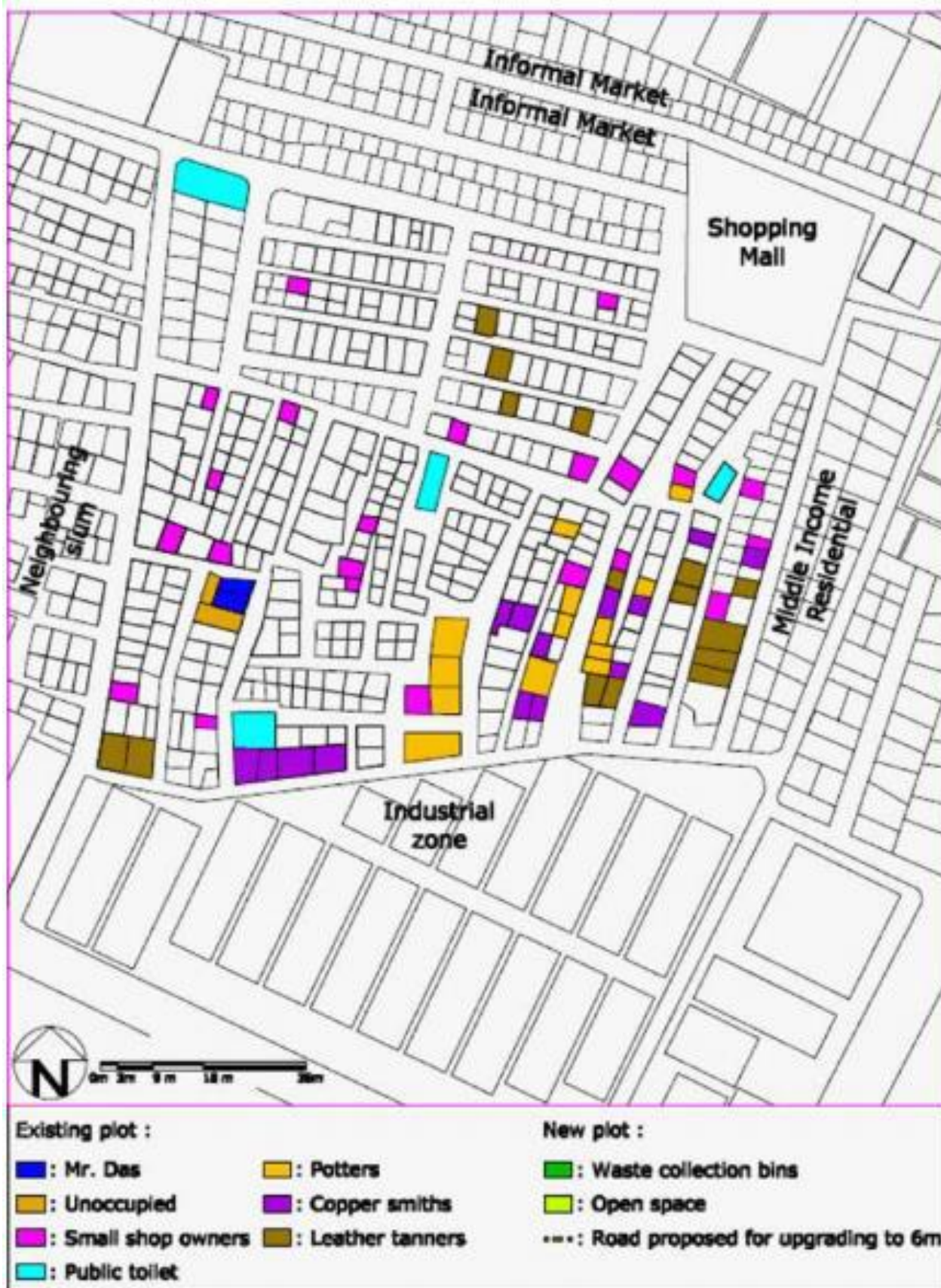
Mr. Padmadhar – Cigarette Seller

Mr. Das – Landlord & Businessman

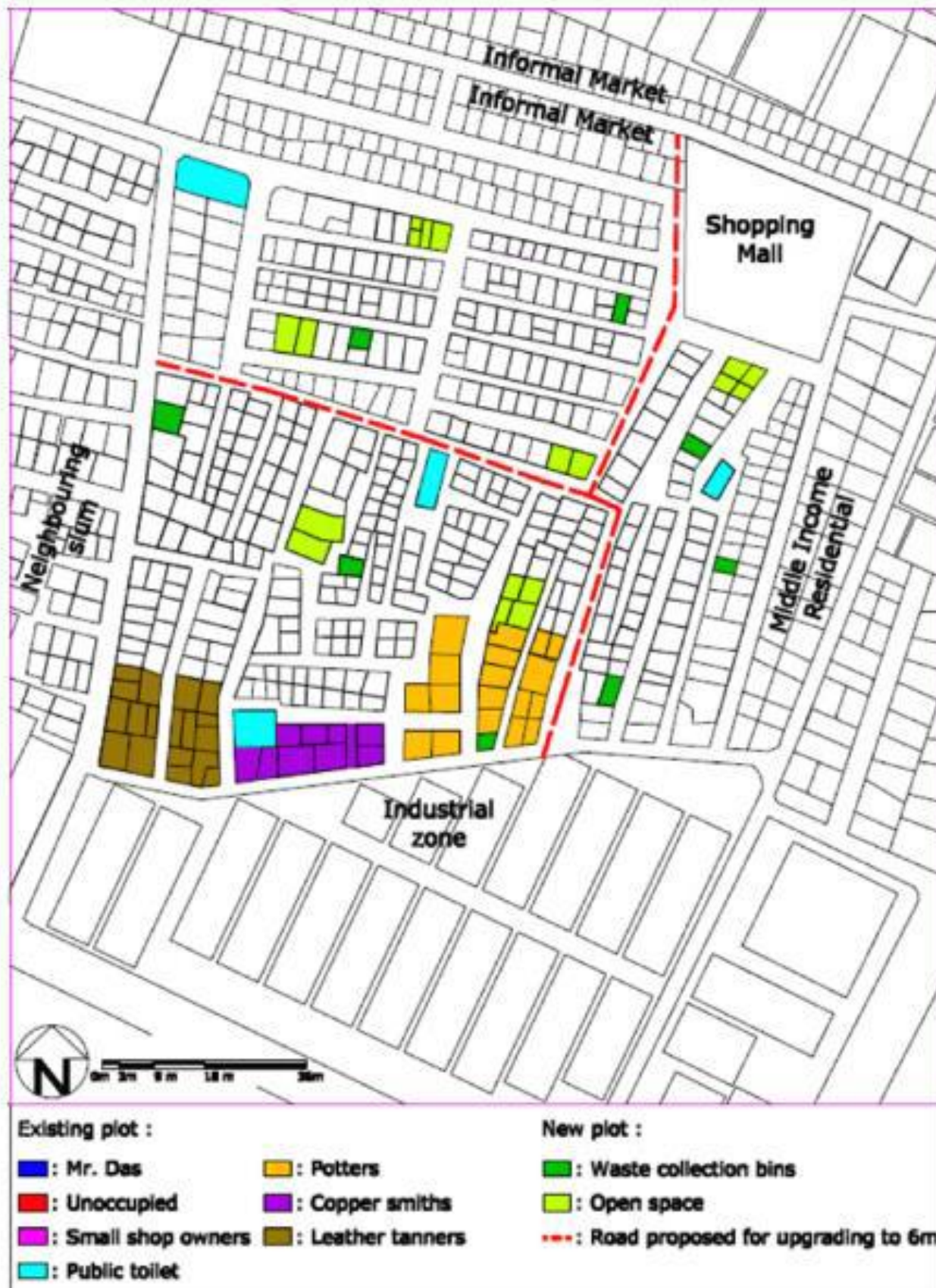
Mr. Paramita – Owner Leather tanning workshop

Mrs. Shanti – School teacher

Map 2: **AMBEDKAR NAGAR** government proposed upgrading interventions



Map 1: **AMBEDKAR NAGAR** existing situation



Map 3: **AMBEDKAR NAGAR** blank map



EXERCISE 7.1 . SHEET 3 . STREET-LED SLUM UPGRADING

ROLE DESCRIPTIONS . MUNICIPAL TEAM

Municipal representatives

The mayor has selected AMBEDKAR NAGAR slum for implementation of a pilot slum upgrading project. AMBEDKAR NAGAR was selected as pilot because of its location and the fact that the land belongs to the municipality.

Another important factor is the mayor's intention to use the upgrading process to legalise tenure, start charging ground rent and enforce stricter pollution control rules on the tanners, potters and coppermiths workshops to eventually incentivise them to relocate to the nearby industrial zone.



Mr. Singha –
Deputy Head of the Municipality
(representative of the Mayor)

Responsibility:

The Deputy Head will chair all meetings and inform participants of the results of negotiations.

Profile:

You have been working on this project for years. You are a big advocate of street led upgrading. First legalise tenure and then follow with sanitation, better infrastructure. Your priority is to widen the roads to improve traffic flow in and around Ambedkar Nagar. You would like to see more non-polluting commercial activities and more parking spaces to stimulate commercial use. You envision earning back the investment through property and business tax as well as parking fees.

Nice to know:

Your ambition is to become the next mayor and its very important to score on this project

You are a 'friend' of Mr. Das. He often invites you for tea in one of his many establishments. He expects you to keep him up to speed on recent developments and share confidential information. In return he is a very generous friend to you, treated your daughter to very nice overseas honeymoon when she got married.



Mrs. Seth –
Assistant to
Deputy Head of the Municipality

Responsibility:

To take notes of the proceedings and assist your boss Mr. Singha

Profile:

You've not been in this job very long. Your previous job was in the environmental department. You have prepared all documentation to be tabled and you are well aware of the importance of this project for your boss.

Nice to know:

You are nature lover and active member of 'Friends of the Earth'

When you were still at the Environmental Department you once visited the Ambedkar Nagar primary school as part of an educational programme where you met Mrs. Shanti, the school teacher

EXERCISE 7.1 . SHEET 4 . STREET-LED SLUM UPGRADING

ROLE DESCRIPTIONS . MUNICIPAL TEAM

Municipal Representatives

The mayor has selected AMBEDKAR NAGAR slum for implementation of a pilot slum upgrading project. AMBEDKAR NAGAR was selected as pilot because of its location and the fact that the land belongs to the municipality.

Another important factor is the mayor's intention to use the upgrading process to legalise tenure, start charging ground rent and enforce stricter pollution control rules on the tanners, potters and coppersmiths workshops to eventually incentivise them to relocate to the nearby industrial zone.



**Mr. Abijhat –
Budget Officer**

Responsibility:

You been asked to sit in this meeting as Ambedkar Nagar is in your district.

Profile:

You have only recently been informed of this plan. You've never been to Ambedkar Nagar. You're very sceptical, as budget for the required investments is 2 million lak, and you don't see an increased tax base as sufficient justification to earn back the investment.

Nice to know:

You are a very active member of the democratic party, a different political party than the mayor.



**Mrs. Panti –
Legal Department**

Responsibility:

Your overall responsibility throughout the municipality is regularising security of tenure and home improvement, and you've been asked to sit in this meeting as Ambedkar Nagar is in your district

Profile:

You have made a site visit to Ambedkar Nagar and see the potential of the area. You only have one agenda and that is to legalise tenure for both shops and business as soon as possible.

Nice to know:

You have another meeting scheduled that is of great importance to you, so don't have a lot of time and

EXERCISE 7.1 . SHEET 5 . STREET-LED SLUM UPGRADING

ROLE DESCRIPTIONS . RESIDENTS



**Mrs. Faswhi –
Owner Convenience Store**

Responsibility:

As long time resident and owner of a popular convenience store, you're the informal spokes person for Ambedkar Nagar. You have studied the plans extensively

Nice to know:

You are a very active member of the democratic party, a different political party than the mayor.

You're not a big fan of Mr. Das as he is taking over too much of your business.

Profile:

You're pro-legalising tenure, but you do not want any major changes as you want to avoid displacement and resettlement. But in case resettlement is unavoidable you want to be resettled in Ambedkar Nagar or very close to it. You're critical of the green/open spaces in the plan as you anticipate displacement.

You don't want the connecting road on to the shopping mall going next to Mr. Das shop,



**Mr. Abijhat –
Owner Tea-Shop**

Responsibility:

As owner of a popular teashop, you're the main representative of the local small business sector.

Nice to know:

The waste disposal point is right next to your teashop, so you would not mind this to be relocated

Profile:

You want to be connected to the upgraded main road and they also lobby for smaller roads to be paved and better connected to the main upgraded road. You're also very keen to get street lighting to be installed throughout the area so that their business can go on till late at night and women can go out for shopping in the evening.



**Mr. Padmadhar –
Cigarette Seller**

Responsibility:

You're an ordinary small business man who rents a space from a landlord and holds no (informal) right to property.

Nice to know:

You belong to the same political party as Mr. Abijhat, the Budget Officer

Profile:

You've heard that the municipality is going to regularize tenure of residents. You don't want to be evicted by your landlords. You are worried that eventually with improved roads and investments in housing, will trigger increasing rent will lead to gentrification and the poor will be pushed away.

EXERCISE 7.1 . SHEET 6 . STREET-LED SLUM UPGRADING

ROLE DESCRIPTIONS . RESIDENTS



**Mr. Das –
Landlord & Businessman**

Responsibility:

You're a relative newcomer to Ambedkar Nagar, but you 'own' multiple properties that you rent out to workers. You also have a mobile phone/pawn, it covers two plots.

Profile:

Next to and opposite your house there are two unoccupied plots that you would like to convert into parking spaces for your customers. Also you want the road in front of your shop to be widened and paved. This road will improve the connection to the shopping mall. You want the leather tanners, copper smiths and potters to move as they creates a lot of nuisance.

Nice to know:

You acquired your second commercial plot after buying out your neighbor, a cousin of Mr Paramita, the lather tanning workshop owner..

In the past weeks, you've actively talked to shop-owners to vote in favor of your plan.

You are well connected with some politicians and especially the deputy head of the municipality Mr. Singha is your 'friend'



**Mr. Paramita –
Owner Leather tanning workshop**

Responsibility:

You're one of the first settlers in Ambedkar Nagar, you've been here already for 25 years.

Profile:

Basically you want to keep the neighbourhood as much as it is now as. You want to remain where you are but you want to be connected to the main road and want part of the budget for improvement of smaller roads.

Nice to know:

You want to keep the waste disposal at its current location as that is convenient fro your business.

You're afraid of Mr. Das trying to also buy you out.



**Mrs. Shanti –
School teacher**

Responsibility:

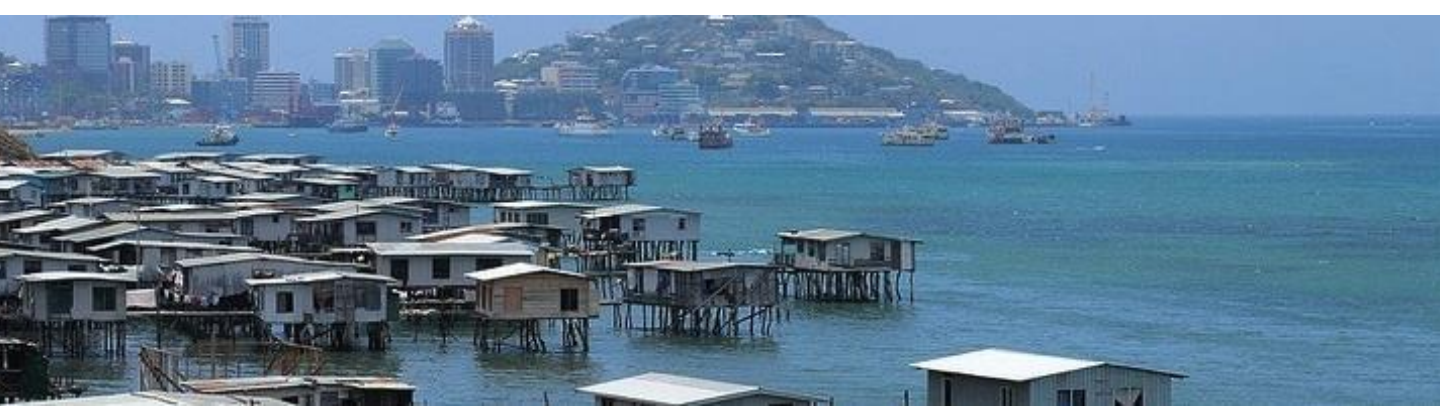
You're a primary school teacher in Ambedkar Nagar, you know most of the mothers of the children who go to the school.

Profile:

You want speed limits, more green and playgrounds for children. You are worried that traffic will increase; you want to be involved in the selection of streets for widening so that through traffic can be avoided. You want to ensure that proper lighting of all streets, public toilet blocks and open spaces is part of the upgrading plan, even if part of the road improvement budget has to be cut..

Nice to know:

When se was still at the Environmental Department Mrs. Seth – the Assistant to the Deputy Head of the Municipality - once visited your school as part of an educational programme.



module 8

CLIMATE CHANGE

EXERCISE 8.1 . SHEET 1 . VULNERABILITY EXERCISE

1. Exercise Overview

- Break into groups by city
- Observe the contributing and vulnerable effects of cities on climate change

2. Draw two sets of barcharts

- Draw two barcharts (one contributing and one vulnerable) that reflect the effects of climate change in your city

3. Reflect on barcharts

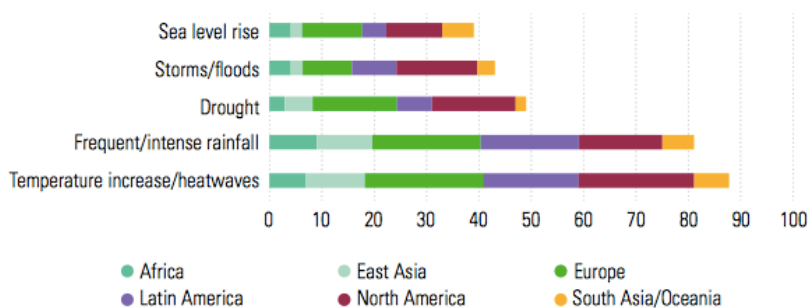
- Look at your barcharts and reflect on the following questions:
- Exposure: How is your city exposed to changes in the climate today and how it could be in the future?
- Sensitivity: How will these changes affect people, places, institutions and sectors today and in the future?

- Adaptive Capacity: How well could these affected people, places, institutions and sectors respond and adapt to climate change impacts?

4. Present barcharts

- Each groups presents their barcharts and explains: what Legal, Financial and Planning resources and capacity do they have and need to adapt?

Sample climate change barchart



cities as climate
change contributors

vulnerable effects of
climate change on cities

waste



rising sea level

urban expansion



flooding

building & construction



drought

electricity generation



intense rainfall

urban transport



temperature
increase/heatwaves