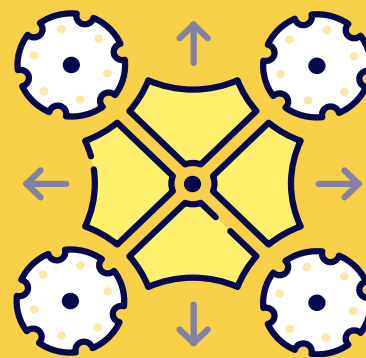


Overview of Step 2 of the Rapid Planning Toolkit

02



**Creating a
Plan for Growth**

Step 2

Creating a Plan for Growth

Contents



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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

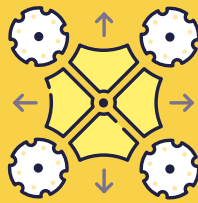
Writing a Charter



- 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 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 2 you will have a **Rapid Growth Plan** that identifies potential growth areas around your city, and a **Key Fixes Plan** to develop one growth area in Step 3

2A

Preliminary Mapping

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

2B

WORKSHOP

Creating a Rapid Growth Plan

- Map constraints with the support of key city stakeholders,
- Identify potential areas for expansion of your city, ensuring enough land is allocated to meet the projected population growth.

2C

WORKSHOP

Structuring the growth areas

- Focus on one growth area surrounding a local centre, and bring together key local stakeholders,
- Undertake a site visit and briefing with workshop participants to understand local constraints and issues,
- Structure the growth area into walkable neighbourhoods around mixed-use centres.

Step 2 - Creating a Plan for Growth

2A**Preliminary mapping****i**

Obtain a base map

ii

Map city features

2B**Creating a Rapid Growth Plan****i**

Prepare for the planning workshop

ii

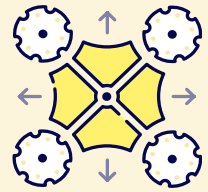
Hold the planning workshop

2C**Structuring the growth areas****i**

Prepare for the design workshop

ii

Hold the design workshop



On completing Step 2, you will have created a plan for growth.

2

Introduction to Step 2 Creating a Plan for Growth

Step 2 of the Rapid Planning Toolkit is to create a plan for growth. You will identify suitable areas around your city to accommodate the projected urban expansion, as set out in your Charter.

Before starting to implement Step 2, you should have completed Step 1 and created a City Growth Charter, a vision for your city, developed and endorsed by city stakeholders.

This next step is about working with key stakeholders and representatives of the community to map your city, starting at the city scale, and ultimately developing a plan for implementation at the neighbourhood scale.

Step 2 is broken down into a series of drawing exercises and workshops to help you to create your Rapid Growth Plan and Key Fixes Plan, guiding where and how future development should take place.

In Step 2A you will prepare for the first workshop by obtaining and developing the necessary mapping information.

In the planning workshop in Step 2B, you will invite a selected group of stakeholders and community representatives to develop a Rapid Growth Plan.

Step 2C will be a further workshop focusing on one of the identified growth areas from the Rapid Growth Plan, structuring it to form neighbourhoods and creating a Key Fixes Plan for implementation in Step 3.

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

- Develop skills in using, reading and creating maps and plans,
- Use maps to analyse your city and identify appropriate areas for development,
- Develop skills in spatial planning,
- Understand the concept of walkable neighbourhoods and the components needed for a successful neighbourhood plan,
- Prepare a plan for a new walkable neighbourhood.

The Rapid Planning Toolkit

for Urban Expansion

Step 2 - Creating a Plan for Growth

2A

Preliminary mapping

i

Obtain a base map

ii

Map city features

2B

Creating a Rapid Growth Plan

i

Prepare for the planning workshop

ii

Hold the planning workshop

2C

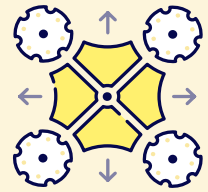
Structuring the growth areas

i

Prepare for the design workshop

ii

Hold the design workshop



On completing Step 2, you will have created a plan for growth.

2A

Step 2A Preliminary mapping

Understanding the context of your city is critical to inform the suitability of any new development. Step 2A will involve an in-depth study of the way your city works which will help in ensuring that any new settlements implemented as a result of the Toolkit process strengthen existing communities, protect local assets and create distinctive places which reinforce the local identity.

In Step 2A, you will begin to identify and map these contextual elements of your city in preparation for creating a Rapid Growth Plan in Step 2B. Step 2A guides you through the process of obtaining and preparing the maps that you will use in the workshop.

Step 2A involves 2 activities and a total of 5 tasks.

Activity i: Obtain a base map

- Task 1: Obtain a base map

Activity ii: Map city features

- Task 1: Map natural features
- Task 2: Map transport networks and community assets
- Task 3: Map main utilities
- Task 4: Map key administrative boundaries, land ownership and land use



Step 2A - Activity i Obtain a base map

The first activity explains how you can find and prepare a base map of your city in order to start the mapping exercise in Activity ii.

Activity i involves 1 task:

Task 1 - Obtain a base map

To begin with, you will need to obtain a scaled map of your city - this will be your base map. Later on, you will use this to map important 'layers' such as movement networks, community assets, and natural or geographic features. You will also use this map to locate potential growth areas for your city.



Step 2A - Activity ii Map city features

In this activity, you will prepare a number of maps on tracing paper, or thin overlay paper, placed on top of your printed or projected map. These will be resources for the Rapid Growth Plan Workshop in Step 2B when you will also prepare a number of constraints maps.

You may need to do some research to obtain the information required to produce these maps, and you may wish to complete this activity with a small team who can help you to find and verify this information.

Some of the information may be known to you or other local people, or may be found with your local authority or council. You can also use aerial maps to identify features, and verify these with a site visit. The workshop in Step 2B will provide an opportunity to check and corroborate the maps you have produced, and add any missing information that you are not able to find.

Activity ii involves 4 tasks:

Task 1 - Map natural features

Natural features are important to consider when establishing potential growth areas. You will also map natural hazards, such as areas prone to flooding or landslides, which should not be developed, as well as the ecological or environmental assets that should be protected.

Task 2 - Map transport networks and community assets

The next mapping task will look at the transport networks and community assets; these are important resources for the existing and future population of the city.

Task 3 - Map main utilities

Rapidly growing cities put pressure on utilities that are essential to its citizens. Mapping existing facilities and identifying gaps in provision is necessary to understand where there may be existing capacity for new development.

Task 4 - Map key administrative boundaries, land ownership and land use

In the final mapping task in this activity, you will look at administrative boundaries, land ownerships and land use.

The Rapid Planning Toolkit

for Urban Expansion

Step 2 - Creating a Plan for Growth

2A

Preliminary mapping

i

Obtain a base map

ii

Map city features

2B

Creating a Rapid Growth Plan

i

Prepare for the planning workshop

ii

Hold the planning workshop

2C

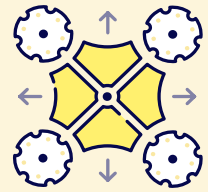
Structuring the growth areas

i

Prepare for the design workshop

ii

Hold the design workshop



On completing Step 2, you will have created a plan for growth.

2B

Step 2B

Creating a Rapid Growth Plan

Without thorough spatial planning, the pace and scale at which our towns and cities are growing is rapidly degrading the quality of the urban environment and the quality of life of citizens. By identifying potential growth areas, utilising the understanding of how the city works (developed in Step 2A) and a set of robust principles for prioritising delivery, we can ensure that cities grow in a structured way, with accessible services at the heart of each community.

Over the course of Step 2B you will be required to develop the mapping undertaken in Step 2A to build a series of robust context plans. These will then enable you to easily identify potential growth areas, review their capacity against projected growth rates and prioritise areas for delivery or promotion.

The output of Step 2B is a Rapid Growth Plan, that will identify a number of growth areas. You will choose one of these growth areas to plan into neighbourhoods in Step 2C.

Step 2B in its entirety includes 2 activities and 10 tasks.

Activity i: Prepare for the planning workshop

- Task 1: Identify and invite participants
- Task 2: Arrange a venue
- Task 3: Source equipment
- Task 4: Collate Step 1 data

Activity ii: Hold the planning workshop

- Task 1: Prepare a physical constraints map
- Task 2: Prepare a human constraints map
- Task 3: Prepare a map of community assets
- Task 4: Locate potential growth areas
- Task 5: Check growth areas against land required
- Task 6: Prioritise growth areas



Step 2B - Activity i

Prepare for the planning workshop

At the heart of Step 2B will be a focused 1–2 day ‘planning’ workshop attended by representatives of the community who will be able to validate the maps that have already been created, along with key stakeholders with the technical skills and authority to make critical decisions. The workshop will be used to create the Rapid Growth Plan.

Activity i will help guide you through preparation for the workshop, inviting a small group of key city stakeholders to participate in the production of the Rapid Growth Plan. You may need a team to assist you in preparation, as well as to support facilitation of the workshop.



Activity i involves 4 tasks:

Task 1 - Identify and invite participants

The Rapid Growth Plan Workshop will bring together key stakeholders to understand the constraints and assets within your city, and to determine appropriate areas for potential growth.

Task 2 – Arrange a venue

You will need to arrange a venue in which to hold the workshop. The venue could be a room in a local authority building, an office, a university or other institution or a community space.

Task 3 - Source equipment

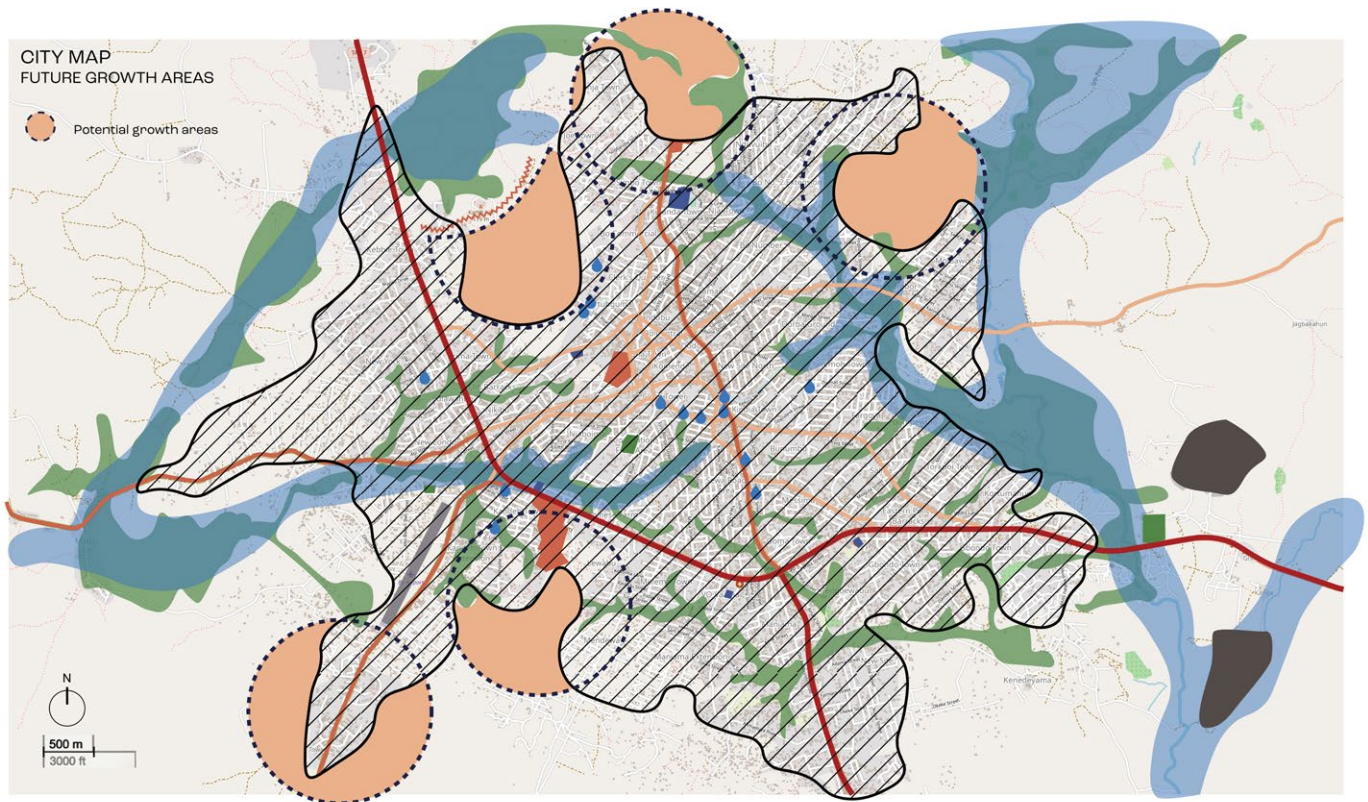
You will need some equipment for the workshop, which you should source in advance.

Task 4 - Collate Step 1 data

The final task in this activity requires you to collate the data you put together in Step 1, in addition to the maps produced in Step 2A. This data will be helpful during the workshop and therefore should be prepared in advance.

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Step 2B - Activity ii Hold the planning workshop

In this activity, you will hold a workshop to identify future growth areas and create a Rapid Growth Plan.

During this workshop, you will verify the mapping information produced in Step 2A, use this to develop an understanding of development constraints for your city, and produce a series of constraints maps. You will use this to identify 'local centres' around which new walkable neighbourhoods can grow,

Before starting the following tasks, consider how best to approach this activity with your stakeholder group. Consider the resources that you have available, how many participants are involved, and how everyone can contribute meaningfully to the outputs. Based on this, you will need to set up one or more printed or projected base maps, along with multiple layers of tracing paper or overlay paper to produce a series of maps.

Activity ii will involve 6 tasks:

Task 1 - Prepare a physical constraints map

For the first task, you will create a map of physical constraints, identifying the features of your city that may restrict where a growth area could be located.

Task 2 –Prepare a human constraints map

In this task, you will create a map of human constraints, identifying administrative and ownership boundaries that could influence where growth may be possible.

Task 3 - Prepare a map of community assets

Next, you will create a further map of community assets, referring to the transport network, community assets, utilities and land use mapped in Step 2A.

Task 4 - Locate potential growth areas

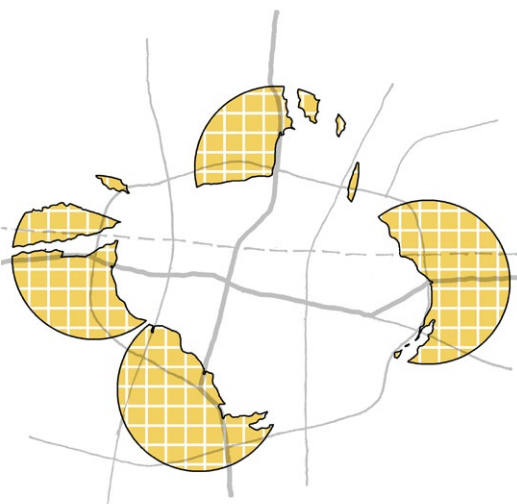
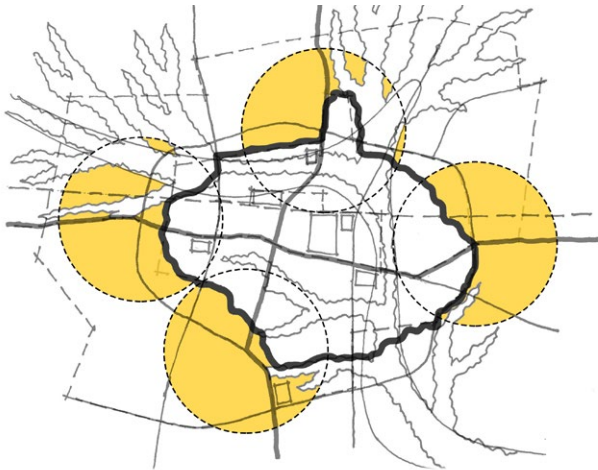
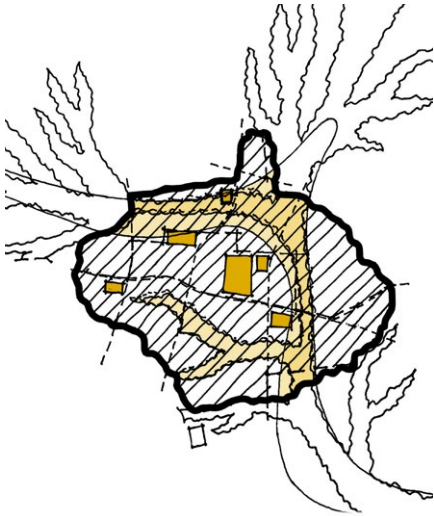
In this task, you will use your constraints maps to identify possible growth areas, assessing suitable locations for a walkable catchment of new development around existing local centres.

Task 5 - Check growth areas against land required

You will need to refer to your outputs from Step 1A - the projections of population growth and land requirements, to determine if your identified growth areas are sufficient to meet the needs of your growing city.

Task 6 - Prioritise growth areas

Now that you have a range of growth areas around the urban edge of your city, you will decide which should be prioritised initially.



The Rapid Planning Toolkit

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Step 2 - Creating a Plan for Growth

2A

Preliminary mapping

i

Obtain a base map

ii

Map city features

2B

Creating a Rapid Growth Plan

i

Prepare for the planning workshop

ii

Hold the planning workshop

2C

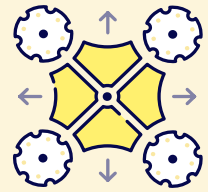
Structuring the growth areas

i

Prepare for the design workshop

ii

Hold the design workshop



On completing Step 2, you will have created a plan for growth.

2C

Step 2C

Structuring the growth areas

Sustainable communities enable people to live, work and travel easily. They are places that people like living in, and maintain character and sense of place. They co-exist with the natural environment to maintain important ecological functions that help to avert natural disasters, and provide habitats for local plant and animal species.

In Step 2C, you will conduct a further 'design' workshop to structure the growth areas into a series of smaller neighbourhoods that will include:

- protected natural corridors,
- connected routes for movement of people, vehicles, transportation and utilities,
- the needs of the community, including markets, schools and other facilities, located within easy walking distance.

This workshop will focus on just one growth area. Start with the prioritised growth area and repeat the process for the others according to a timeline that is suitable for your city's growth.

The final output will be a Key Fixes Plan that identifies the essential the sites and routes of the neighbourhood that need to be protected through implementation of the plan in Step 3.

Step 2C in its entirety involves 2 activities and 8 tasks

Activity i: Prepare for the design workshop

- Task 1: Prepare a map of the growth area
- Task 2: Conduct a site visit & technical briefing

Activity ii: Hold the design workshop

- Task 1: Identify the development area
- Task 2: Create a blue & green infrastructure plan
- Task 3: Create a movement plan
- Task 4: Create mixed-use neighbourhood centres
- Task 5: Create a phasing plan
- Task 6: Produce a 'Key Fixes Plan'



Step 2C - Activity i

Prepare for the design workshop

In Step 2C, you will conduct a further 1-2 day workshop to 'design' the plan for the growth area.

This workshop will be specifically focussed on a single growth area. It will involve a site visit, in which you and your workshop participants will familiarise yourselves with the detailed conditions on the ground. You will also invite stakeholders to share their knowledge of the area and its existing community and uses through a technical briefing session.

The participants of this workshop should include some stakeholders that have been involved from the earlier in the Toolkit process, but make sure to also include new participants who have a specific local interest or knowledge of the area.

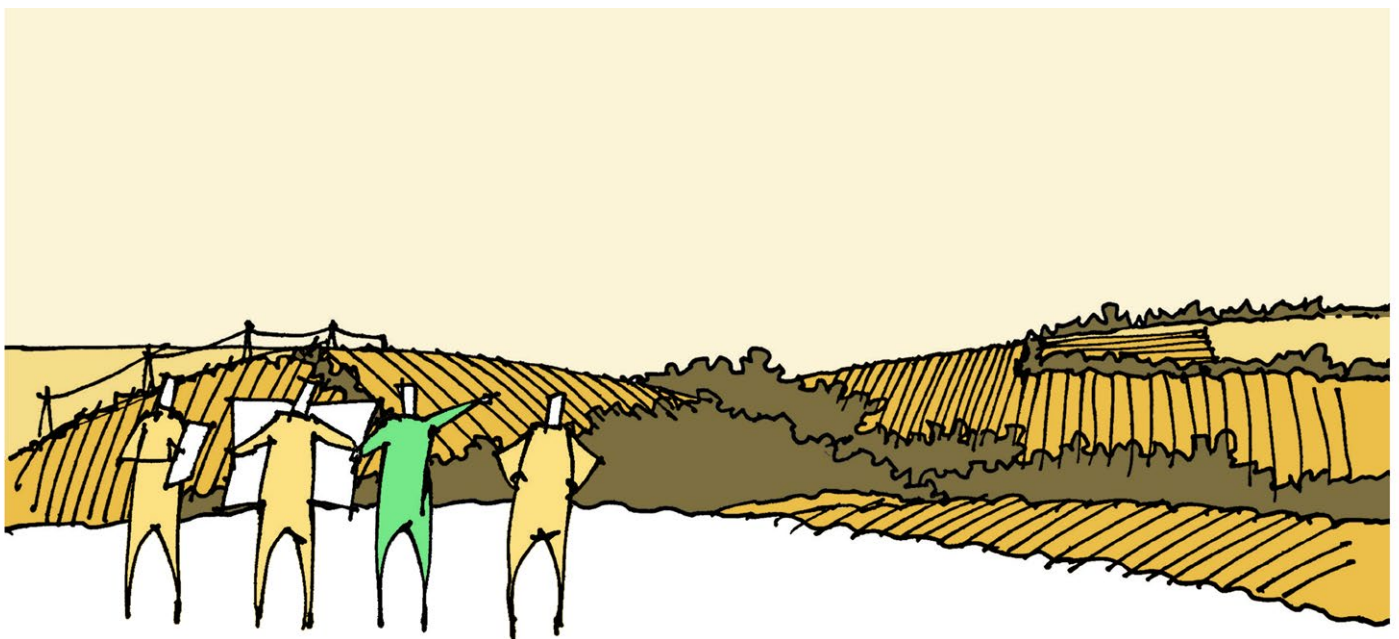
Activity i involves 2 tasks:

Task 1 - Prepare a map of the growth area

In the design workshop, you will progress from mapping at the city-wide scale to the neighbourhood-scale - looking at your growth area much more closely. To do this, you will require a map that reveals more detail of the growth area that you have chosen.

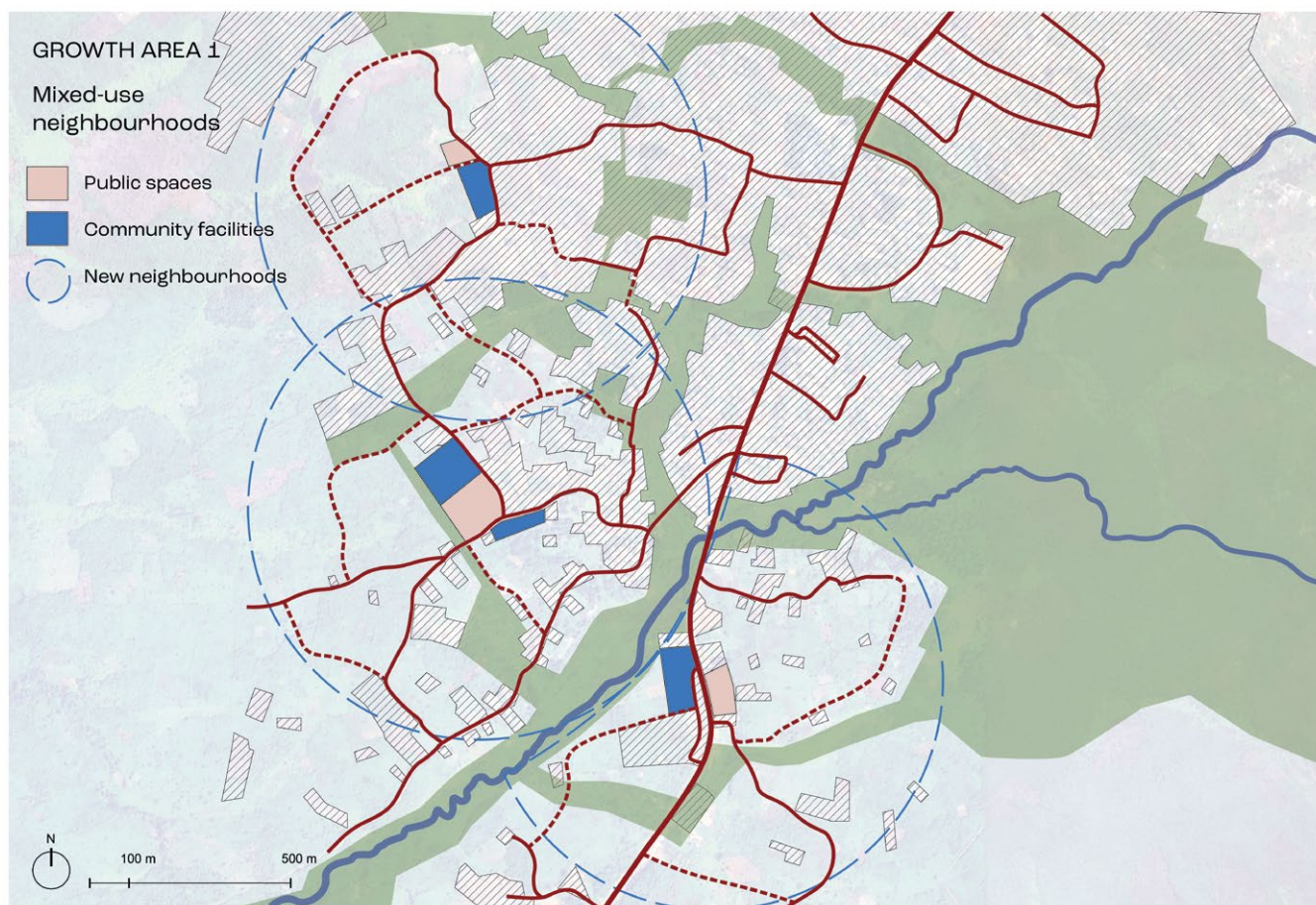
Task 2 –Conduct a site visit & technical briefing

Before beginning any design activities, it is important that all workshop participants have a broad understanding of the area and context. Therefore, you will conduct a preliminary technical briefing session and a visit to the site of the growth area.



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Step 2C - Activity ii Hold the design workshop

In this activity, you will hold a workshop to structure the growth area and create a Key Fixes plan for implementation. You should complete Activity ii after you have undertaken the site visit and technical briefings with workshop participants.

During this workshop, you will create a series of spatial plans that design the structure of the growth area. You will allocate protected environmental assets, connecting routes and community spaces and facilities.

You will need to prepare to lead a series of design activities, using your base map and layers of tracing paper. The final output will be a Key Fixes Plan which simply means a plan of the most essential ('key') elements ('fixes').



Activity ii will involve 6 tasks:

Task 1 - Identify the development area

To begin to structure the neighbourhoods, you first need to identify the approximate extent of the growth area development. In this task, you will identify the growth area catchment and any existing development and uses that may impact or constrain your plan.

Task 2 –Create a blue & green infrastructure plan

In this task, you will set out the extent of the blue and green infrastructure that should be protected, as they may play an important role in preserving local habitats and their biodiversity, and in managing the flow and drainage of water.

Task 3 - Create a movement plan

Any new development should plug into established networks of roads and transport corridors, reinforcing and adding to the existing infrastructure of the city. In this task, you will plan additional routes where needed to create a movement plan of key primary and secondary vehicular routes.

Task 4 - Create mixed-use neighbourhood centres

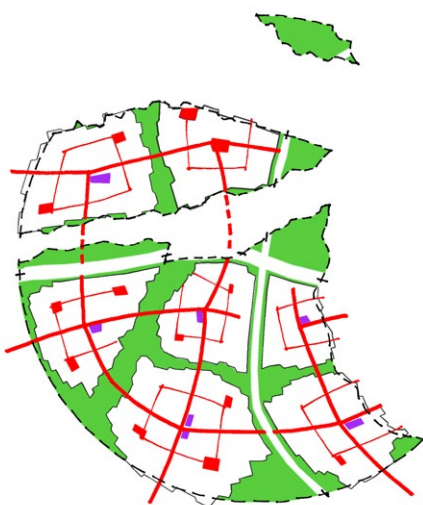
Within the plan for the growth area, you will need to assign space for other uses, such as markets and retailers. This task will guide how to integrate community facilities and public spaces at the centre of each neighbourhood.

Task 5 - Create a phasing plan

Next, you will determine which areas of your proposed plan could be implemented quickly around existing infrastructure and development already taking place or in progress, and divide the plan into smaller phases for implementation.

Task 6 - Produce a 'Key Fixes Plan'

The final task of this workshop is to determine the key routes and sites of the plan that you will prioritise to implement first and protect from unplanned rapid development.



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

i

The basics of
mapping

ii

Walkable
neighbourhoods

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 2 Key Concepts

This 'Key Concepts' section provides additional information that may help you to implement the activities and tasks in Step 2 of the Rapid Planning Toolkit.

Step 2 Key Concepts has 2 sections:

Section i: The basics of mapping

- Part 1: How to read maps and spatial plans
- Part 2: Mapping layers
- Part 3: Where and how to obtain information

Section ii: Walkable neighbourhoods

- Part 1: What is a walkable neighbourhood?
- Part 2: What are the benefits of a walkable neighbourhood?
- Part 3: How to achieve a walkable neighbourhood

References and further reading



Step 2 Key Concepts - Section i

The basics of mapping

Mapping is an important tool to visually illustrate information about your town or city and plans for future development.

In Step 2 of the Rapid Planning Toolkit, you will be required to create several maps at different scales, from the city level to the neighbourhood level, so it is important that you have a basic understanding of how to read and interpret maps.

Step 2A, 2B and 2C will guide you through a series of mapping activities. This section, however, will provide a more foundational introduction to mapping, to help you prepare for the Step 2 implementing activities, if you require it.

Section i has 3 parts:

Part 1 - How to read maps and spatial plans

Maps and plans can be used to convey information about a city or urban area, and will often accompany planning documents. The basic elements to read, understand and convey information in a map or spatial plan are outlined here.

Part 2 – Mapping layers

An important feature of a map is that it allows us to view different 'layers' of information together, which helps us to understand the many different functions and activities of a place. In order to be able to read these layers at the same time without confusion, it is necessary to somehow differentiate one layer from another.

Part 3 – Where and how to obtain information

When creating maps, you will need to find information that is up to date and complete for the area in question. Depending on where you are located, the availability of up to date mapped information will vary, so you may need to explore a variety of potential sources.



Step 2 Key Concepts - Section ii

Walkable neighbourhoods

In Step 2B and 2C, following a series of mapping tasks, you will determine potential growth areas to accommodate the population increase that you calculated in Step 1, and you will proceed to structure one of these growth areas into neighbourhoods.

The activities in Step 2B and 2C will guide you in planning for walkable, mixed use neighbourhoods.

This section of the Key Concepts will provide background information about what we mean when we refer to a walkable neighbourhood, why they are important and how you can plan for healthy neighbourhoods in your city as part of your Rapid Plan.

Section ii has 3 parts:

Part 1 - What is a walkable neighbourhood?

Walkable neighbourhoods are compact urban settlements centred around core community facilities and mixed use areas, ensuring that the needs of citizens are provided for within their local area. Creating walkable neighbourhoods involve planning for an appropriate mix of uses and facilities, and designing safe routes for pedestrian and cyclist travel, as well as routes for vehicles and public transport.

Part 2 – What are the benefits of a walkable neighbourhood?

Developing compact, mixed-use, walkable neighbourhoods can have many tangible benefits for individuals, communities and economies. Careful planning, design and investment can help to generate these benefits in your community.

Part 3 – How to achieve a walkable neighbourhood

The following factors are key elements to create a walkable neighbourhood. When selecting potential growth areas and structuring neighbourhoods in Steps 2B and 2C, consider how you could include these aspects of walkable neighbourhoods.

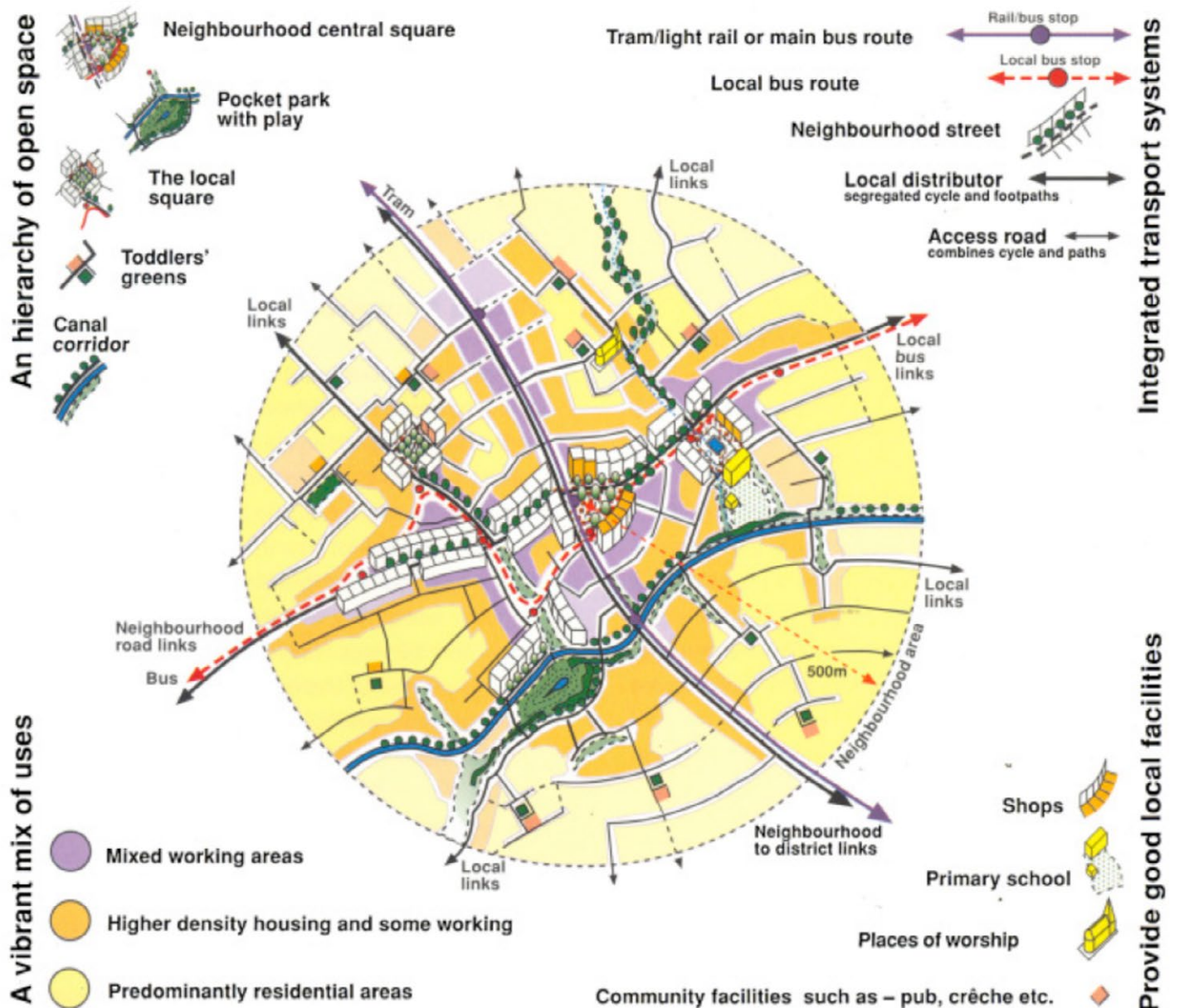


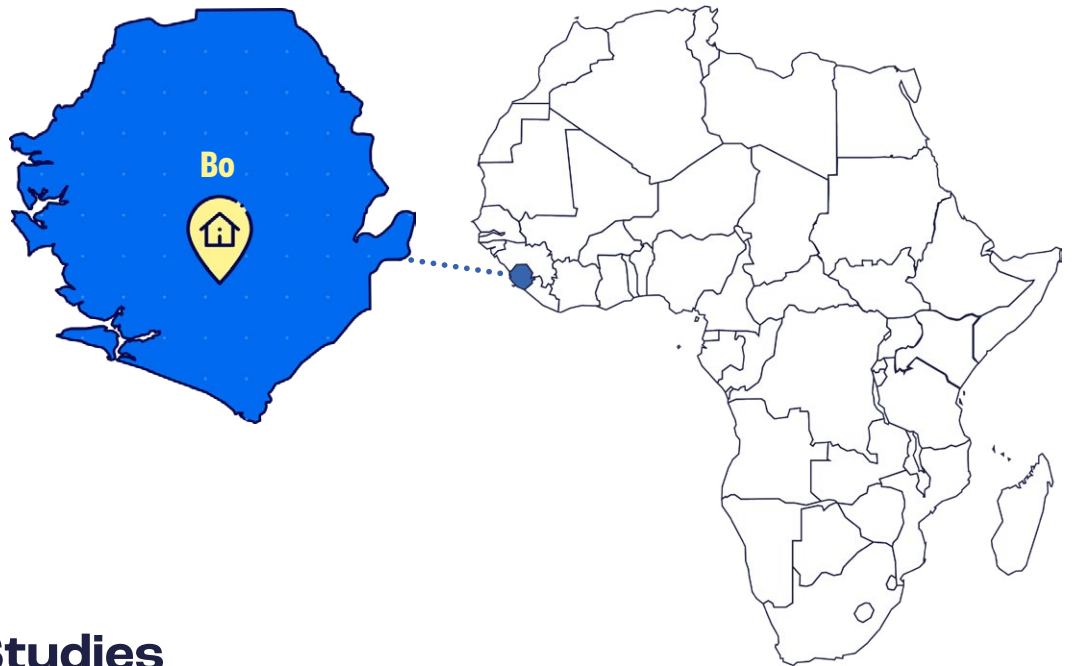
Image: Diagram of components of a walkable neighbourhood

The Rapid Planning Toolkit

for Urban Expansion

Sierra Leone

Africa



Case Studies

Pilot Project in Bo, Sierra Leone

Bo City Council has an ambition to develop a spatial plan for Bo, to support the projected rapid growth of the city over the next 25 years. Since 2020, Bo City Council has been using the Rapid Planning Toolkit methodology to help plan for rapid population growth and climate change.

Bo City Council felt that they learnt 3 key lessons from Step 2:

- The skills to read maps, drawing and interpret scale,
- How to use technology to make tasks easier,
- The importance of involving stakeholders throughout the process.



Step 2A - Preliminary Mapping

The team sourced and created a variety of maps depicting the current situation in Bo, including natural features, transport networks, community assets, utilities, administrative boundaries and land use zones.

Step 2B - Creating a Rapid Growth Plan

The Bo City Council team were joined by Bo District Council members, land-owning families and Paramount Chiefs to undertake the workshop. They initially faced constraints as the team struggled to trace over maps printed at A4 (the largest available printer).

To overcome this challenge, the team projected a Google Maps aerial image onto the wall, taped up flip chart paper and were able to trace at a much larger scale.

Step 2C - Structuring the Growth Areas into Neighbourhoods

By drawing over the chosen neighbourhood, the various stakeholders were able to gain a deeper understanding of the constraints and opportunities ahead of a site visit in the afternoon.

Following a successful site visit, the group made sure to update their neighbourhood plan based on their findings at the site. Once this was finalised, the spatial plan was termed the 'Key Fixes Plan'.

Outcomes of Step 2 Implementation in Bo

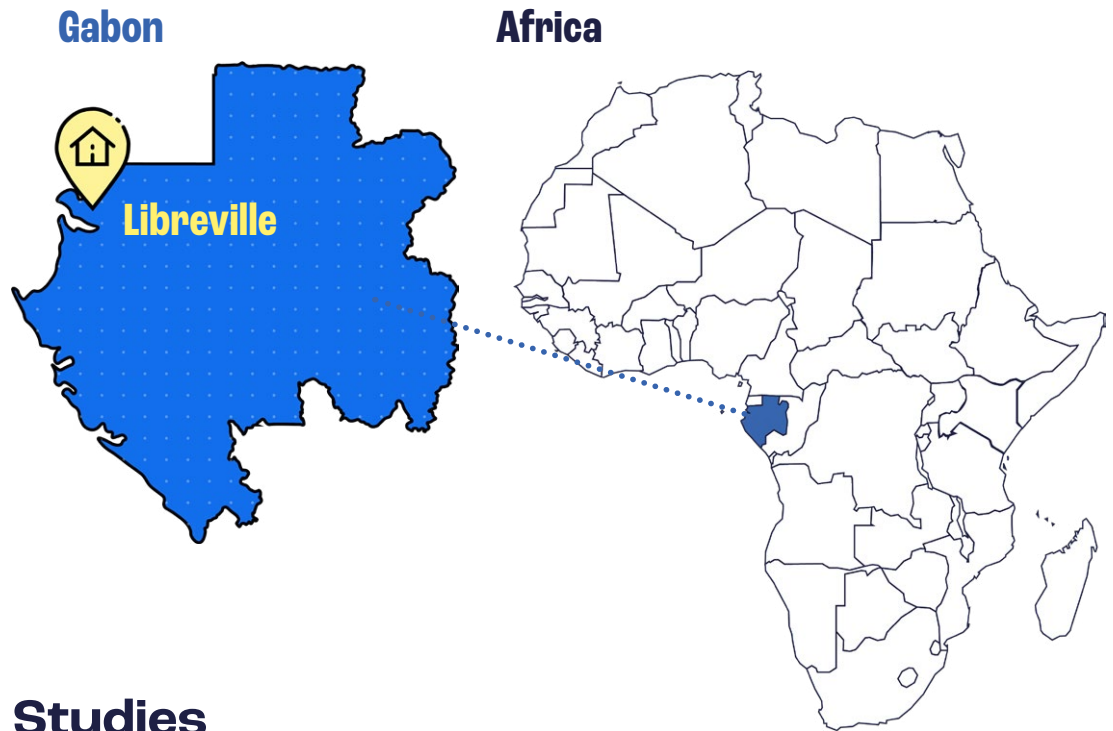
The Key Fixes Plan was presented to the Bo City Council Mayor's team. The Assistant Mayor congratulated the group and confirmed his support for the Key Fixes Plan. With the Step 2 workshops completed, the Bo team spent some time compiling all the work and sharing the information with the community and relevant stakeholders so that they could move from participatory planning straight to implementation on the ground, with Step 3.



Image: Bo's Rapid Growth Plan

The Rapid Planning Toolkit

for Urban Expansion



Case Studies

Masterplanning in Libreville, Gabon

In 2010, the rate of population growth of Libreville, the capital city of Gabon, was 3.02%. Alongside plans for the development of Angondjé, a new urban extension on the northern edge of Libreville, The King's Foundation (at the time known as The Prince's Foundation for Building Community) were invited to lead a masterplanning and neighbourhood development project for Akanda.

The King's Foundation worked with ANGT to develop a masterplan, not only to plan for growth at the local level, but as a demonstration of the national vision for Gabon, as an emerging economy putting into practice sustainable development. This project preceded the development of the Rapid Planning Toolkit process, however, it provided a foundational case study which led to the creation of the Toolkit methodology.



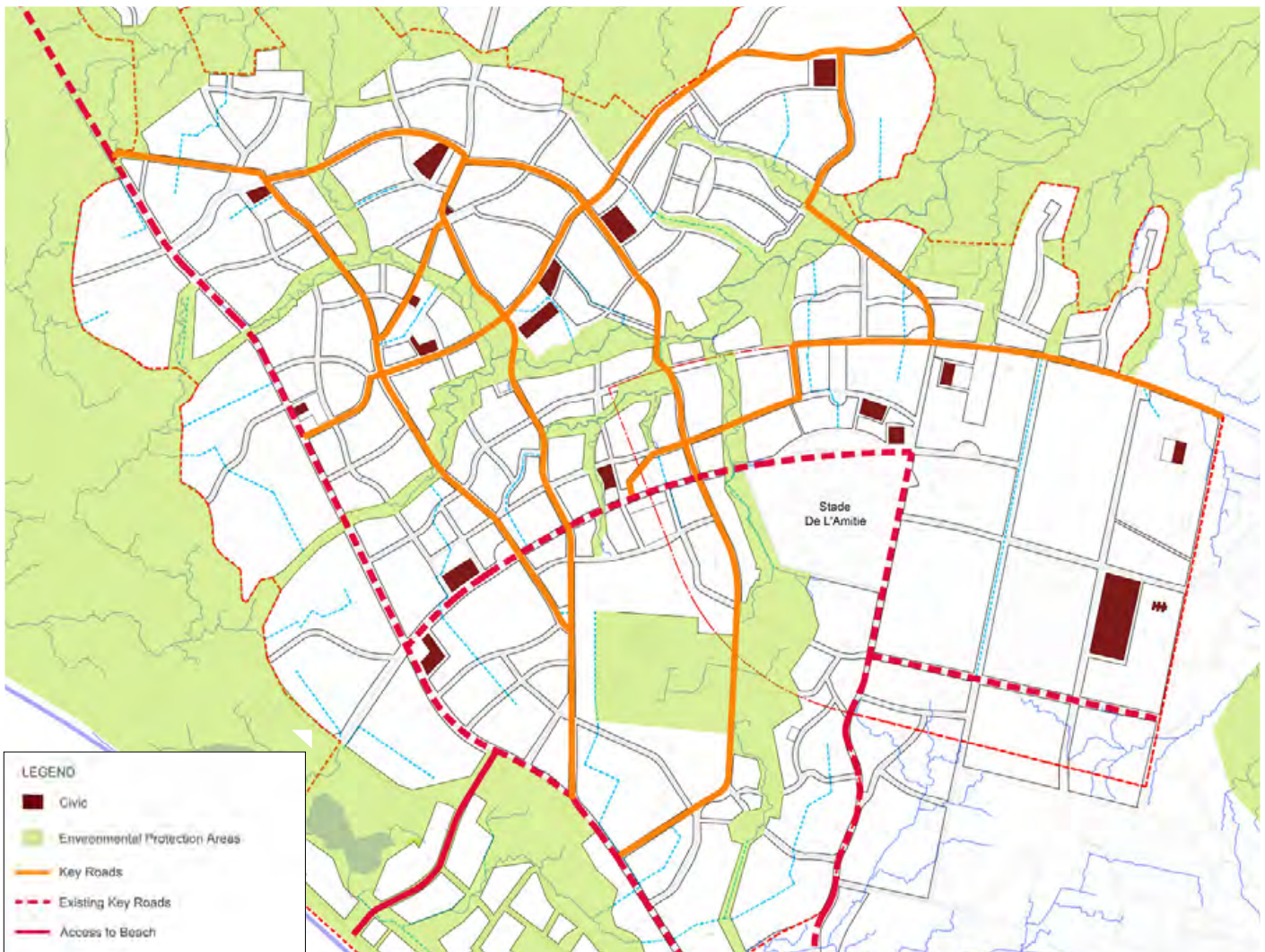


Image: Key Fixes Plan for Libreville

The masterplan for Akanda has been designed around a landscape of creeks, rivers and marshes, where the development of housing and commerce must be allowed to work with these natural systems, carefully sited to preserve ecological function.

The Akanda Masterplan was designed as a series of walkable communities. These range from more rural hamlets (2500 - 3000 people) to others more urban in character including quartiers (4500 – 6000 people) and the Centre Ville (6000 – 7000 people). At the heart of each of these communities is a civic facility – a school or a community centre as well as shops and facilities such as a church or mosque- which everyone in the community can walk to, promoting social and civic interaction. These centres also include civic space that acts as a gathering place for the community, and a forum for markets, events and leisure.

The centres of each neighbourhood are directly linked through a strategic road network that acts not only as a key movement corridor for people, but also for utilities and water. A connected street network provides the economic opportunity to locate businesses within a walkable distance of residents – generating the city's high streets and integrating communities through universal accessibility. Public transport networks were also planned, so that dedicated bus lanes could be incorporated into the proposal.

A Key Fixes plan was created to preserve rights of way, infrastructure corridor, preserve green infrastructure and identify development parcels.

Rapid Planning Toolkit

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