



**Writing a Charter for
Your Growing City**

Step 1A

Making the case for the Rapid Plan

STEP 1

Writing a Charter



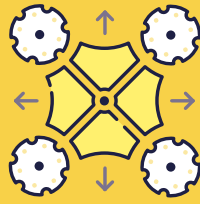
1A Making the case for the 'Rapid Plan'

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

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 1A

Making the case for the Rapid Plan

Introduction & Aims

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.

i Activity i

05... Activity i: Project population growth & expansion

06... Task 1: Project urban population growth

10... Task 2: Calculate urban expansion land area

12... Task 3: Illustrate land area required for future expansion

ii Activity ii

15... Activity ii: Understand the need for a rapid plan

16... Task 1: Assess the need for a rapid plan

18... Task 2: Assess the current planning timelines and frameworks

22... Task 3: Present the case to decision makers

iii Activity iii

29... Activity iii: Identify stakeholders

30... Task 1: Set up your team

32... Task 2: Identify stakeholders

35... Task 3: Plan to engage with stakeholders



Review

38... Review of Outputs

38... Looking Forward

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

1C Consulting the public on the Charter

i Collect feedback on the Charter



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

1A Making the case for the Rapid Plan

i

Project population growth & expansion

1 - 2 Days Individual Activity

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

ii

Understand the need for a 'Rapid Plan'

1 - 2 Weeks Individual Activity

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

iii

Identify stakeholders

4 - 6 Weeks Core Team Activity

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

1B The Charter Workshop

Step 1A

Activity i

Activity i

Project population growth & expansion

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.

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.

In completing Activity i, you should be able to:

- Identify and select data that can be used to project population growth,
- Interpret data into a 10–30 year forecast,
- Calculate land requirements based on population growth forecast,
- Apply an understanding of density into calculations of land requirements,
- Demonstrate projections numerically and visually.

Activity i is broken down into three tasks:

1. Project urban population growth,
2. Calculate urban expansion land area,
3. Illustrate land area required for future expansion.

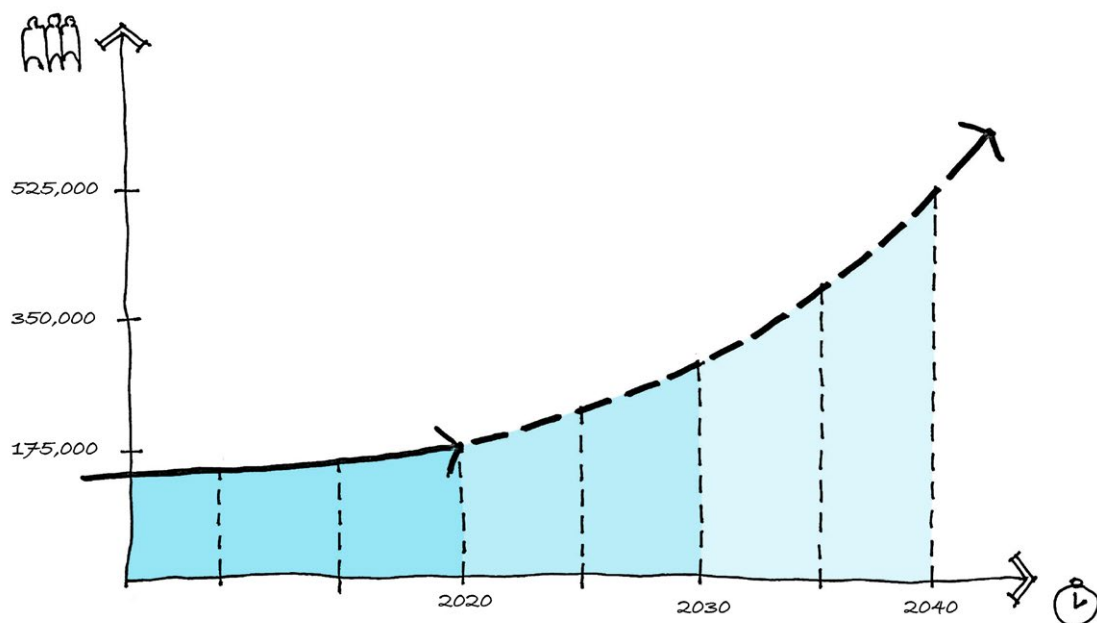
The Rapid Planning Toolkit

for Urban Expansion

Step 1A - Activity i - 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.

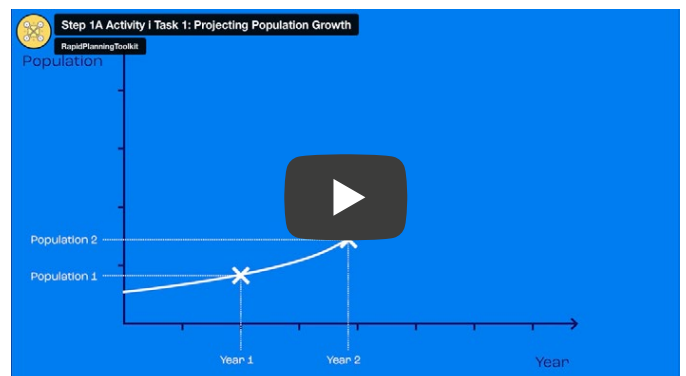


In this task, you will calculate the population growth rate for your city - this figure will indicate whether your city is experiencing rapid growth.

It is likely that your city is growing rapidly if the population growth rate exceeds 3%, which is often the case in places that are experiencing a high rate of rural to urban migration.

You can use the [Projecting Growth Spreadsheet](#) to complete the following task.

You can also watch this video for help on this task:



Video link: vimeo.com/727025839/9098516ebf

Writing a Charter for Your Growing City

1A: Making the case for the Rapid Plan

Task

1. Search for data on your city's population. This could be available from your local authority as part of any census data that has been collected in the past. You will need to obtain the following figures, or a fairly reliable estimate of these:

- Current population of your city (or most recent data available).
- Population of your city from a previous year.

If data on your city's population is not available, you could check the City Population website (citypopulation.de), or the Marron Institute's Atlas of Urban Expansion (atlasofurbanexpansion.org) as well as looking for data from UN Habitat, The World Bank or other international sources.

When obtaining this data, consider the following:

- Does the data apply to the correct area? Some figures may apply to a region or district rather than the city.
- When was the data compiled? Population figures should be accompanied by the year in which it was collected.
- Is the source reliable? Can you trust that the data was collected thoroughly?
- Is the data likely to account for people living in informal settlements and undocumented citizens? In some cases, these groups may be a significant factor of population growth.

2. Calculate the Population Growth Rate, using the [Projecting Growth Spreadsheet](#) or by applying the following equation:

$$\text{Population Growth Rate} = \text{LN} (\text{Population 2} / \text{Population 1}) / (\text{Year 2} - \text{Year 1})$$

- Population 2 is the most recent population figure for your city and Year 2 is the year in which it was collected.
- Population 1 is a previous population figure and Year 1 is the year in which it was collected.
- LN is the natural logarithm.
- / signifies division.

3. The Population Growth Rate can be used to calculate how your city's population will grow in the future. You can calculate your city's population for 10, 20 and 30 years using the equation below. If you are using the spreadsheet, these calculations will be generated automatically.

$$\text{Population in 'n' years} = \text{Population (current)} * e^{(\text{Population Growth Rate} * 'n')}$$

- Population current is the most recent population figure for your city.
- * signifies multiplication.
- e is mathematical constant Euler's number.
- Use the Population Growth Rate that you have just calculated.
- Replace 'n' with 5, 10, 15, 20, 25 and 30 years.

The Rapid Planning Toolkit

for Urban Expansion

Step 1A - Activity i - Task 1

Project urban population growth (continued)

2. Calculate the Population Growth Rate, using the [Projecting Growth Spreadsheet](#) or by applying the following equation:

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- e is mathematical constant Euler's number.
- Use the Population Growth Rate that you have just calculated.
- Replace 'n' with 5, 10, 15, 20, 25 and 30 years.

4. Review and interpret the results, and what that may tell you about your city.

A **population growth rate of 3% or more** would imply that your city is undergoing rapid urbanisation and the Rapid Planning Toolkit process is likely to be of use. If this rate of growth continues or accelerates, your city will double its population within 20 years.

A **population growth rate of 0-2%** would imply that your city is growing at a modest pace. The Rapid Planning Toolkit may still be relevant and useful, but other options for your city may also be viable, depending on the resources available and pace of growth.

A **negative population growth rate** would suggest that your city's population may be shrinking, possibly due to outward migration to other cities. Most of the Rapid Planning Toolkit steps are not applicable in this case, but you may still find the concepts and processes in this module of interest.

Reflection questions

The population growth calculations are only as accurate as the data that they are based upon, and are calculated based on changes that have taken place in the past. This is a simple, rudimentary method intended to provide a rough idea of what will occur in your city based on current trends.

- Are there any reasons that you would expect a different outcome for your city than predicted in your calculation?

Templates & Supporting Materials

[Projecting Growth Spreadsheet \(Excel, 50KB\)](#)



Download this template

Visit www.rapidplanningtoolkit.org/resources

Projecting Growth Spreadsheet

This spreadsheet can be used to estimate the population growth of your city and the expansion areas required to accommodate this growth. You will need to find data for two population data points and the urban area of your city. Download the spreadsheet and input this data, all calculations will be automatically generated to provide an estimate of your city's growth, to be used to give a general idea of the urbanisation that could take place in future.

Projecting Population Growth Rate

City	Urban Population	
	Population Data Point 1	Population Data Point 2
Population		
Year		
Population Growth Rate		#DIV/0!

< In these 2 cells, insert the population of your city at 2 different periods of time (separated by at least 1 year)

< Insert the year corresponding to the population figures in the row above

Calculating Density

Urban Population	0
Urban Area (ha)	
Urban Density (people per ha)	#DIV/0!

< Insert the area of your city (in hectares), ideally taken from the same time period as your Population Data Point 2. Note: 1 hectare = 0.01km² or 2.47 acres

Projecting Growth Area Requirements

Projection	0 years	+5 years	+10 years	+15 years	+20 years
Year	0	5	10	15	20
Population Projection	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Urban Area (ha)	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Growth Area Required for each 5-yr period (ha)		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Cumulative Area Requirements (ha)		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Percentage Increase from Existing	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

Mapping Growth Areas

You may find it helpful to use the table below when illustrating your growth areas on a map. You can use this to project growth in different sites within your city, phased in 5-year increments, to map how your city could grow over time as it accommodates a growing population. As you draw potential growth area sites on your map, input their area into the table, which will evaluate whether there is sufficient land for growth or if there is a deficit of potential growth areas. You will evaluate and identify suitable growth areas in further detail later on in Step 2, so for now you can select any possible areas outside the existing urban extents, in order to generate a rough picture of the potential scale of growth.

Year	0	5	10	15	20
Population Projection	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Growth Area Required for each 5-yr period (ha)	0	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
Growth Areas Matrix					
Growth Area 1:					
Growth Area 2:					
Growth Area 3:					
Growth Area 4:					
Growth Area 5:					
Growth Area 6:					
Growth Area 7:					
Growth Area 8:					
Growth Area 9:					
Growth Area 10:					
Total Area Available for Growth		0	#DIV/0!	#DIV/0!	#DIV/0!
Area Surplus / Deficit		#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!

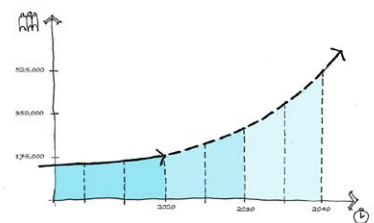
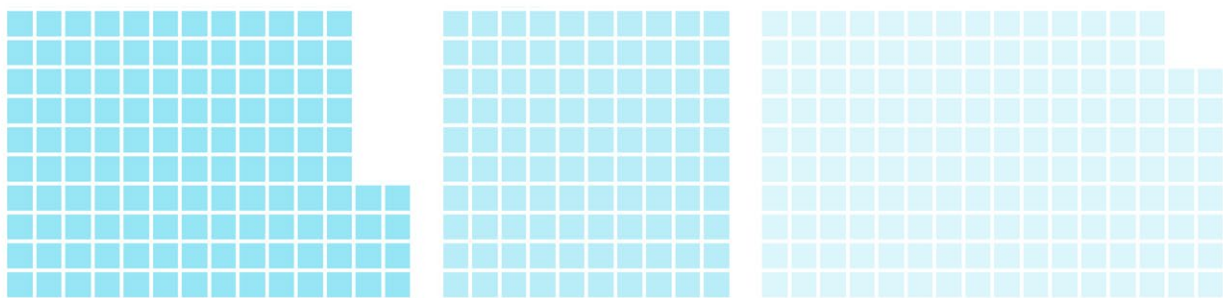
The Rapid Planning Toolkit

for Urban Expansion

Step 1A - Activity i - 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.



Population growth (the growth of the population) and **urban growth** (the growth of the city's urban footprint) are linked by a factor of **density**. Density refers to how much land is used by each person in the city, on average. By calculating the density of your city, you will be able to estimate the land area required for urban expansion to keep pace with the growth of population. At the end of this task, you will have estimations of the land area required in or around your city to accommodate growth for the next 10-30 years.

Density itself is a variable factor which can be affected through planning and policy (such as urban regeneration), or as a result of lack of planning (causing sprawling developments or overcrowding). The Toolkit's process of producing a Rapid Plan to respond to rapid population growth seeks to maintain the existing density, aiming to avoid exacerbating either sprawl or overcrowding of the city.

Read more about density in [Key Concepts Section iii: Density and Urban Form](#) and the role of planning in [Key Concepts Section i: Understanding Planning](#).

Watch this video for help on this task:



Video link: vimeo.com/727027106/e017437574

Writing a Charter for Your Growing City

1A: Making the case for the Rapid Plan

Task

1. Find out the urban area of your city. You may be able to find this information from the same source as your population figures. If not, you can use Google Earth to draw around your city's urban extent and find the area. See the next task for more details on how to do this.

2. Calculate Density, using the [Projecting Growth Spreadsheet](#) or by applying the following equation:

Density = Population / Urban Area

- Population is the most recent population figure for your city (taken from Task 1).
- Use the urban area that you have found out or calculated.
- / signifies division.

3. Calculate the land requirements (or growth area requirements) to accommodate growth for 10, 20 and 30 years in the future using the equation below. If you are using the spreadsheet, the results of these calculations will self-generate.

Projected Land Requirement = (Projected Population / Density) - Urban Area

- Projected Population is taken from Task 1 for 10, 20 or 30 years projection.
- Use the density figure you have just calculated.
- Use the urban area that you have found out or calculated.

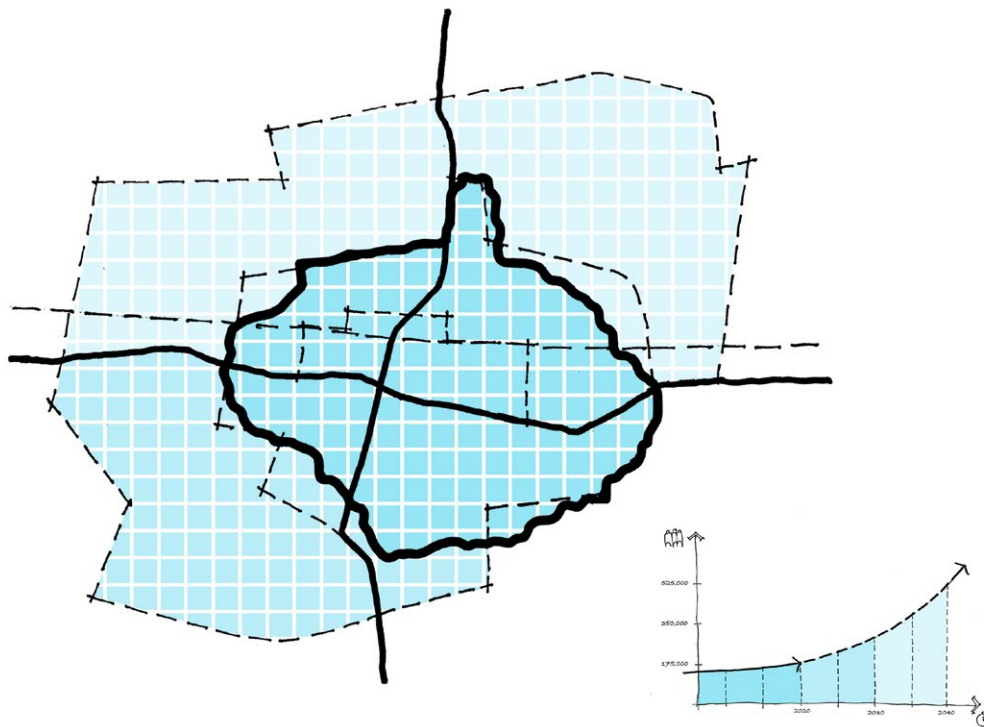
The Rapid Planning Toolkit

for Urban Expansion

Step 1A - Activity i - Task 3

Illustrate land area required for future expansion

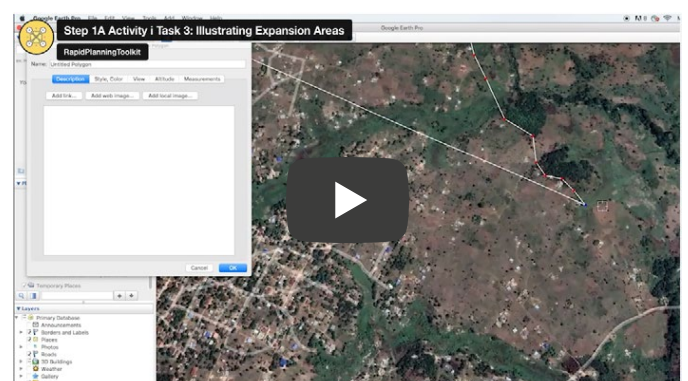
The final task of this activity will be to illustrate how your city may need to grow in order to accommodate the land requirements that you have calculated. This will be an important visual resource to demonstrate the scale of impact of rapid growth in your city.



Using a map of your city, you will consider where you can find sites for growth in and around the existing urban area, and measure these against the land requirements calculated. The purpose of this task is to roughly illustrate the potential scale of change, so you don't need to spend too much time selecting growth areas. In Step 2 - Creating a Plan for Growth, you will identify growth areas with much greater consideration and detail.

You can use the [Projecting Growth Spreadsheet](#) to help to calculate the sum of all sites and growth areas that you identify, and compare these with the projected land requirements. You will need to map and measure areas of your city, and you can do this by downloading Google Earth (google.co.uk/earth).

Watch this video for help on this task:



Video link: vimeo.com/727029576/f553609498

Writing a Charter for Your Growing City

1A: Making the case for the Rapid Plan

Task

1. Locate a recent aerial map of your city, using an application that allows you to take area measurements, such as Google Earth.

2. Draw around the urban area of your city. Highlight this in a thick line colour or hatch to clearly define your existing city footprint.

3. Draw around any available and undeveloped sites in and around your city, which could act as Growth Areas to accommodate the projected growth of your city.

Check the area of each of these, recording and adding to the total area of any growth areas until they reach a sum that would satisfy your projected land requirements for 10, 20 and years time, as calculated in the previous task.

4. Save an image of your completed map including the outline of your city, and all the growth areas. This is an illustration of how your city may grow in the future, and can be used to communicate to others the scale of growth that may need to take place in the next 10-30 years.

Reflection questions

- Based on the outcomes of this activity - calculating the population growth rate, the land area requirements and illustrating the scale of this growth, do you think a Rapid Plan is appropriate in helping your city plan for growth?
- In what other ways might your city leaders be able to plan for the next 10-30 years and accommodate this projected growth?



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

1C

Consulting the public on the Charter

i

Collect feedback on the Charter



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

1A

Making the case for the Rapid Plan

i

Project population growth & expansion

ii

Understand the need for a 'Rapid Plan'

1 - 2 Weeks Individual Activity

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

iii

Identify stakeholders

4 - 6 Weeks Core Team Activity

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

1B

The Charter Workshop

Step 1A

Activity ii

Activity ii

Understand the need for a rapid plan

The Rapid Planning Toolkit is a bare bones guide, designed as a simple framework of activities that could be applied in many different contexts. However, it is principally designed to address rapid growth at the urban extents of the city, to mitigate against unplanned development and urban sprawl. This should not preclude the consideration of other alternative or additional strategies such as densification and urban infill, where it is appropriate to your context.

In the next activity you will consider how best the Toolkit could be applied in your city, factoring in any broader issues, needs and goals, as well as existing planning procedures. This will help you to develop a robust case for using the Toolkit in your city and create a plan for implementation, which you will present to your city leaders, department heads and key decision makers.

By completing Activity ii, you should be able to:

- Explain the need for a rapid plan,
- Locate and identify legislation relating to urban planning and land at the national, regional and local scale,
- Assess any limitations and restrictions working within existing planning frameworks.

Activity ii is broken down into three tasks:

1. Assess the need for a rapid plan,
2. Assess the current planning timelines and frameworks,
3. Present the case to decision makers.

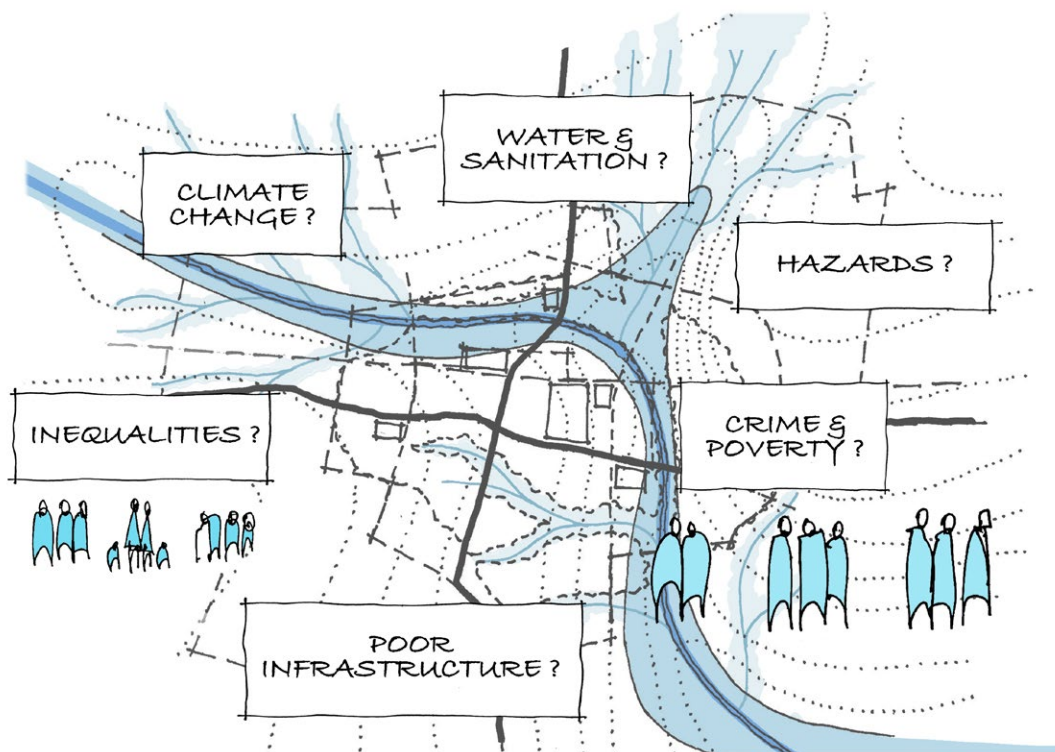
The Rapid Planning Toolkit

for Urban Expansion

Step 1A - Activity ii - 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.



One way to do this is by assessing the benefits of creating a rapid plan in relation to the United Nations 2030 Sustainable Development Goals (SDGs).

Creating sustainable cities has the potential to aid progress on all other SDGs. As part of your city's Rapid Plan, it is important to consider the wider needs of your city and citizens and how they can be accommodated alongside planning for growth.

Task

Understand the UN Sustainable Development Goals (sdgs.un.org/goals) and reflect on how they may be pertinent to your city.

You can use the [Template to Assess the Need for a Rapid Growth Plan Against SDGs](#) which provides some suggestions. Keep a record of your notes to refer to later.

Templates & Supporting Materials

[Template to Assess the Need for a Rapid Growth Plan Against SDGs](#)
(PDF, 500KB) & (Powerpoint, 1.5MB)



Download this template

Visit www.rapidplanningtoolkit.org/resources

Template to Assess the Need for a Rapid Growth Plan Against SDGs

This template suggests some of the possible benefits of creating a Rapid Growth Plan in relation to each of the 17 Sustainable Development Goals. Use this template to make notes on how a Rapid Growth Plan may be able to benefit your town or city. This may help you review whether the toolkit is the right and to identify key points to make your case to others for implementing the Rapid Growth Plan in your area.

SDG #		Suggested Benefits of The Rapid Growth Plan	How Could The Rapid Growth Plan Help Your City?
1 NO POVERTY 	End poverty in all its forms everywhere.	Poverty is much more prevalent when citizens find it difficult or costly to access to basic services, such as water, utilities, healthcare and education. This can be mitigated by planning for population growth, which may lead to an increased demand on these services. The growth of the city must also take place with adequate provision of infrastructure and utilities such as water and electricity, and transport corridors connecting to employment and education opportunities.	
2 ZERO HUNGER 	End hunger, achieve food security and improved nutrition and promote sustainable agriculture.	Climate change, man made conflict, and economic downturns can all put pressure on food supply and threaten undernourishment and starvation. Resilience against food shortages can be improved by protecting areas of arable land from over-development to provide capacity for agriculture and farming. Planning for uses such as local markets and food retailers and vendors can also provide citizens easy access to local food supplies.	
3 GOOD HEALTH AND WELL-BEING 	Ensure healthy lives and promote well-being for all at all ages.	Poor quality environments can lead to persistent and emerging health issues that threaten the physical and mental health of populations. Planning may be needed to avoid building in unsafe environments, such as swamps and wetlands, and ensuring proper sanitation and waste management. Health and wellbeing also benefits from provision of spaces for sport and recreation, access to natural environments, and better transport planning to reduce traffic congestion and pollution.	
4 QUALITY EDUCATION 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.	A growing population may put pressure on educational resources, and planning may be needed to ensure the demand for education is adequately met. With the development of new areas of housing, appropriate provision of education at nursery, primary, secondary and higher level must also be supplied. To ensure that access is equal and inclusive, this requires affordable and accessible transport options and safe walking routes between schools and all neighbourhoods.	
5 GENDER EQUALITY 	Achieve gender equality and empower all women and girls.	Community participation is a key element of the Rapid Planning Toolkit, and this mandates the equal inclusion of women in the planning process. It is necessary to ensure that women are represented and that their concerns and needs are addressed as part of the plan for the city. The process should invite women to take roles of consultation and leadership, and look to create environments that are safe and accessible for women and girls.	
6 CLEAN WATER AND SANITATION 	Ensure availability and sustainable management of water and sanitation for all.	Centralised systems of waste management and clean water provision are necessary to ensure access to safe drinking water, basic hand-washing facilities, toilets and sewers, which are integral to public health. Planned growth is necessary to ensure that this essential infrastructure can be delivered to new growth areas. Planning will also be necessary to avoid the contamination of supplies by protecting blue corridors and water networks from over-development and destruction.	

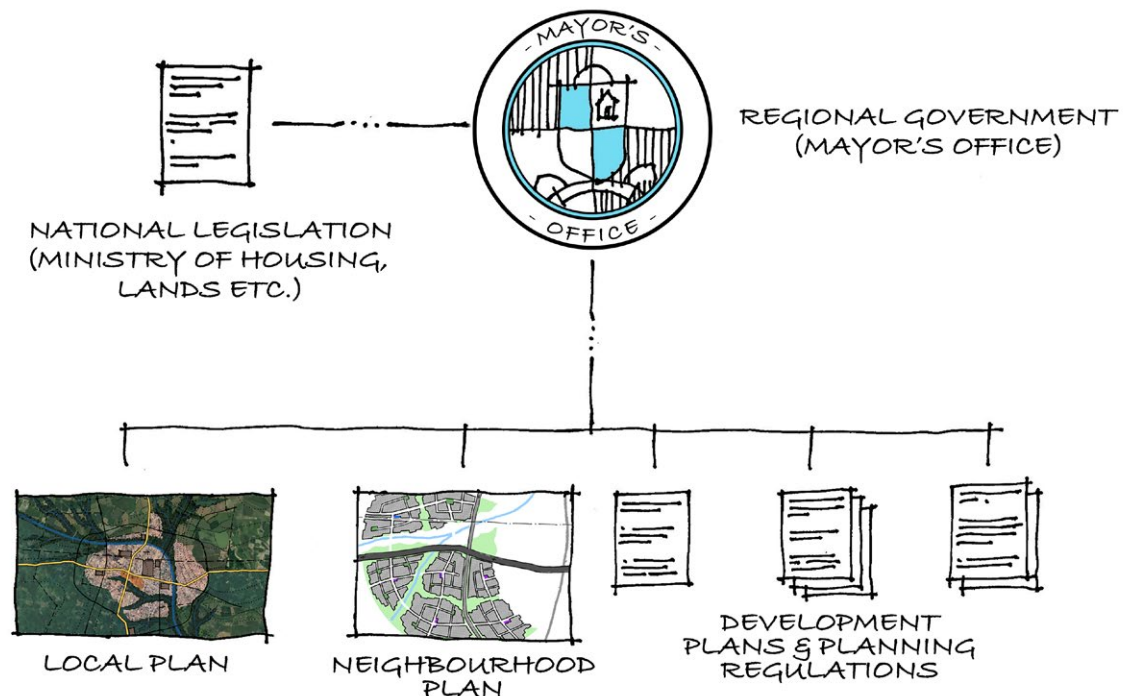
The Rapid Planning Toolkit

for Urban Expansion

Step 1A - Activity ii - Task 2

Assess 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.



In addition to the city or local authority or council that manages your area, there may be other relevant government or statutory bodies that have a role in development in your city. This may include other ministries or departments with specific responsibilities for infrastructure, housing and public land.

National and local laws and regulatory institutions may be out of date or not appropriate for the speed of new growth, but in this task they will need to be considered so that you understand the legal responsibilities and the likely scope of influence.

This task will encourage you to be aware of:

- Relevant national and local planning regulations and laws;
- The powers the council has to enforce or incentivise construction of the city;
- The laws and regulations that govern land ownership, tenure, construction permits and property sales;
- The laws that govern taxation on property at point of purchase, occupation/tenure and sales
- The regulatory bodies that are involved in development in your city.

Writing a Charter for Your Growing City

1A: Making the case for the Rapid Plan

If you or your team do not have a background in planning, it may be useful to consult a local planner, surveyor, or built environment professional to help with this task. They should be familiar with your national and local planning regulations, tax laws and development system. You may also need to reach out to someone in a different city, as there may be professionals with that knowledge and experience in the capital city.

Task

Research and understand the current planning timelines, frameworks, and other institutional structures that apply to your city. You can use the [Planning Frameworks Spreadsheet](#) to record how these apply at different scales of your city, and their corresponding timelines.

Make a list of any particular documents, frameworks and policies that may be relevant, noting the following information:

- To what area does this apply?
- What organisation or regulatory body owns and implements this?
- When was it authored / what is the timeline of its application / when will it be reviewed?
- What aspect or area might be relevant to your city and your rapid plan?

Reflection questions

You may want to consider the following questions, to help you understand and communicate how a Rapid Plan could reinforce existing planning frameworks.

- Are these documents, frameworks and policies effective and well-applied?
- Are they up to date with the needs of your city?
- Are there sufficient regulatory frameworks that apply at different scales?
- The Rapid Planning Toolkit, if implemented up to Step 4, will apply at the scale of the city, neighbourhood, block and building/plot. Are there any existing frameworks that have a similar application?

Download

[Planning Frameworks Spreadsheet \(Excel, 150KB\)](#)



Download this template

Visit www.rapidplanningtoolkit.org/resources

Planning Frameworks Spreadsheet

Download this file to make note of any relevant frameworks, guidelines, regulations and strategies that you are aware of that would apply to your city, town or site, and note the relevant regulatory body. Take note of their timelines to assess their relevance and how your Rapid Growth Plan relates to existing plans.

Frameworks, Guidelines, Regulations & Strategies		Regulatory body
National These are documents and frameworks that apply to developments throughout the entire country. These are likely to be found online on government websites, or through government libraries and archives.	e.g. National Physical Development Plan	e.g. Ministry of Planning
Regional Documents and frameworks that apply to developments in a particular city or region. These are likely to be found online on local authority websites, in local authority archives, or by contacting the planning department of your local authority.		
City Documents and frameworks that apply to developments in specific areas and estates. These could be found on local authority websites and archives, or may be found out through local knowledge by contacting relevant residents, practitioners and community leaders		
Neighbourhood Area Documents and frameworks that apply to a distinct set of buildings. These could be found on local authority websites and archives, or may be found out through local knowledge by contacting relevant residents, practitioners and community leaders	Rapid Growth Plan	
Block Documents and frameworks that apply to a distinct set of buildings. These could be found on local authority websites and archives, or may be found out through local knowledge by contacting relevant residents, practitioners and community leaders		
Plot / Building Documents and frameworks relating to building design and construction. These could be found on national or local authority websites and archives, or may be found out through local knowledge by contacting relevant residents, practitioners and community leaders		
	Rapid Growth Plan	

[illegible]

The Rapid Planning Toolkit

for Urban Expansion

Step 1A - Activity ii - 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.

It is important that the key decision makers and leaders of your city understand the objectives of the toolkit, what is involved, and how it can help your city plan for the future. You will need to communicate the outcomes of the tasks so far and your assessment of how a Rapid Plan can help your city.

At this point, you should ensure that you are familiar with all the steps of the Toolkit and how you may wish to use or adapt this process to your particular city.

Task

1. Use the Implementation Plan Spreadsheet to help you plan your implementation process.

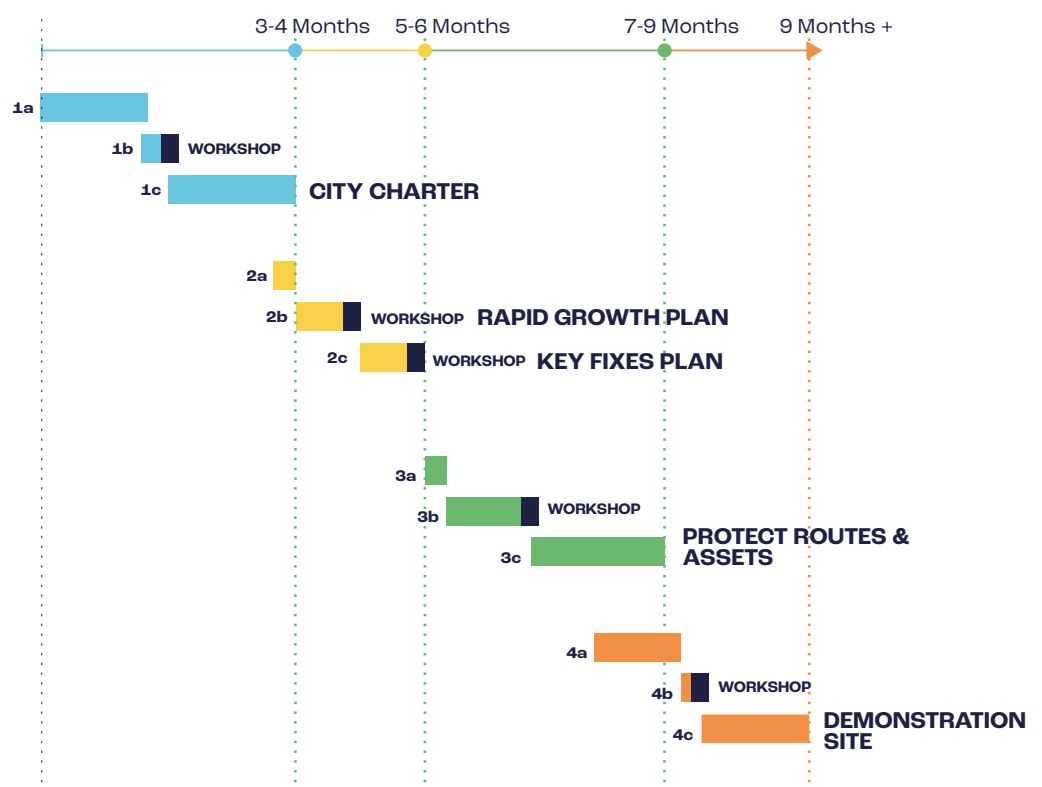
It will also be useful to prepare a high-level budget at this stage, to determine what funding is available within your budgets, and what may need to be sought as external funding.

01 Writing a Charter for Your Growing City

02 Creating the Rapid Growth Plan

03 Implementing the Rapid Growth Plan

04 Building the Neighbourhoods



Writing a Charter for Your Growing City

1A: Making the case for the Rapid Plan

2. Prepare a presentation explaining why you wish to implement the Rapid Planning Toolkit process in your city and outlining your implementation plan, compiling progress from Step 1A so far. You can use the [Presentation Template and Infographics Pack](#) to help with this task.

3. Identify any key decision makers that you believe will be critical to the success of your city's Rapid Plan.

These may include:

- Local leaders, mayors, and political representatives,
- Decision makers in infrastructure, utility, healthcare and education provision for your community,
- Other community leaders if they hold decision making powers or influence
- Other regional, national and key institutional bodies if they hold decision making powers or influence

Set up a meeting with your identified decision makers to present the Rapid Planning Toolkit and its potential application to your city, with the aim of gaining their support in this initiative.

4. Prepare to deliver your presentation. You might want to consider your presentation skills at this stage. Review the [Tips for a Good Presentation](#) and note any areas that you would like to strengthen in advance of the presentation.

5. Review outcomes of the meetings with key decision makers, and whether you have the necessary support to initiate the Charter Workshop with the community. Take note of any questions, comments and feedback that you may need to be mindful of as you progress with the Rapid Planning Toolkit and keep your leaders and decision makers engaged in the process.

Reflection questions

- Will you present to all the key decision makers together in one meeting, or will you need to adapt your presentation for different audiences?
- Have you considered whether anyone will have a particular objective or conflicting agenda? How can you approach them on their terms to show that the Toolkit process could be beneficial for them?

Templates & Supporting Materials

[Implementation Plan Spreadsheet \(Excel, 50KB\)](#)

[Presentation Template \(Powerpoint, 3MB\)](#)

[Infographics Pack \(Zip folder, 2.5MB\)](#)

[Tips for a good presentation \(PDF, 50KB\)](#)



Download this template

Visit www.rapidplanningtoolkit.org/resources

Presentation Template & Infographics Pack

Download this powerpoint file to use as a template to create a presentation on using the Rapid Planning Toolkit in your city, to be presented at the meeting with key decision makers. Notes in red require the addition of data, information or images directly relevant to your city and proposed implementation process. You can also download the graphics in png format from the Infographics Pack.

We have calculated that **Your City's** population is growing by **Insert Population Growth Rate %**

At this rate of growth, in **x** years, **x** hectares could be needed to accommodate this growth.

Insert illustration of land area from Activity i Task 3



Planning for growth is critical

The potential impacts of allowing **unplanned growth** to take place could include

- Poor access to basic services
- High cost of retrofitting roads, infrastructure and utilities in new developments
- Increase in poverty and exclusion where development is poorly conceived
- A loss of natural environments and ecosystems, leading to loss of habitats and poor climate resilience
- An increase in impact of climate events such as flooding

The Prince's Foundation's Rapid Planning Toolkit

- A **step – by – step guide** to help cities plan for growth
- An **educational resource** to build capacity where resources are limited
- **Designed for implementation** with practical instructions and tasks
- Supports **collaboration across sectors and industries**
- Demonstrates benefits of **participatory planning** involving stakeholders and communities
- Available as a **free online resource**

The Rapid Planning Toolkit was created by The Prince's Foundation in collaboration with the Commonwealth Association of Planners, the Commonwealth Local Government Forum, the Commonwealth Association of Architects, New York University Marron Institute of Urban Management, University College of Estate Management, UN-Habitat and others.

How a plan for growth can help **Your City**

- **Add a summary from outcomes of Activity ii Task 1 'Assess the need for a plan'**

Cities all over the world are facing unprecedented growth due to a global phenomenon of Rapid Urbanisation



How a plan can support existing frameworks

- **Add a summary from outcomes of Activity ii Task 2 'Assess the current planning timelines and frameworks'**



Download this template

Visit www.rapidplanningtoolkit.org/resources



STEP 1

Writing a Charter

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 **City Growth Charter** that is shared and endorsed by the community, stakeholders and collaborators.

a

Making the case for the Rapid Plan

- Gain an understanding of your city and its future growth
- Engage with the stakeholders you will collaborate with throughout
- Establish resources to undertake the Toolkit process

b

WORKSHOP

Running the Charter Workshop

- Ensure that city departments, wider stakeholders and the community are involved in the formation of your draft City Growth Charter
- Create a draft City Growth Charter

c

Consulting the public on the Charter

- Publicise the draft City Growth Charter
- Review the vision with input from public consultation
- Finalise the City Growth Charter which will serve as the reference point for stakeholders throughout the development process

Participatory Planning

Workshops with community and city stakeholders

The Rapid Planning Toolkit process includes diverse stakeholder participation at each stage of the process.

Community and city stakeholders will be invited to attend workshop to provide information and consultation on the plan, including members of:

- National, regional & local government
- Built environment professionals: architects, planners, surveyors, engineers
- Civil society
- Diverse citizen representatives for women, youth, minority & disadvantaged groups
- Land-owners & paramount chiefs
- Community members in the identified growth areas
- Educational institutions
- Private sector



STEP 2

Creating a Plan for Growth

Through a series of workshops involving mapping exercises, Step 2 will help you to create a Rapid Growth Plan, identifying where growth can take place and guiding future development to meet the requirements set out in Charter.

At the end of Step 1 you will have a **Rapid Growth Plan** that identifies potential growth areas around your city, and a **Key Fixes Plan** to begin demarcating key routes in the first growth area.

a

Preliminary Mapping

- Create a coordinated series of maps that will provide a detailed picture of your city's assets and constraints

b

WORKSHOP

Creating a Rapid Growth Plan

- Identify potential areas for expansion of your city, ensuring enough land to meet the projected population growth
- Create a Growth Area Options Plan that will guide how your city expands over the next 20 years

c

WORKSHOP

Structuring the Growth Areas into Neighbourhoods

- Understand the assets and constraints in detail for one or multiple growth areas
- Undertake a site visit and design workshop
- Structure the growth area into a walkable neighbourhood centred around an urban core

Create & Implement a Rapid Plan in 6 - 9 months

With stakeholder workshops at each stage

01 Writing a Charter for Your Growing City

- a Making the case for the Rapid Plan
- b The Charter Workshop
- c Consulting the public on the Charter

02 Creating the Rapid Growth Plan

- a Preliminary Mapping
- b Creating a Rapid Growth Plan
- c Structuring the Growth Areas into Neighbourhoods

03 Implementing the Rapid Growth Plan

- a Identifying Landowners and Stakeholders
- b Finalising the Rapid Growth Plan Workshop
- c Demarcating the Rapid Growth Plan on the Ground

04 Building the Neighbourhoods

- a Preparing for the Neighbourhood Workshop
- b The Neighbourhood Workshop
- c Concept Designs Workshop



STEP 3

Implementing the Plan

Step 3 is all about moving from participatory planning to implementation, by marking and protecting key routes and community assets from development, be that with posts, stakes, trees or similar.

At the end of Step 3, infrastructure and utility corridors, arterial roads and environmental and public spaces will have been marked out on the ground.

a

Identifying Landowners and Stakeholders

- Work with landowners and stakeholders to prepare to implement the Growth Plan
- Engage more thoroughly with local issues in your growth areas, preparing you for the Rapid Growth Plan Workshop

b

WORKSHOP

Finalising the Growth Plan Workshop

- Establish rights of way and land reservations in your chosen growth areas in order to implement your Rapid Growth Plan
- Guide the negotiation process around the Rapid Growth Plan in order to secure the land with both stakeholders and landowners

c

Demarcating the Growth Plan on the Ground

- Mark out your growth areas according to your Rapid Growth Plan using materials best suited to your local context e.g. tree planting
- Raise awareness of your vision amongst citizens and potential investors and build capacity in the community

Proposed implementation of the Rapid Planning Toolkit in *Your City*

Plan to deliver up to *insert Step* by *insert timescale*

Step 1 – Writing a Charter

- Workshop to draft Charter (*insert provisional dates*)
- City consultation on Charter (*insert provisional dates*)

Step 2 – Creating a plan for growth

- Workshop to identify growth areas and create a Rapid Growth Plan (*insert provisional dates*)
- Workshop to structure a growth area and create a 'Key Fixes' Plan (*insert provisional dates*)

Step 3 – Implementing the plan

- Workshop to finalise Growth Plan and Key Fixes Plan (*insert provisional dates*)
- Marking and protecting key routes and assets (*insert provisional dates*)

Step 4 – Building the neighbourhoods

- Workshop to assess neighbourhood design and construction needs (*insert provisional dates*)
- Workshop to design neighbourhoods (*insert provisional dates*)



STEP 4

Building the Neighbourhoods

The final step is planning how the neighbourhoods are built in a way that is appropriate to the local context, considering which building materials and construction practices are employed to deliver buildings that are in keeping with local character and identity, and well adapted for the climate.

At the end of Step 4, you will be ready to build a demonstration site in the growth area.

a

Preparing for the Neighbourhood Workshop

- Assess a range of building materials as well as core aspects of building, landscape and urban design
- Consider techniques and practices to share with stakeholders and the community

b

WORKSHOP

The Neighbourhood Workshop

- Discuss with stakeholders the appropriate designs, materials and practices identified
- Through collaboration, create designs that learn from the past and are adapted for future needs

c

WORKSHOP

Concept Designs Workshop

- Create a set of concept designs for a variety of housing types and community buildings
- Present the designs to developers and the community as a code for future neighbourhood development

Budget & Resource

Step 1 – Writing a Charter

- 1-2 day workshop
- Public consultation process
- *insert budget required*
- *insert other resources required (e.g. members of staff, team workspace, equipment, workshop venue etc.)*

Step 2 – Creating a plan for growth

- 2 x 1-2 day workshop
- Public consultation process
- *insert budget required*
- *insert other resources required (e.g. members of staff, team workspace, equipment, workshop venue etc.)*

Step 3 – Implementing the plan

- 1-2 day workshop
- Tree planting or other process of marking routes and assets
- *insert budget required*
- *insert other resources required (e.g. members of staff, team workspace, equipment, workshop venue etc.)*

Step 4 – Building the neighbourhoods

- 2 x 1-2 day workshop
- *insert budget required*
- *insert other resources required (e.g. members of staff, team workspace, equipment, workshop venue etc.)*



Download this template

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Implementation Plan Spreadsheet

Use this file to develop your Rapid Planning Toolkit implementation plan, reviewing the timeline of when you expect to complete each Toolkit step, and helping you to estimate what resources may be needed.

Toolkit Process	Objective	Who is involved?	Expected timescale	Resources required
Step 1 - Writing a Charter				
1A - Making the case for the Rapid Plan	Establish how the Toolkit process can help your city, involve key decision makers and city leaders, assign resources to the process	Individual or group activity Establish core Toolkit team before Step 1B		
1B - The Charter Workshop	Workshop to draft a City Growth Charter with identified stakeholders	Toolkit team leads and facilitates stakeholder workshop		
1C - Consulting the public on the Charter	Share, review and gain endorsement of the Charter with the public	Toolkit team facilitates consultation with members of public		
Step 2 - Creating a plan for growth				
2A - Preliminary Mapping	Understand your city through mapping the various layers of natural and built networks	Individual or group activity		
2B - Creating a Rapid Growth Plan	Workshop to identify appropriate growth areas	Toolkit team leads and facilitates stakeholder workshop		
2C - Structuring the Growth Areas into Neighbourhoods	Workshop to develop one chosen growth area in a neighbourhood	Toolkit team leads and facilitates stakeholder workshop		
Step 3 - Implementing the Plan				
3A - Identifying Landowners and Stakeholders	Understand the individuals, groups and organisations that you need to engage with to be able to implement the Key Fixes Plan	Individual or group activity		
3B - Finalising the Rapid Growth Plan Workshop	Secure the plan for your chosen growth area by gaining the co operation of relevant landowners and stakeholders	Toolkit team leads and facilitates stakeholder workshop		
3C - Demarcating the Rapid Growth Plan on the Ground	Mark out key routes and community assets with an appropriate material or method.	Toolkit team leads and facilitates activity with community		
Step 4 - Building the Neighbourhoods				
4A - Preparing for the Neighbourhood Workshop	Understand local materials and construction practices	Individual or group activity		
Neighbourhood Workshop	Review building design practices	Toolkit team leads and facilitates stakeholder workshop		
4C - Concept Designs Workshop	Develop concept designs or design briefs for community buildings, spaces and homes.	Toolkit team leads and facilitates stakeholder workshop		



Download this template

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Tips for a Good Presentation

You can download this document to help the speaker prepare to deliver their presentation.

#1. Keep it Simple

- Outline each of your main messages briefly at the start and finish of the presentation.
- Use clear, understandable words, avoid using complex terms where it is not necessary.
- You could use presentation slides to highlight the main messages, but limit the text on each slide and make sure the text is large and readable.

#2. Use Visuals

- Images are a great communication tool. Include maps, drawings and site photographs where it may give a broader picture of the situation.

#3. Practice & Preparation

- The effectiveness of the presentation will lie in your voice, body language and explanation, so make sure that you understand the subject matter well and are prepared to communicate the key messages in a confident manner.
- You may find it useful to practice your presentation for a few colleagues to prepare.

#4. Engage Your Audience

- Make sure that you can be heard clearly by everyone you are addressing - you may need to check the audio beforehand.
- Look at your audience and make eye contact, don't spend the entire presentation looking down at your notes or your presentation.
- Avoid speaking too quickly and give your audience time to keep up with you.
- Give opportunities for your audience to ask questions.

#5. Relax

- If you feel relaxed during your presentation, you are more likely to be aware of your audience and able to respond to them, and as a result they will be more comfortable to listen and engage with you.
- You may find it gives you confidence when adopting a more assertive posture, with your back straight, avoiding slouching, your shoulders down and your head up.

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

1C Consulting the public on the Charter

i Collect feedback on the Charter



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

1A Making the case for the Rapid Plan

i Project population growth & expansion

ii Understand the need for a 'Rapid Plan'

iii Identify stakeholders

4 - 6 Weeks Core Team Activity

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

1B The Charter Workshop

Step 1A

Activity iii

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.

For this, you will need to seek out further 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. In this activity, you will set up your team who will lead the Toolkit process, identify stakeholders to participate in the workshop and prepare to engage them in the Charter workshop.

By completing Activity iii, you should be able to:

- Implement a leader and/or a structure of leadership that will effectively co-ordinate multiple groups of people,
- Identify individuals, organisations and community groups that will need to be consulted,
- Plan to gather identified stakeholders in a workshop to develop the Charter.

Activity iii will involve three tasks:

1. Set up your team,
2. Identify stakeholders,
3. Plan to engage with stakeholders.

The Rapid Planning Toolkit

for Urban Expansion

Step 1A - Activity iii - 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.

Planning for your city involves considering the needs of many different demographics and communities, therefore, the diversity of your local citizens should be reflected at all levels of the Toolkit and wider planning processes.

The team should have a mix of genders and represent a variety of your city's community groups including minority social or ethnic groups.

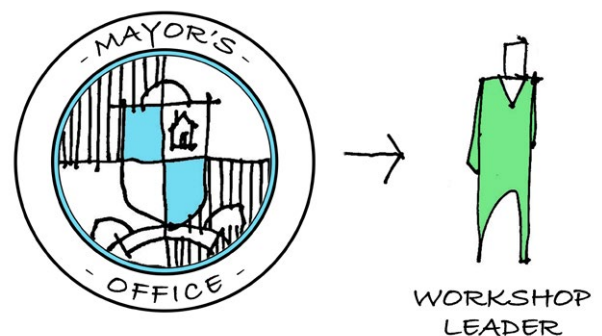
We recommend a team structure of a **Core Team** who will be responsible for delivering, organising and communicating progress of the Rapid Planning Toolkit, and a **Wider Support Team**, responsible for providing specialist knowledge and expertise where needed. These team members might be brought in to assist in tasks, or to support workshop activities.

Core Team roles may include:

- A team leader
- A team co-ordinator
- A communications officer
- Additional supporting roles as needed

Wider Support Team roles may include:

- A planning / built environment representative
- A transport & infrastructure representative
- A landscape or ecology representative
- A community outreach or welfare representative



Task

Download the Team Structure Template, which outlines the roles that may be needed for this process, and assign individuals to each role.

Those selected to fill these roles should ideally have a good level of experience and knowledge in their specialty, and should be familiar with the city if not a local resident.

Reflection questions

- Are there any skills missing from your team that might be useful in implementing the Rapid Planning Toolkit?
- Do you have a team that is balanced, reflecting the diversity of people and communities in your city?

Templates & Supporting Materials

[Team Structure Spreadsheet \(Excel, 50KB\)](#)



Download this template

Visit www.rapidplanningtoolkit.org/resources

Team Structure Spreadsheet

These are the suggested roles of the members of the Rapid Planning team. Ideally, those selected to fill these roles should have a good level of experience and knowledge in their specialty, and should be familiar with the city if not a local resident. The team should have a mix of genders and represent a variety of community groups including minority social or ethnic groups. Add additional roles as needed.

	Team Roles	Responsibilities	Skills required
Core Team Responsible for delivering, organising and communicating progress of the Rapid Planning Toolkit.	Toolkit Team Leader	Responsible for delivering the Rapid Planning Toolkit in your city, leading Toolkit activities and workshops and representing the Toolkit team to wider audiences.	Experienced leader and project manager, with good existing relationships with local leaders and community members. Built environment or planning experience would be helpful.
	Toolkit Team Co-ordinator	Co-ordinating the Toolkit team members and ensuring tasks are completed on time.	
	Toolkit Communications Leader	Managing communication with those outside the Toolkit team, informing and updating stakeholders, community members and workshop participants of the team's progress	Writing skills in local language required, as well as good knowledge of local media.
	Toolkit Team Support	Supporting the Core Team to complete tasks	
	Toolkit Team Support	Supporting the Core Team to complete tasks	
Wider Skills & Expertise Responsible for providing specialist knowledge and expertise where needed. These team members might be brought in to assist in tasks, or to support workshop activities.	Planning / Built Environment Representative	Providing support and expertise from their area of specialism. Should be able to attend workshops as a participant.	Planning or built environment practitioner, ideally working with the local authority. Knowledgeable about planning practices and processes, and familiar with government plans and initiatives.
	Transport / Infrastructure Representative	Providing support and expertise from their area of specialism. Should be able to attend workshops as a participant.	Transport professional or engineer, ideally working with the local authority.
	Landscape / Ecology Representative	Providing support and expertise from their area of specialism. Should be able to attend workshops as a participant.	Landscape or ecology professional with knowledge of the local environment and native plants.
	Community & Welfare Representative	Providing support and expertise from their area of specialism. Should be able to attend workshops as a participant.	Professional working within local communities, in social services, welfare or education, and knowledgeable about community needs.

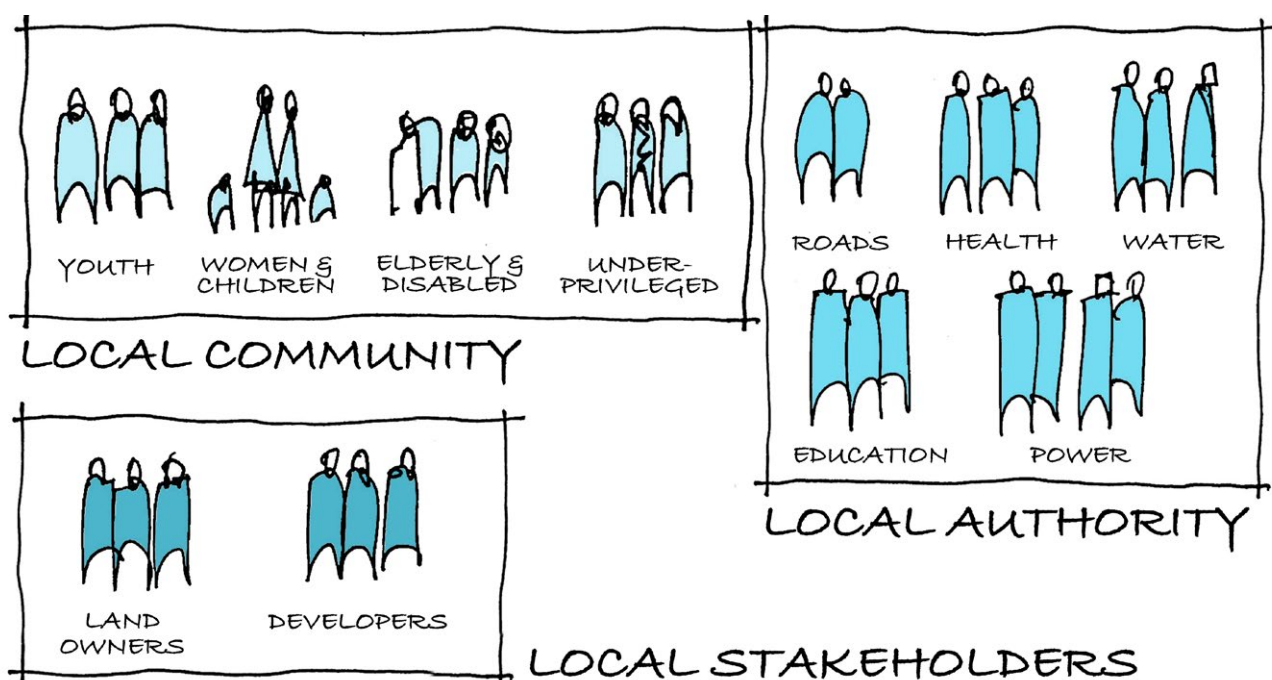
The Rapid Planning Toolkit

for Urban Expansion

Step 1A - Activity iii - Task 2

Identify stakeholders

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.



Stakeholders can be defined as anyone who has an interest or 'stake' in the project. They include people that can contribute to a project and help it to progress and succeed, and those who will be affected by it and have to live with the outcomes and consequences.

In the case of your Toolkit plan, your stakeholders will include those in governing roles who are working in the interests of the city, but also citizens and the general public who work and live in the city.

The Charter will benefit from bringing a wide variety of stakeholder voices together, as they will have differing perspectives and knowledge of diverse aspects of your city.

However, to engage with many different stakeholders initially could be difficult and ineffective. Therefore an engagement strategy is needed to capture the breadth of stakeholder voices, within the means and resources that you have available, which will be outlined in this task and the next.

Read more about engaging stakeholders in [Key Concepts Section ii: Participatory Planning](#).

Writing a Charter for Your Growing City

1A: Making the case for the Rapid Plan

Task

1. Make a list of the the institutions, authorities, organisations and community groups in your city that could be considered 'stakeholders'. You can use the [Stakeholder Database Template](#) to help with this task.

You will then need to review this list to check that it covers a suitable diversity, considering the following:

- Is there a sufficient variety of stakeholder groups and does it represent the people of your city?
- Which stakeholders have the most influence and control resources?
- In which communities is the population growth of your city taking place most significantly? Note that these may include occupants of informal housing, or unregistered workers - they may be crucial stakeholders to engage.

2. Identify the key individuals from each group or organisation, who can convey the interests and needs of the group that they represent. You may want to limit to just one person to represent each organisation, group or sector.

Representative stakeholders could be:

- Individuals representing the organisation that they work in,
- A citizen representing their neighbourhood,
- A leader or active member of a faith or minority group,
- Someone who works with a particular group who can speak on their behalf.

If your city has multiple languages and dialects, it will help you to identify representatives who have the skills to overcome any communication barriers.

Within your list of stakeholders, ensure that you are engaging a mix of:

- Men and women,
- Technical / expert knowledge and local knowledge,
- Varied ages and demographics from senior to junior,
- Diversity of ethnic and social groups,
- People who have different needs and perspectives.

You will need to plan an appropriate method of contacting them, and you may need to ask prior permission to do this and to store their details on your database.

Reflection questions

- Do you have a diverse and balanced list of stakeholders?
- Are there any stakeholder groups that are difficult to identify a representative stakeholder for?
- How can you communicate with the stakeholders and get their involvement?
- Do you need to make any special considerations to engage particular stakeholder groups?

Templates & Supporting Materials

[Stakeholder Database Spreadsheet \(Excel, 50KB\)](#)



Download this template

Visit www.rapidplanningtoolkit.org/resources

Stakeholder Database Spreadsheet

You can download and use this database to create a list of stakeholders. Some suggestions have been made and you can add additional stakeholder groups as needed. Note that you may need to gain permission from individuals to store any contact details due to GDPR regulations.

Stakeholder Group	Particular area or background	Organisation	Name	How to contact
Government	City government			
	District government			
	Regional government			
Local authorities & councils	Planning			
	Economic development			
	Roads, infrastructure & utilities			
	Health, education & welfare			
	Housing			
Built environment professionals	Architecture and construction			
	Surveying			
	Landscape			
Community	Residents group representative			
	Residents group representative			
	Residents group representative			
	Residents group representative			
	Youth group representative			
	Womens group representative			
	Faith or religious group representative			
Businesses & service providers	Transport and utility provider representatives			
	Anchor institution representatives			
	Small business owners			
Landowners & investors				

Step 1A - Activity iii - Task 3

Plan to engage with stakeholders

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.

As part of the Charter Workshop, you will be meeting with stakeholders to introduce your objectives for implementing the Rapid Planning Toolkit in your city. These workshop participants will be actively involved in developing a draft Charter, which will then be shared with wider stakeholders and the public for comment and feedback before it is finalised.

The final Charter will be used to guide decisions to be made in later steps of the Toolkit, and will be referred to as a reminder of the core objectives for the project.

Task

1. From your stakeholder database, create a shortlist of participants to invite to the workshop.

You may wish to have a priority list and a back-up list so that you can ensure a suitable turn out a balance of stakeholder views in case not all the chosen individuals can attend.

2. Make arrangements for the Charter Workshop.

Find a suitable venue, making sure that it will be easy to travel to for the intended participants. The venue will need to have sufficient capacity to host all the participants, ideally with tables and seating for everyone. Make sure the venue is suitable

Set a date for the workshop and invite the intended participants. The [invitation Template](#) can provide guidance to help you with this, but you should adapt this to be appropriate to your context.

You can use the Workshop Checklist to help you plan for this workshop.

3. Plan how you will consult on the draft Charter, ensuring other stakeholders have an opportunity to provide feedback. identify media channels, social structures and physical locations where information can be circulated once a draft Charter has been written.

The [Communication Strategy Spreadsheet](#) can assist you in planning how you will communicate with stakeholders and members of the public regarding the development of the Charter.

Reflection questions

- How can you encourage the intended participants to attend the workshop?
- If a stakeholder group is unwilling or unable to attend, how else might you engage with them, before or after the workshop to get their input into the Charter?
- How will you ensure that those who want to participate in the Toolkit process will be able to?

Templates & Supporting Materials

[Invitation Template \(Word, 150KB\)](#)

[Workshop Checklist \(Excel 50KB\)](#)

[Communication Strategy Spreadsheet \(Excel 50KB\)](#)



Download this template

Visit www.rapidplanningtoolkit.org/resources

Invitation Template

Download this document to help you prepare invitations to the Charter Workshop. We recommend that you personalise the content to make it more specific to your city and using your own words.

[INSERT YOUR LOGO HERE]

[insert address here]

[insert date here]

Invitation to participate in the Rapid Planning Toolkit's **Charter Workshop**

Dear [insert name here],

I am writing to invite you to participate in a community workshop on [insert date(s)] at [insert location].

We are part of a team implementing a process called the The Rapid Planning Toolkit in [insert city]. This initiative has been developed for use by local governments and urban practitioners in the Commonwealth to address rapid population growth in towns and cities.

Using the Rapid Planning Toolkit, we have projected that our city is likely to see significant growth in the next 10 – 30 years. Our objective is to create a plan to ensure that the impact of this is positive and the city is well prepared to accommodate this potential change.

The Charter Workshop is part of the first step of this process. This workshop invites stakeholders from government authorities, institutions and community groups to develop a City Charter, which will set out a vision for the city.

The workshop is expected to take [insert workshop duration] starting at [insert start time] and ending at [insert end time] on [insert workshop dates]. It will be held at [insert location and address].

Please confirm if you will be able to attend by contacting [insert name and contact details]. If you have any questions, please do not hesitate to get in touch.

Sincerely,

[insert signature]

Commented [A1]: You can use this invitation as a template, but we would recommend that you personalise the content to make it more specific to your city and using your own words.

Commented [A2]: Introduce yourself, the process and your objectives

Commented [A3]: Explain the purpose of the workshop and what it will entail.

Commented [A4]: Provide details about the workshop

Commented [A5]: Explain how they can contact you to confirm that they will attend.

Rapid Planning Toolkit
for Urban Expansion

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Download this template

Visit www.rapidplanningtoolkit.org/resources

Communication Strategy Spreadsheet

This spreadsheet can be used as a guide for planning the communication items during the various stages of implementing the Rapid Planning Toolkit. Adjust as necessary to make sure that your communications strategy is suited to the needs and situation of your particular context.

Contact details for Rapid Planning Toolkit team:		Email	
		Phone	
		Address	

Toolkit Stage	Item No.	Communication Item / Content	Materials to be prepared	Recipients	Communication Channel	Date
Step 1A: Preparing for the Charter Workshop	1	Announcement on the initiation of the Rapid Planning Toolkit in your city and the need to plan for growth				
	2a	Invitation to the Charter Workshop to participate in drafting a vision for your city and a Charter for Growth	Invitation, Workshop Agenda	Core stakeholder group	Email, phone, etc.	
	2b	Reminder of the upcoming Charter Workshop and further information if needed		Core stakeholder group	Email, phone, etc.	
Step 1B: The Charter Workshop	3	Outcomes of the Charter Workshop	Draft Charter	Core and wider stakeholder groups	Email, phone, etc.	
	3b	Invitation to meeting to review and sign the final Charter	Invitation	Attendees of Charter Workshop / core stakeholder group	Email, phone, etc.	
Step 1C: Consulting the Public	4a	Announcement of public consultation on the Charter	Draft Charter, feedback forms, leaflets etc.	Wider stakeholders and public	Local Bulletins and Press, Social media, local TV & radio, Website etc.	
	4b	Reminder to submit feedback		Wider stakeholders and public	Local Bulletins and Press, Social media, local TV & radio, Website etc.	
	4c	Final notice of consultation on the Charter		Wider stakeholders and public	Local Bulletins and Press, Social media, local TV & radio, Website etc.	
	5	Update on final charter	Signed Charter	Wider stakeholders and public	Local Bulletins and Press, Social media, local TV & radio, Website etc.	

Step 1A

Review

Step 1A Review of Outputs

This concludes Step 1A: Making the case for the Rapid Plan. By completing Step 1A you will have:

- Projected your population growth and illustrated the land required to accommodate that growth,
- Understood your city's existing planning frameworks,
- Prepared a case for a rapid plan and a plan for implementation of the Toolkit,
- Set up your team,
- Identified stakeholders,
- Invited participants to a Charter Workshop,
- Planned how other stakeholders can provide feedback on the Charter for their City.

Looking Forward

In Step 1B, you will run the workshop and within that develop the draft charter for your growing city, ready to share with the public for wider consultation. Move on to Step 1B to hold the Charter Workshop.



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 The Charter Workshop

i

Prepare for the workshop

1 Week Core Team Activity

- Task 1: Workshop checklist

ii

Develop the draft Charter for your city

1 - 2 Days Workshop Activity

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

1C

Consulting the public on the Charter

Rapid Planning Toolkit

www.rapidplanningtoolkit.org