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

**TRAINING OF TRAINERS:**
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
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

Begin 1900s to 60's

1970’s

2000 onwards

Kopenhagen
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.

Source: UN-Habitat (2013) 'Streets as Urban Transformation in Slums: a UN-Habitat approach to citywide slum upgrading
São Paulo, Brazil
Tirana, Albania
Bissau, Guinea-Bissau
1. Drainage gutters
2. Water pipes
3. Electricity lines
4. Land parceling
Mapa do Projecto Melhoramento dos Bairro de Bissau

Praça

Legaenda

CSAS a serem relocalizadas

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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.
Medellin, Venezuela
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 to create & strengthen social & economic capital.
Opening of streets, planning the layout, Infrastructure, regularisation

Urban & Housing Strategies

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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
SLUM UPGRADING

Components of the Improvement Strategies

SLUM PREVENTION

Housing & Urban Policies

Components of the Improvement Strategies

Opening Streets

Infrastructure provision

Settlement Planning

Land regularisation

Housing improvement

etc.

IMPROVE

PREVENT

One Single Policy

Housing Finance

Infrastructure Investment

Regulatory Reforms

Building Industry Capacity

Land supply

Planning for Growth

New Housing

Existing Housing

Existing Slums

SLUM UPGRADING

SLUM PREVENTION
3. Citywide Slum Upgrading: How do we actually do it?
Understanding & managing the process.
From project to program & vice-versa.
Policy goals & objectives. Costs and benefits

Institutional setting, Organization, Responsibilities, Project & Program Management

Economics & Finance, Cost Recovery, Replicability and Sustainability

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

Strategies, Methods, Tools and Techniques
PROJECT EXECUTION

RECOGNIZING AND MAPPING THE SETTLEMENT’S TERRITORY

SOCIAL MOBILIZATION EMPOWERING RESIDENTS

LAUNCH OF PROCUREMENT OF PROJECT DESIGN WORKS

CONTRACT PROJECT

CONTRACT EXECUTION

VERIFICATION: DATA TERRITORY MAPPING BENEFICIARIES

DESIGN AND SET UP PROGRAMME MANAGEMENT: LEGAL FRAMEWORK FUNDING STAFFING

LAUNCH OF PROCUREMENT OF PROJECT DESIGN WORKS

DESIGNING AND PLANNING THE PROJECT (s)

LAUNCH OF PROCUREMENT OF CONSTRUCTION WORKS

PROJECT EXECUTION

SET UP OF ON-SITE PROJECT EXECUTION OFFICE

Participatory Process

Construction Works
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 -

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DECENTRALISATION DIVISION
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Drawings by:
Les Eliphas
APRIL 1990
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
STREETS as central strategy

- Sewerage
- Accessibility
- Legislation
- Maintenance
- Square
- Housing Construction
- Sports Facilities Built
- Identifying Streets
These families must be relocated from living on the water.
Ladeira dos Funcionários
Pq. S. Sebastião (Caju)

Proposed Land use
Detalhes da Favela Parque Royal

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

Título: Edificacao1 (depois do Favela Bairro) - 1998 Arq SMH

Imagem de uma área com edifícios e um playground.
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
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
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

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

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Rio de Janeiro’s Upgrading Program - Favela Bairro

Allocate Budgets

Municipality

Develops Policy

Public Tendering
Development of Methodologies

SMH

Selects Target & Priority Favelas

Contracts qualified firms: price & competence

Hires best ideas

Financial Management Consultant

Projects Management

Response

Architectures
Offices & Planning
Offices

Work out a plan & project & involve the community

Community

Liaison & mobilization

Executes the project

Problems with violence, Drug trafficking, Intimidation

Building Contractors

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.

Consultations with residents & local leaders → Community & settlement Mapping & Enumeration → Lay down Main Streets & Urban Layout Options → Maquette/Model with variants qua number of streets & % demolition for dialogue with stakeholders

Post-Upgrading Maintenance & Management Framework

Lay down Main Streets & Urban Layout Options → Community involvement & consultations for approval → Decision on Tendering & Procurement of Project Development

Approved layout, Street Network & Residents to be relocated

Final Plan & Procurement for Execution works → Housing Construction → Land Made Ready for Housing Reconstruction → Opening of Streets

Relocation of Residents of Demolished houses → Provision of Infrastructure

Maquete/Model with variants qua number of streets & % demolition for dialogue with stakeholders → Different patterns of Streets, pathways - Final Settlement Design

Land-use Regulations & in-situ development support

Private Investment in Businesses & Housing Improvement

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

The area-based plan

IMPROVED QUALITY OF LIFE & VIBRANT NEIGHBORHOOD ACOMPLISHED
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!