Street-led Citywide Slum Upgrading: streets as tool for urban transformation

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A. A Virtuous Cycle of Capacity Building in Slum Upgrading: From strategy to practical application in citywide slum upgrading.
Virtuous Cycle of Capacity Development

**STRATEGY PAPER**
A street-led approach to citywide slum upgrading.
Streets as tools for urban transformation in slums

**PRACTICAL GUIDE:**
Designing, Planning Managing & Executing Citywide Slum Upgrading Programmes

**TRAINING OF TRAINERS:**
Designing, Planning Managing & Executing Citywide Slum Upgrading Programmes

**TRAINING MODULE:**
Designing, Planning Managing & Executing Citywide Slum Upgrading Programmes

**Technical Assistance to strengthen capacities of City Governments:**
Policy Development Institutions Human Resources

Knowledge

Research

Skills

Institution building

Tools

Application
STREETS AS TOOLS FOR URBAN TRANSFORMATION IN SLUMS:
A STREET-LED APPROACH TO CITYWIDE SLUM UPGRAADING

A PRACTICAL GUIDE TO DESIGNING, PLANNING, AND EXECUTING CITYWIDE SLUM UPGRAADING PROGRAMMES
https://unhabitat.org/urban-knowledge/urban-lectures/
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STREETS AND PUBLIC SPACE:

Streets and public spaces define human settlements history.
Streets

1800  Workplace, transport goods

Begin 1900s to 60’s  Car encroaches and takes over

1970’s  Pedestrian streets and window shopping

2000 onwards  Public space and public realm on streets
Koppenhagen
Above: The development of pedestrian areas in Copenhagen city centre from 1962 to 2000 in m². As shown by the bar graph, the conversion of streets into pedestrian streets was more or less finished by 1973. Subsequent efforts focused on reclaiming and improving the city squares. Of total car-free areas, streets represent 33% and squares 67%.

Left: 38 years of gradual expansion of the car-free network of streets and squares in the city centre.
San Jose, Costa Rica
Curitiba, Brazil
Cordoba, Argentina
Santo André, Brazil
C.

STREET CONNECTIVITY:

Evidences of the relationship between street connectivity and city prosperity highlights the role of urban structures and street networks.
Thirty cities have been selected as a pilot project:

1. Manhattan  
2. Hong Kong  
3. Barcelona  
4. Paris  
5. Amsterdam  
6. Athens  
7. Guadalajara  
8. Medellin  
9. Brussels  
10. Tokyo  
11. Helsinki  
12. Copenhagen  
13. Beijing  
14. St. Petersburg  
15. Singapore  
16. Brasilia  
17. Auckland  
18. Bangkok  
19. Kigali  
20. Chandigarh  
21. Kolkata  
22. Abuja  
23. Ouagadougou  
24. Dakar  
25. Addis Ababa  
26. Georgetown  
27. Nairobi  
28. Accra  
29. Yerevan  
30. Bangui
The higher the street connectivity, the higher the city prosperity index.
Streets and Property Development

- **Streets trigger economic activity**, attracting shops, services and increased residents’ identity with their place of residence, bringing an enhanced sense of security and orderly development.

- **Investment in infrastructure (public good) yields private investment** on property development and housing improvements (private goods) making street-led slum upgrading an effective tool for increasing property valuation, wealth generation and business incomes which are likely to cause spin-off effects on the prosperity of neighboring areas.

São Paulo, Brazil
Tirana, Albania
BATHORE-2
Roads network

LEGEND
- Opened and gravely roads
- Problematic roads
- Picketed roads
- Picketed and opened roads
Bissau, Guinea-Bissau
1. Drainage gutters
2. Water pipes
3. Electricity lines
4. Land parceling
The Problem of Slums in a nutshell

The scale of the problem calls for immediate action to improve the quality of life in the existing stock of slums.
Lusaka, Zambia
Matinha favela in Rio de Janeiro.
1. The Twin-track approach adopted by UN-Habitat:

Citywide slum upgrading is implemented simultaneously to policies that bring housing opportunities to scale.
Preventive Policies

1. Planning BEFORE development
2. Solving land delivery bottlenecks, planning for today and tomorrow & anticipating urban growth
3. Housing Reforms, Urban & Housing Policies
4. Measures to access inputs to housing: diversified policies to bring solutions to scale.
5. Connecting housing to income

Improvement Policies

1. Planning for development
2. Strategies to improve existing slums
3. Approaches to improve the quality of life
Well-informed Policies, Evidence-based Responses
Urban Policies
Serviced Land Supply
Scaled-up and Diversified,
Anticipative Urban Planning,
Social Pact,
Institutional Articulation
Housing Policies

Slum Upgrading Strategies

SLUM UPGRADING
Strategies to create & strengthen social & economic capital.
Opening of streets, planning the layout, Infrastructure, regularisation

Urban & Housing Strategies
2. The strategy is to bring housing options to scale and improve existing slums:

Adopting an integrated approach & defining new roles for governments and civil society organisations.
FIVE Policies to Bring Housing Options to Scale

1. Improvement, upgrading and regularization of existing slums must **go hand-in-hand** with housing at the center of urban policies and strategies leading to a well-performing housing sector and housing supply at scale in diversity of price, location, size, standard and typology;

2. **Unlock land** for housing: serviced land supply at scale;

3. **Citywide Slum Upgrading:** from projects to programme with a menu of interventions that includes streets, urban planning, citizen participation, mapping, infrastructure, land allocation, security of tenure, economic development, etc.

4. Different forms of self-financing e.g. property tax, plus-valia, value capture, TDR

5. Knowledge and data/information to sustain evidence-based policies
Components of the Improvement Strategies

Opening Streets
Infrastructure provision
Settlement planning
Land regularisation
Housing improvement
etc.

Housing & Urban Policies

Land supply
Planning for Growth
Infrastructure Investment
Housing Finance
Regulatory Reforms
Building Industry Capacity

SLUM UPGRADING

SLUM PREVENTION

IMPROVE

PREVENT

One Single Policy

New Housing
Existing Housing

Existing Slums
Existing Slums

Existing Housing
New Housing

Housing improvement
Citywide Slum Upgrading: How do we actually do it?

Understanding & managing the process. From project to program & vice-versa.
Why? Policy goals & objectives. Costs and benefits

What? Priorities & Program Components: CP, Infrastructure, Roads & Accesses, Housing, Employment, Tenure, Services, etc.

Who? Institutional setting, Organization, Responsibilities, Project & Program Management

How? Strategies, Methods, Tools and Techniques

How much? Economics & Finance, Cost Recovery, Replicability and Sustainability
**Policy**

1. Design and set up programme management: legal framework, funding, staffing
2. Verification: data, territory, mapping, beneficiaries
3. Launch of procurement of projects

**Contract Project**

4. Recognizing and mapping the settlement’s territory
5. Social mobilization, empowering residents
6. Launch of procurement of project design works
7. Designing and planning the project(s)

**Contract Execution**

8. Launch of procurement of construction works
9. Set up of on-site project execution office
10. Project execution

**Technical Project**

- Design and set up programme management: legal framework, funding, staffing
- Verification: data, territory, mapping, beneficiaries
- Social mobilization, empowering residents
- Launch of procurement of project design works
- Designing and planning the project(s)
- Launch of procurement of construction works
- Set up of on-site project execution office
- Project execution

**Participatory Process**
Streets in Slum Upgrading:

A gradual process of street-making and the execution of the area-based plan that enables an optimal use of scarce resources.
Street-led Citywide Slum Upgrading
Phased Approach to Street-making
The Lusaka Slum Upgrading and Sites & Services Project, Zambia:

Pioneering the planning & regularisation of informal settlements in Africa using street-based planning teams
PLANNING OUR OWN ROADS
- Community Participation -
Plate 3.2  The Road Planning Group, together with community development staff and technical advisers, walks along a potential route for a road in Lusaka.
Plate 3.3 The Road Planning Group’s proposals are put down on paper and discussed before a final commitment is made. Here they are shown being presented by the chief engineer, the architect and the chief community development officer.
Plate 3.4  One of the consequences of participation in decision-making. Residents demolished their own houses, almost for the fun of it. No one had to be evicted by force.
Figure 11.1 Map of Kalingalinga

Source: GRZ Survey Department and Goethert/Oestereich, 1987
4. Managing a citywide Slum Upgrading Programme

The institutional, organisational and management aspect of the Favela-Bairro Programme.
1. Mapping location of the favelas & loteamentos irregulares & clandestinos was the first important step to know the scale and location of the slum problem in the city.
Illegal subdivision in Guaratiba called Jardim Maravilha - 11,754 plots (1720 are occupied) - 5527 inhabitants
Sewerage

Accessibility

Legislation

Square

Maintenance

Sports Facilities Built

Housing Construction

Identifying Streets

STREETS as central strategy
These families must be relocated from living on the water.

Parque Royal Before the Plan
Detalhes da Favela Parque Royal

Título: Edifícios (depois do Favela Bairro) - 1998 Arq SMH
Detalhes da Favela Parque Royal

Título: Edifício (depois do Favela Bairro) - 1998 Arq SMH
Título: Quadra de Esporte (depois do Favela Bairro) - 1998 Arq SMH
Detalhes da Favela Parque Royal

Título: Quadra Polivalente (depois do Favela Bairro) - 1998 Arq SMH
Informação Gráfica - Detalhes

Título: Vista Aerea2 (antes do Favela Bairro) - 1998 Arq SMH
Jacarezinho, Rio de Janeiro, BR
Street Addressing in Morro Azul:

1. Demand for recognition by residents: a street name, house number, and a post code means citizenship rights (Post Office and other public services)

2. Residents meet, organize consultation and propose names (not be murdered or have criminal records, and be endorsed by community)

3. Street identification increases identity and sense of ownership, plus pride and self-esteem

4. Point of departure for other municipal interventions: the place has a name and a location
LOGRADOUROS RECONHECIDOS DO BAIRRO AZUL

SEDOR DE LA DEUCIS LARIO
Pra REGIMENTO DO AZUL
Pra VIOLA DO AZUL
Pra SAMORA DO AZUL

SEDOR FELICIDADE DO AZUL
Pra GENEROSA DO AZUL

Pra AMAR AZUL DO AZUL

Pra FLORIPA MARIA DE COSTA MARQUES

Pra NORTE CICLIC HELENA DE LUIZAS DO AZUL
Pra Saida DO AZUL

BELA ESPERANCA DO AZUL

Pra ASSOCIACAO DO AZUL

ASSOCIACAO DE MORADORES
CRECHE
QUADRA MARCELO DO AZUL
How was the programme executed?

1. Agreeing on who initiates and coordinates the policy within the municipality.
2. Defining the coordination mechanisms
3. Setting up the programme management system
4. Defining roles and responsibilities of different actors, public, private, community
5. Commissioning development of methodology for programme intervention at settlement level
Rio de Janeiro’s Upgrading Program - Favela Bairro

MAYOR

Municipal Secretariats

Health Planning Housing P.Works Education

horizontal coordination

Project Management

implementation

Rio de Janeiro’s Upgrading Program - Favela Bairro

Allocate Budgets

Municipality

Develops Policy

INITIATOR

SMH

Architecture Offices

Project Management

Building Contractors

Community
Rio de Janeiro’s Upgrading Program - Favela Bairro

Municipality

Allocate Budgets

Develops Policy

Public Tendering

Development of Methodologies

INITIATOR

Selects Target & Priority Favelas

Contracts qualified firms:
price & competence

Hires best
ideas

SMH

Financial Management Consultant

Project Management

Building Contractors

Community

Liaison & mobilization

Executes the project

Problems with violence, Drug trafficking, Intimidation

Work out a plan & project & involve the community

Architecture

Offices & Planning Offices

Response

Architecture

Offices & Planning

Offices

7.

The Design of the Slum Upgrading project intervention:

The area-based plan and the urban layout will define the most adequate street pattern that will determine the future configuration of the settlement: it must deal with the scale, standard and forms of tenure regularisation.
Street-led Slum Upgrading Project Cycle

**Getting Started**
1. Consultations with residents and local leaders
2. Community Mapping & Enumeration
3. Inventory of infrastructure networks & situation analysis
4. Project development through procurement

**Getting the Plan**
1. Preparing a model, maquette
2. Designing the urban layout plan & the street pattern
3. Community consultations & Street prioritisation
4. Approval of final layout Design & Community endorsement

**Implementation**
1. Final Plan for procurement & execution works
2. Demolition, compensation,
3. Opening Streets
4. Land & Infrastructure provision
5. Housing construction
6. Resettlement

**Post-Upgrading**
1. Social Pact for community management
2. Land-use and building regulations
3. Home improvement programme
4. Property tax and user’s charges
5. Maintenance and management framework

Incremental Development Process
The Slum Upgrading Design & Implementation Cycle:

1. Consultations with residents & local leaders
2. Community & settlement Mapping & Enumeration
3. Lay down Main Streets & Urban Layout Options
4. Maquete/Model with variants qua number of streets & % demolition for dialogue with stakeholders
5. Different patterns of Streets, pathways - Final Settlement Design
6. Community involvement & consultations for approval
7. Decision on Tendering & Procurement of Project Development

**IMPROVED QUALITY OF LIFE & VIBRANT NEIGHBORHOOD ACCOMPLISHED**

- Property tax, User’s charges & Urban Management in place
- Private Investment in Businesses & Housing Improvement
- Land-use Regulations & in-situ development support
- Relocation of Residents of Demolished houses
- Provision of Infrastructure
- Opening of Streets
- Housing Construction
- Land Made Ready for Housing Reconstruction
- Final Plan & Procurement for Execution works
- Approved layout, Street Network & Residents to be relocated
- Approved layout, Street Network & Residents to be relocated
- Approved layout, Street Network & Residents to be relocated

**The area-based plan**
**Getting Started**
Establishing the Status-quo Baseline Information Project Setup

**Getting the Plan**
Participatory Planning Urban Design The Street as locus

**Development**
Maintenance & Management

**Execution**
Project Implementation Demolition, Streets, Housing

**Post-Upgrading**
Getting the Legal & Institutional Basis Right Setting Regulations Organising Financial Sustainability

Consultations with residents & local leaders
Maquette/Model with variants qua number of streets & % demolition for dialogue with stakeholders
Different patterns of Streets, pathways
Final Settlement Design
Community involvement & consultations for approval
Approved layout, Street Network & Residents to be relocated

Relocation of Residents of Demolished houses

Maquette/Model

Lay down Main Streets & Urban Layout Options

Property tax, User's charges & Urban Management in place

Private Investment in Businesses & Improvement

Land-use Regulations & in-situ development support

Relocation of Residents of Demolished houses

Provision of Infrastructure

Demolition of Buildings & Compensation

Decision on Tendering & Procurement of Project Development

Improvement & procurement for Dialogue with stakeholders

Housing Construction

Demolition of Buildings & Compensation

Approved layout, Street Network & Residents to be relocated

Land Made Ready for Housing Reconstruction

Housing Construction

Property tax, User's charges & Urban Management in place

Private Investment in Businesses & Improvement

Land-use Regulations & in-situ development support

Relocation of Residents of Demolished houses

Provision of Infrastructure

Demolition of Buildings & Compensation

Decision on Tendering & Procurement of Project Development

Improvement & procurement for Dialogue with stakeholders

Housing Construction
Getting the Planning right

Defining the existing and future private domain – housing unit + land parcel

Demolition & Relocation

Infrastructure Networks

Gaining space/land for infrastructure provision

Public Domain

Private Domain
10.

Some conclusions. . .
The End

Thank you!
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B. Streets and Public Spaces: where we come from
C. Street Connectivity and City Prosperity
D. Introduction: the problem, scale and scope of slums globally

1. The Twin-track Approach
2. Bring housing to scale & upgrade existing slums
3. The Citywide Approach

4. Rio de Janeiro, Brazil: streets as integration & citizenship
5. Medellin, Colombia: streets as public space & urban mobility
6. Problems & Obstacles hindering street-centred slum upgrading

7. The Project Design: street, scale, standards, security of tenure
8. UN-HABITAT strategy: steps and components of slum upgrading
9. Streets against land regularisation: most critical problem
10. Some Conclusions