

Summary of Step 1 of the
Rapid Planning Toolkit

01



**Writing a Charter for
Your Growing City**

Step 1

Writing a Charter for Your Growing City

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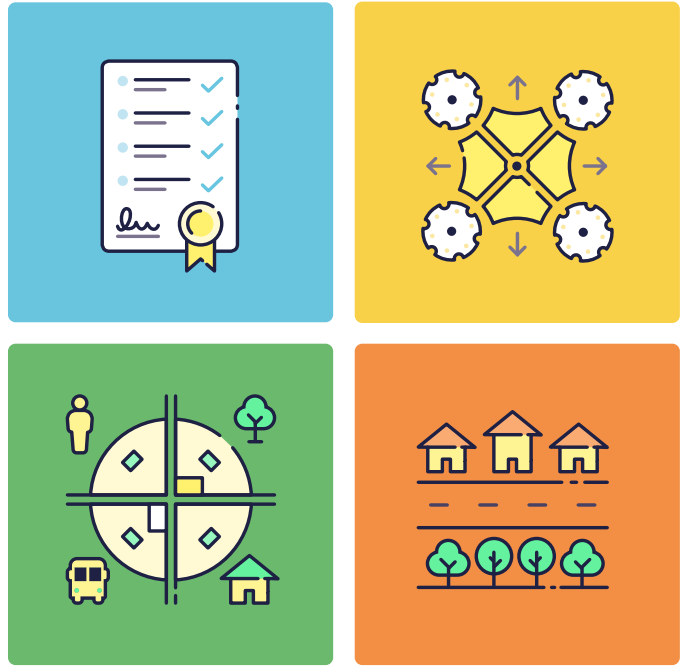


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Rapid Planning Toolkit



Welcome to the Rapid Planning Toolkit

The Rapid Planning Toolkit is a step – by – step guide to help rapidly growing cities plan for growth.

Planning for your city's future growth is essential to ensure its safety, resilience and investment potential, and can significantly improve conditions for existing and new residents. The Rapid Planning Toolkit process aims to:

- Safeguard housing affordability through allocation of land for development,
- Ensure adequate provision of community facilities in neighbourhoods,
- Establish and protect routes for transport and infrastructure to be developed,
- Protect natural environments and habitats,
- Develop appropriate building typologies.

The Rapid Planning Toolkit is designed for implementation, with practical instructions and tasks that can be undertaken by a city leader and support team, and involving key decision makers, stakeholders and community members through interactive workshops.

Participatory planning is at the core of the Toolkit's process, which involves stakeholders throughout, and necessitates collaboration across sectors, industries and departments.

This course is also developed as an educational resource, intended to build capacity and knowledge of planning for those without a built environment qualification. If you are not intending to implement the Toolkit Steps in your city, you can still complete the course theoretically in order to understand the process and strategies.

The Rapid Planning Toolkit has four steps:

1. Writing a charter for your growing city
2. Creating a rapid growth plan
3. Implementing the growth plan
4. Building the neighbourhoods

With the support of your city leaders, stakeholders and citizens, these steps could be initiated in a timescale of just 9 months, in order to respond to the rapid pace of population and urban growth taking place in your city.

STEP 1

Writing a Charter



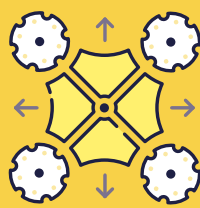
1A Making the case for the 'Rapid Plan'

1B The Charter workshop

1C Consulting the public on the Charter

STEP 2

Creating a Plan for Growth



2A Preliminary mapping

2B Creating a Rapid Growth Plan

2C Structuring the growth areas

STEP 3

Implementing the Plan



3A Identifying landowners & occupants

3B Finalising the plan

3C Demarcating the plan on the ground

STEP 4

Building the Neighbourhoods



4A Preparing for the workshops

4B Neighbourhood workshop

4C Concept designs workshop

STEP 1

Writing a Charter for Growth



Step 1 is a call to rapid action and will help you to foster collaboration amongst a range of stakeholders to create a critical guide for how you will accommodate expected population growth whilst improving the lives of residents.

At the end of Step 1 you will have a **Charter** that is shared and endorsed by the community, stakeholders and collaborators.

1A

Making the case for the Rapid Plan

- Gain an understanding of your city and its future growth,
- Establish and communicate the need for a Rapid Plan,
- Prepare a plan to implement the Rapid Planning Toolkit and allocate resources.

1B

WORKSHOP

Running the Charter Workshop

- Engage with stakeholders representing various communities, authorities and sectors,
- Create a draft Charter - a vision for how your City will adapt and grow.

1C

Consulting the public on the Charter

- Publicise the draft Charter,
- Review feedback on the Charter,
- Finalise the Charter which will serve as the reference point for stakeholders throughout the development process.

Step 1 - Writing a Charter

1A Making the case for the Rapid Plan

i Project population growth & expansion

ii Understand the need for a 'Rapid Plan'

iii Identify stakeholders

1B The Charter Workshop

i Prepare for the workshop

ii Develop the draft Charter for your city

1C Consulting the public on the Charter

i Collect feedback on the draft Charter



On completing Step 1, you will have created and agreed a Charter for growth.

1

Introduction to Step 1

Writing a Charter for Your Growing City

The first Step of the Rapid Planning Toolkit is to establish the need to plan for growth and write a Charter, or a vision, for your growing city.

Step 1 is a call to rapid action, intended to foster collaboration amongst a range of stakeholders to agree how you will accommodate the population growth of the city.

The output of Step 1 is a Charter – if you are not familiar with the word 'Charter' it simply means a signed document. The Charter helps to ensure the vision is shared, owned and clearly stated.

The Charter should be instigated by the city mayor or a local government leader and is created by engaging key stakeholders, including representatives of the community, with local and regional government.

In Step 1A, you will establish the case for a rapid planning, by assessing the situation in your city and getting your city leaders on board to implement the Toolkit process.

You will then develop a Charter for your growing city in Step 1B, working with stakeholders in a 1-2 day workshop.

In Step 1C, you will consult wider stakeholders for feedback, to support and endorse the Charter. A good Charter should say: what you want to achieve; why it matters; how you will get there; who needs to be included.

By the end of this Step you should be able to:

- Calculate the rate of population growth and the land needed to accommodate that growth in your city,
- Communicate the need for planning and how it can help your city meet its own targets and those set out in the UN's Sustainable Development Goals,
- Understand the importance of a City Charter and who should be involved in creating one,
- Develop a strategy for participatory planning.

The Rapid Planning Toolkit

for Urban Expansion

Step 1 - Writing a Charter

1A Making the case for the Rapid Plan

i Project population growth & expansion

ii Understand the need for a 'Rapid Plan'

iii Identify stakeholders

1B The Charter Workshop

i Prepare for the workshop

ii Develop the draft Charter for your city

1C Consulting the public on the Charter

i Collect feedback on the draft Charter



On completing Step 1, you will have created and agreed a Charter for growth.

1A Step 1A Making the case for the Rapid Plan

To begin using the Rapid Planning Toolkit, you will first assess the situation in your city and consider whether a Rapid Plan is needed. You will then proceed to seek high-level endorsement from any key decision makers and necessary partners and establish the resources to implement the Toolkit process.

Step 1A will guide you through a series of tasks to help you make some rough projections on how your city is growing, assess existing frameworks, identify the stakeholders and authorities that are key to your city's development and prepare to undertake the first workshop with the community.

Step 1A involves 3 activities including 9 tasks in total.

Activity i: Project population growth & expansion

- Task 1: Project urban population growth
- Task 2: Calculate urban expansion land area
- Task 3: Illustrate land area required for future expansion

Activity ii: Understand the need for a 'Rapid Plan'

- Task 1: Assess the need for a rapid plan
- Task 2: Review the current planning timelines and frameworks
- Task 3: Present the case to decision makers

Activity iii: Identify Stakeholders

- Task 1: Set up your team
- Task 2: Identify stakeholder groups
- Task 3: Plan to engage with stakeholders



Step 1A - Activity i

Project population growth & expansion

This activity will help you to estimate how your city may grow over the next 10-30 years based on current trends. You will project the population growth of your city, which will allow you to calculate the land requirement for growth and the potential expansion of your city's urban extent.

Activity i involves 3 tasks:

Task 1 - Project urban population growth

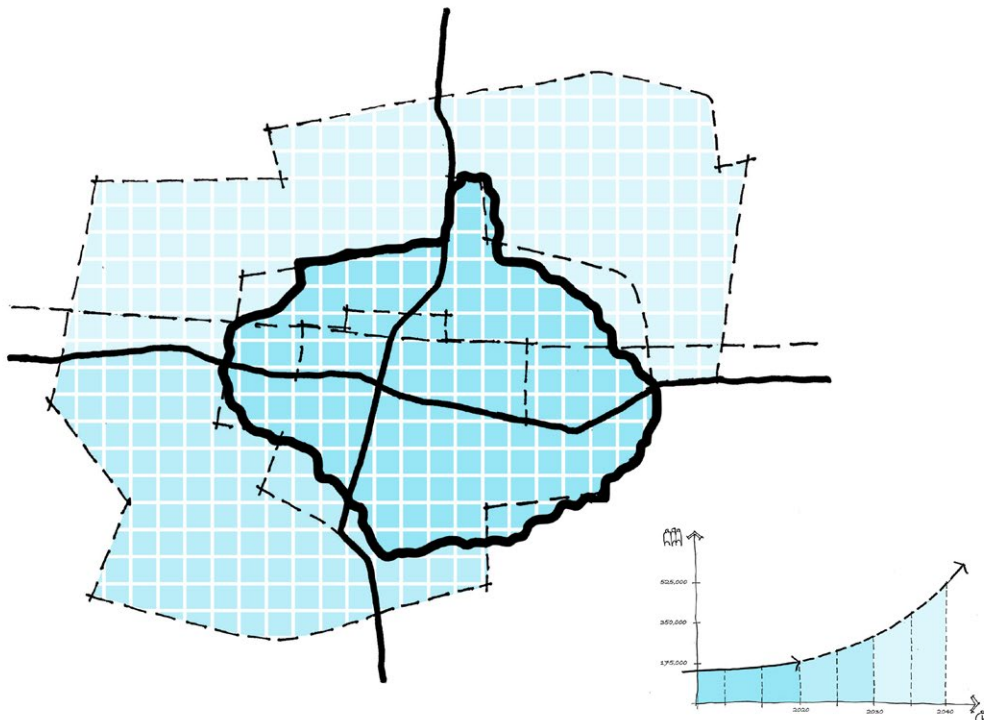
The Rapid Planning Toolkit is a resource designed for cities that are growing rapidly and therefore require a rapid response in planning. The first task is to understand the rate of population growth in your city, which will indicate the degree to which rapid growth may be taking place.

Task 2 – Calculate urban expansion land area

The next task is to understand how the demands of rapid population growth could impact your city's urban footprint, and how the city can prepare to accommodate future growth.

Task 3- Illustrate land area required for future expansion

The final task of this activity will be to illustrate how your city may need to grow in order to accommodate the land requirements that you have calculated. This will be an important visual resource to demonstrate the scale of impact of rapid growth in your city.





Step 1A - Activity ii

Understand the need for a rapid plan

Next, you will consider the broader issues and needs for your city and review existing planning procedures to understand how best the Toolkit can be used.

This will help you to develop a robust case for using the Toolkit, which you will present to your city leaders, department heads and key decision makers.

Activity ii involves 3 tasks:

Task 1 - Assess the need for a rapid plan

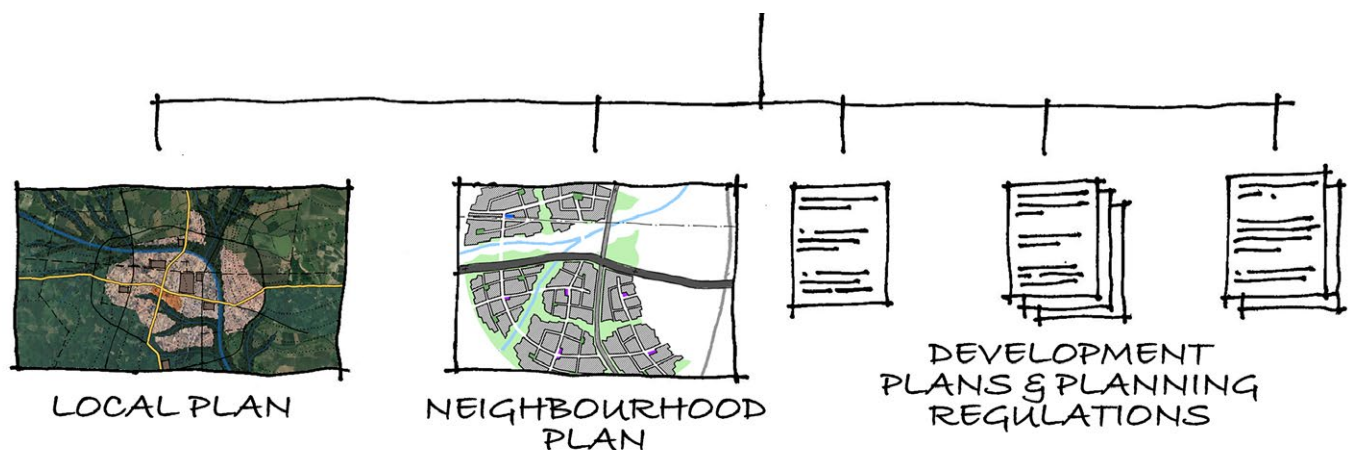
Having established that you are expecting the population of your city to grow rapidly, and calculated the amount of land needed to accommodate that, you will need to articulate the benefits of creating a rapid plan, to ensure growth also yields social, environmental and economic benefits for your city.

Task 2 - Review the current planning timelines and frameworks

The aim of the Rapid Planning Toolkit is to plan neighbourhoods to accommodate the future growth of the city, and protect the key routes, sites and assets of these through physical interventions on the ground. In this task, you will review the planning frameworks in your city to determine whether your city has authorisation to develop a spatial plan and to set aside land for development, as well as how it is permitted to raise and spend money on projects.

Task 3 - Present the case to decision makers

To implement the Rapid Planning Toolkit process, you will need to work with other teams, departments and leaders in your city, to develop and implement a Rapid Plan for growth. Using the information gathered so far, you can now present the case to city leaders and key decision makers to assign resource and budget to delivering this process.





Step 1A - Activity iii Identify stakeholders

Once any necessary authorisation and support from city authorities, leaders and decision-makers has been sought, you can begin to prepare for the first workshop to draft the Charter for your City.

You will need to seek out the relevant stakeholders, including people who know how the city works and understand local concerns and aspirations. Understanding these issues will be important to the successful adoption of the Charter.

Activity iii involves 3 tasks:

Task 1- Set up your team

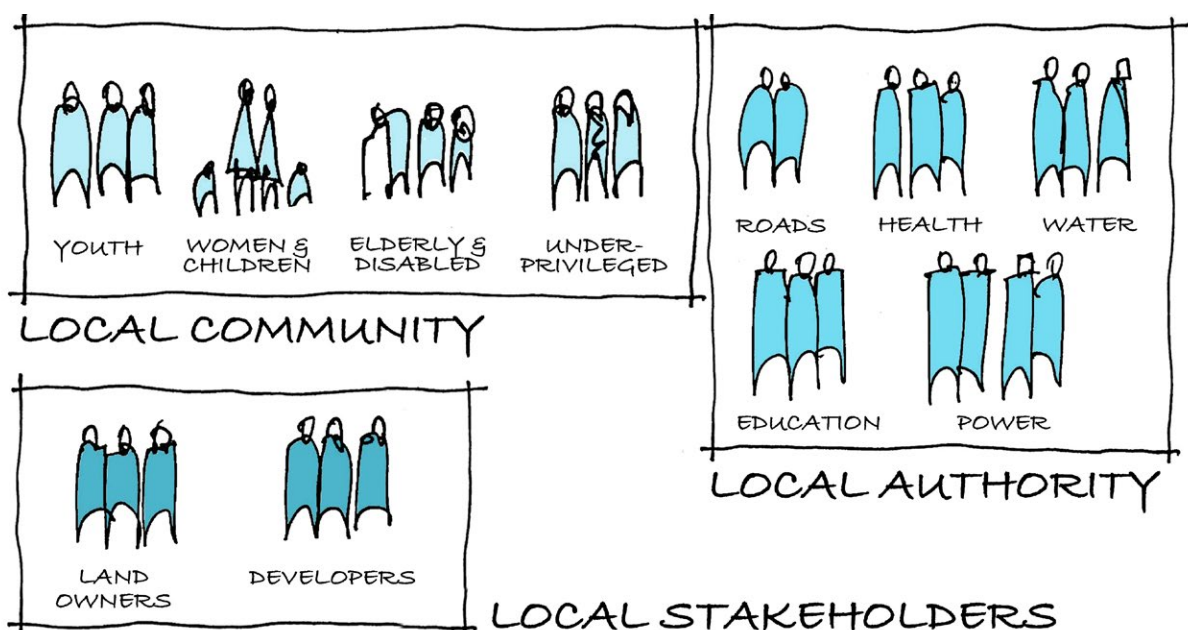
You will need to set up a team to help you conduct the Toolkit process. You should appoint a Team Leader, a figure of authority to lead the process, and ensure that you have support from specialists and representative from relevant sectors of industry and local government.

Task 2- Identify stakeholder groups

You will need to identify stakeholder groups that you will consult as part of the Charter Workshop. Involving a diversity of stakeholder perspectives will ensure the draft Charter reflects the interests of wider citizens.

Task 3- Plan an engagement strategy

Having identified stakeholder groups, you should plan how they will get involved in the development of the Charter. In this task, you will select the participants who will be invited to the workshop, and how others may be able to respond and provide feedback.



The Rapid Planning Toolkit

for Urban Expansion

Step 1 - Writing a Charter

1A

Making the case for the Rapid Plan

i

Project population growth & expansion

ii

Understand the need for a 'Rapid Plan'

iii

Identify stakeholders

1B

The Charter Workshop

i

Prepare for the workshop

ii

Develop the draft Charter for your city

1C

Consulting the public on the Charter

i

Collect feedback on the draft Charter



On completing Step 1, you will have created and agreed a Charter for growth.

1B

Step 1B The Charter Workshop

Step 1B details how you will conduct the Charter workshop, including preparation to be completed before the workshop, and what you will do on the workshop day(s). The aim of the workshop is to create a shared vision or 'Charter' for your growing city, with the participation of city stakeholders.

The Charter Workshop can take place across 1 or 2 days. In this workshop, you will bring together stakeholders to explain the need for a plan, the Toolkit process and initiate a discussion regarding what the Charter should be. You will then progress to develop a draft of the Charter with the participation of these stakeholders.

Step 1B in its entirety includes 2 activities and a total of 5 tasks. The output of Step 1B is a draft Charter.

Activity i: Prepare for the workshop

- Task 1: Workshop checklist

Activity ii: Develop the draft Charter for your city

- Task 1: Introduction to the Charter workshop
- Task 2: Develop the draft Charter
- Task 3: Explain next steps
- Task 4: Share the draft Charter



Step 1B - Activity i Prepare for the workshop

In advance of the Charter Workshop, you need to prepare information for participants about the implications of your city's growth, the importance of planning, and their role as stakeholders.

This activity includes preparation tasks to be completed before the workshop.

Activity i involves 1 task:

Task 1 - Workshop checklist

Complete the necessary preparations in the weeks before the Charter workshop, ensuring that you and your team are well prepared to lead your stakeholders through a participatory process to develop the Charter.



Step 1B - Activity ii Develop the draft Charter for your city

You will conduct the Charter Workshop with stakeholders to discuss the urgent needs of the city and draft the 'Charter'.

The Charter will be a series of statements that set out the challenges ahead, and the way the city plans to respond. This Charter will be drafted in the workshop, then finalised following a period of consultation with wider stakeholders and the public, which is set out in Step 1C.

Activity ii involves 3 tasks:

Task 1 - Introduction to the Charter workshop

This task details the first part of the Charter Workshop, which will introduce the participants to the Rapid Planning Toolkit, and begin to explore relevant issues and topics from the perspective of the stakeholders.

Task 2 - Develop the draft Charter

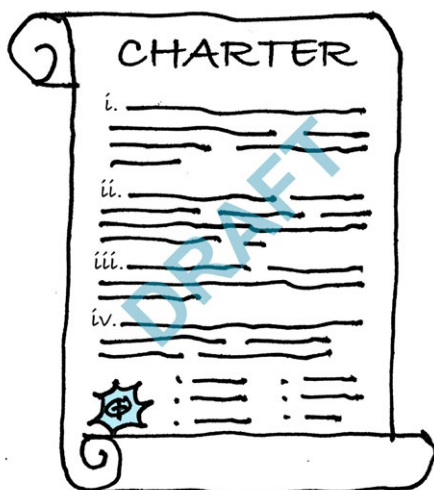
This task details the second part of the Charter Workshop, in which workshop participants will develop a draft Charter. The Charter is essentially a series of statements that set out the challenges ahead and express how the city plans to respond to these challenges. The Charter will be a vision for the future of the city, developed and endorsed by the community. It will be used as a reference point to guide future planning decisions.

Task 3 - Explain next steps

Now that you have created a draft Charter, you should ensure the participants at the workshop understand the next steps and how they can continue to engage with the process.

Task 4 - Share the draft Charter

You may find that the draft Charter created in the workshops needs some refining before sharing with wider stakeholders. With your core team, you will finalise the draft Charter so that it is ready for public consultation.



The Rapid Planning Toolkit

for Urban Expansion

Step 1 - Writing a Charter

1A

Making the case for the Rapid Plan

i

Project population growth & expansion

ii

Understand the need for a 'Rapid Plan'

iii

Identify Stakeholders

1B

The Charter Workshop

i

Prepare for the workshop

ii

Develop the draft Charter for your city

1C

Consulting the public on the Charter

i

Collect feedback on the draft Charter



On completing Step 1, you will have created and agreed a Charter for growth.

1C

Step 1C

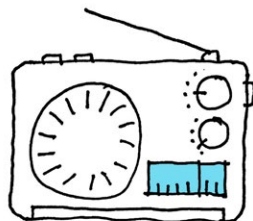
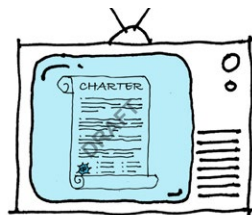
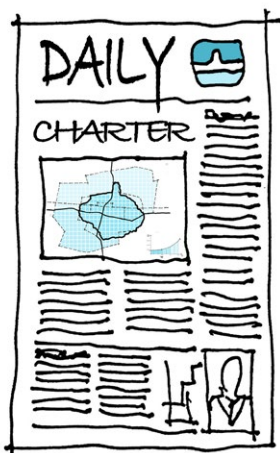
Consulting the public on the Charter

Following the Charter Workshop in which you produced the draft Charter, the next step is to share this document in the public domain so that citizens, organisations and institutions are aware of the process and have an opportunity to provide feedback.

Step 1C has just 1 activity with 3 Tasks.

Activity i: Collect feedback on the Charter

- Task 1: Promote the draft Charter and consult with wider stakeholders
- Task 2: Incorporate feedback into final version of the Charter
- Task 3: Sign off final version of the Charter





Step 1C - Activity i

Collect feedback on the draft Charter

This activity outlines how to share the Charter for your growing city for wider consultation. The purpose of this is to raise awareness city-wide as to the benefits of planning for rapid urbanisation, canvas for further information on stakeholder interests and priorities, and ensure that the process of creating the Charter is transparent, inclusive and representative of city and community stakeholders.

Activity i involves 3 tasks:

Task 1 - Promote the draft Charter and consult with wider stakeholders

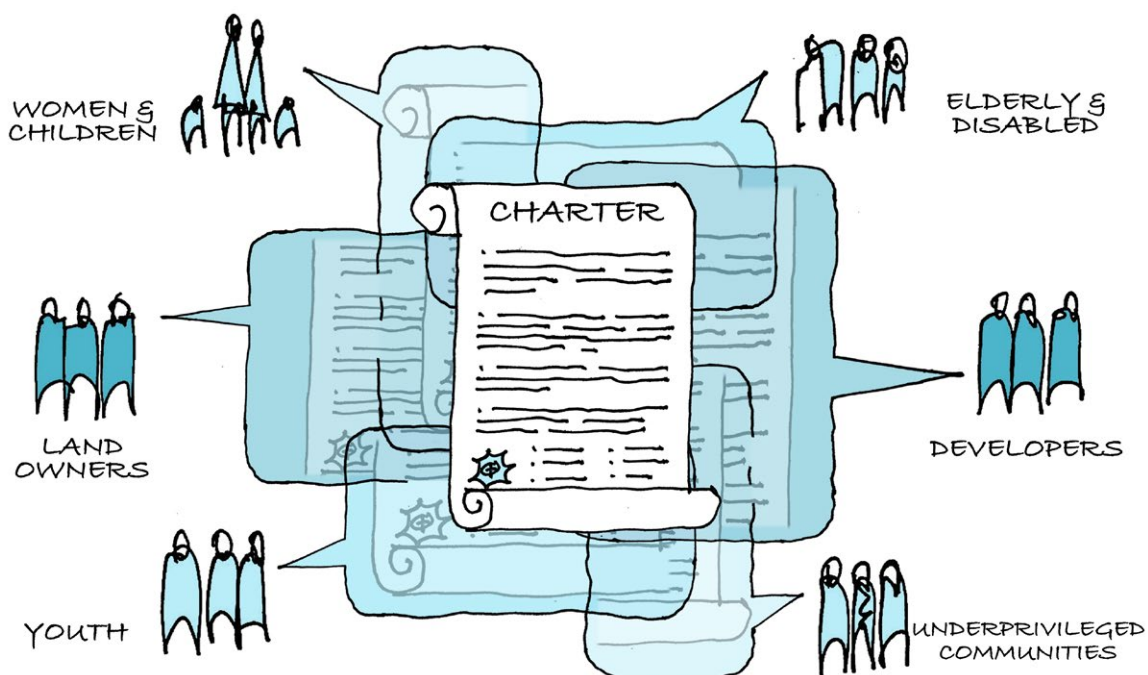
The Charter needs to gain widespread support from your city's stakeholders and citizens, to earn their co-operation and endorsement for a growth plan. The process of public consultation provides an opportunity to identify and address stakeholder priorities and identify potential conflicts.

Task 2 – Incorporate feedback into final version of the Charter

Following wider consultation with the city on the Draft Charter, it is important to ensure you incorporate feedback and make any necessary updates.

Task 3 - Sign off final version of the Charter

You are now in a position to finalise and sign the Charter. On the final version of the Charter, you should ensure that you get signatures from all stakeholders that were present at the workshops, and any other key stakeholders that have been involved in a significant way.



The Rapid Planning Toolkit

for Urban Expansion

Key Concepts

1

Key Concepts for
Writing a Charter

i

Understanding
planning

ii

Participatory
planning

iii

Density and urban
form

2

Key Concepts for
**Creating a Plan for
Growth**

Available in Step 2

3

Key Concepts for
**Implementing the
Plan**

Available in Step 3

4

Key Concepts for
**Building the
Neighbourhoods**

Available in Step 4



Additional Resources

Step 1 Key Concepts

The Key Concepts section provides some additional information that may help you to implement the activities and tasks in Step 1 of the Rapid Planning Toolkit.

Step 1 Key Concepts has 3 sections:

Section i: Understanding planning

- Part 1: Why urban planning is important
- Part 2: Understanding planning frameworks

Section ii: Participatory planning

- Part 1: What is a 'stakeholder'?
- Part 2: Making your process inclusive

Section iii: Density and urban form

- Part 1: What does density look like?
- Part 2: Urban forms
- Part 3: Density decline and rapid urbanisation

References and further reading



Step 1 Key Concepts - Section i

Understanding planning

Fundamentally, planning is about managing and protecting land. It can encompass many activities, which may differ depending on your context, but usually will involve authorities coordinating and regulating all development in the area, in the interests of wider city objectives.

Whilst planning can at times be complex, it is essential to have a basic understanding of its importance to be able to act quickly to address rapid urbanisation.



Image: Stakeholders participating in a planning exercise

Section i has 2 parts:

Part 1 - Why urban planning is important

Planning is necessary to organise the infrastructure and systems of an urban area to be efficient and effective for all its residents, businesses and visitors. Effective planning can help to address cross-cutting issues such as the climate emergency, rapid urbanisation, biodiversity loss, pandemics and disasters. Cities and urban settlements must plan to implement infrastructure projects, deliver utilities and services, create transport systems and develop land efficiently. Without planning, cities can become chaotic, unsustainable and expensive to live in.

Part 2 – Understanding planning frameworks

Planning happens at many different scales, by various parties and authorities, and can be implemented using a number of different documents, tools and legislations. Depending on your town, region and country, there may be multiple planning frameworks that outline legal requirements with which developers must comply, or guidelines that suggest best practice. Planning frameworks will be different in each country, region and city. To implement the Rapid Planning Toolkit you will need to be familiar with the planning context of your location.



Step 1 Key Concepts - Section ii

Participatory planning

Planning for the consequences of rapid growth of our cities needs to involve those who live, use and are involved in the city, understand how it works and its unique strengths, weaknesses and opportunities.

In the Rapid Planning Toolkit, you will be required to identify your stakeholders in Step 1A and engage with them in Step 1B and 1C.

This section of the Key Concepts will provide background information about involving stakeholders in the process of planning.

Section ii has 2 parts:

Part 1 - What is a 'stakeholder'?

Throughout the Rapid Planning Toolkit, we refer to 'stakeholders' who need to be engaged in the process of creating and implementing a plan for growth. These stakeholders could be anyone with a legitimate interest in your city plan, whether they are citizens and community members or professionals, specialists and authorities. You might like to think of them as those that may have a 'stake' in the process or its outcomes.

Part 2 – Making your process inclusive

In Step 1, you will need to engage with a variety of stakeholders representing the diversity of your city's population. To ensure you get the necessary participation from these individuals, you may need to consider how you can make the participation in the process inclusive.



Image: Stakeholders that took part in a Rapid Planning Toolkit workshop in Bo, Sierra Leone



Step 1 Key Concepts - Section iii

Density and urban form

This final section of the Key Concepts may provide useful background information when projecting your city's expected population growth and the resulting land requirements. Being aware of the concept of urban density will help you to understand the relationship between population growth and the growth of the city's urban extent.

The calculations that you will make in Step 1A maintain the existing density of your city, to avoid exacerbating urban sprawl or overcrowding, which could occur if the change in population was not in proportion to the change in the city's urban area.

In reality, it is also possible to accommodate a larger population in the existing urban footprint of the city by increasing urban density, through considered planning policy, development and regeneration projects that are specific to the context of your city.

Section iii has 3 parts:

Part 1 - What does density look like?

Urban density, or population density, is a term used in planning to refer to the number of people populating a given urban area. Density is a useful metric to begin to understand the composition of a city or urban area, and to give an indication of how efficiently land is used.

Part 2 – Urban forms

Although we use average values, density will vary significantly throughout the city. Many cities and urban areas are made up of a variety of different urban forms, often varying from high densities in the city centre to low densities towards the city edge, although city's urban morphology may depend on a variety of physical and human factors.

Part 2 – Density decline and rapid urbanisation

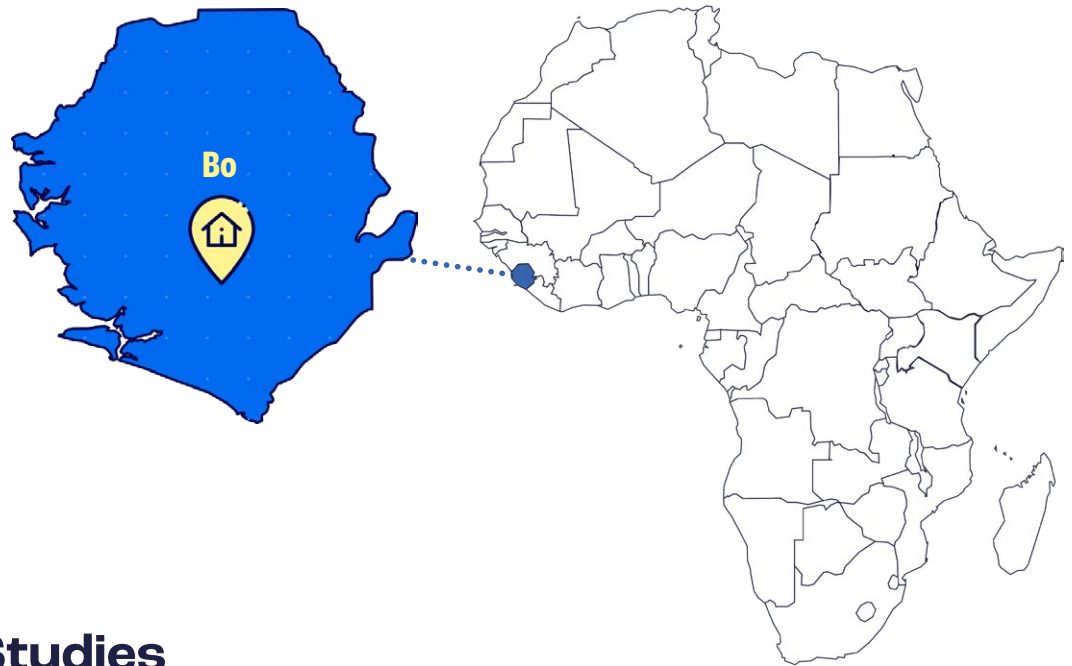
Density decline occurs when the urban extents of the city grow faster than its population. This can further exacerbate the effects of rapid urbanisation by creating sprawling cities that are unsustainable, inefficient and poorly planned.

The Rapid Planning Toolkit

for Urban Expansion

Sierra Leone

Africa



Case Studies

Pilot Project in Bo, Sierra Leone

Bo is a city with a population of 270,000. The city is surrounded by wetlands but, due to rapid population growth and no strategic planning, these areas are being built on. This has resulted in a reduction of land for agriculture, health problems, lack of access to basic and emergency services and depletion of a vital ecosystem.

Bo City Council undertook the activities in Steps 1A, 1B and 1C successfully, and felt they learnt three key lessons from Step 1:

- The importance of using an integrated approach,
- The importance of strengthening public participation and creating space for key stakeholders to be involved in all stages of planning and implementation,
- Ensuring the council anticipates instead of reacts to problems.



Step 1A - Making the case for the Rapid Plan

Like many rapidly growing cities in the Global South, Bo City Council had few employees with a built environment professional background.

Haja Halimah Lukay, the Development Planning Officer, was charged with leading the work of the Rapid Planning Toolkit. The Mayor at the time, Harold Logie Tucker, was very supportive of the work, and Haja was supported by other team members, including the sole built environment professional in the council, Mohamed Mattia, an engineer.

During Step 1A, the team calculated the future urban population growth projections and the amount of land needed to accommodate that growth; their population of 174,000 in 2015 is expected to grow to 540,000 by 2040. This was documented in a PowerPoint presentation shared during their Charter Workshop (Step 1B). The team also identified key stakeholders, engaged with them and invited them to the Charter Workshop.

Step 1B - The Charter Workshop

The Charter Workshop in Bo was attended by over 50 people representing a variety of stakeholders. The morning presentations were led by Haja Halimah Lukay.

She explained to all the stakeholders why they were gathered there (to create a shared vision for their growing city) and what they were hoping to achieve by the end of the day (a draft City Charter). The second part was a more interactive session in the afternoon, developing the draft Charter in smaller groups with flipcharts and pens.

Step 1C - Consulting the public on the Charter

Using the draft Charter, the Bo City Council team undertook outreach sessions with the community to share the content and intentions of the Charter. This included radio broadcasts and interactions with citizens across the city. More informal methods of community outreach were also undertaken because not all residents have access to formal channels for information dissemination and feedback.



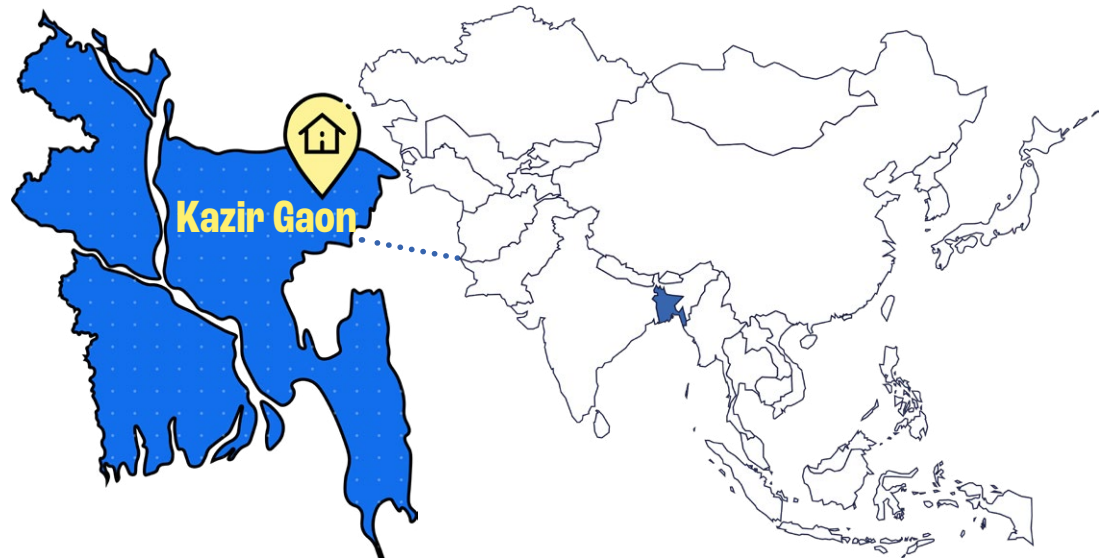
Image: Haja Halimah Lukay on local radio to share the Draft Charter

The Rapid Planning Toolkit

for Urban Expansion

Bangladesh

Asia



Case Studies

University Collaboration in Kazir Gaon, Bangladesh

The village of Kazir Gaon sits within a unique seasonal wetland ecosystem, (called a hoar), in the north-east area of Bangladesh, near Sylhet. The village has grown exponentially over the past 10 years, with no planning or guidance to manage development. The lack of planning has meant that development has taken place without considering the adequacy and provision of access to drinking water, sanitation, healthcare and educational facilities and also resulted in poor sanitation due to a lack of drainage infrastructure.

To tackle the issues of rapid growth, an international university collaboration was formed to explore implementation of the Toolkit in this village setting. The Gramer Haor Co_Lab was initiated in 2019 as a partnership between Birmingham City University (BCU) in the UK and Shahjalal University of Science & Technology (SUST) in Bangladesh.





Image: The Charter Workshop in Kazir Gaon

Step 1A - Co_Lab Season 1

It was necessary for the Rapid Planning Toolkit process and timeline to be adapted to suit the context, situation and academic requirements of the Co_Lab, whilst maintaining the principles and objectives of the methodology.

This first cohort of the Co_Lab then worked on a vision for how the village could grow sustainably, through conversations with students, villagers, and local government representatives.

Step 1B - Co_Lab Season 2

The Gramer Haor Co_Lab project in Kazir Gaon was led by faculty members of BCU and SUST, with the support of the King's Foundation providing guidance on the Rapid Planning Toolkit methodology.

In the second year of the Co_Lab, a workshop was held, organised and facilitated by SUST students and faculty staff, with funding from the Commonwealth Association of Planners (CAP). Key stakeholders and village residents attended in person and staff and students from BCU took part virtually.

Outcomes of the Co_Lab

The work of the Co_Lab has brought together stakeholders from across the village, in many cases engaging residents for the first time to consider what the community needs to implement to ensure a sustainable future. Following a successful process of workshops and stakeholder engagement, the local government informally agreed to allocate approximately 1 acre of land to develop a community hub, which would provide facilities for Kazir Gaon residents.

Rapid Planning Toolkit

www.rapidplanningtoolkit.org