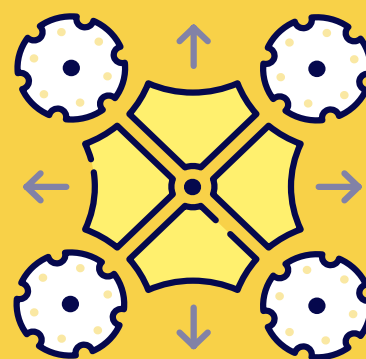




**Creating a  
Plan for Growth**

## Step 2C

# Structuring the growth areas

## STEP 1

### Writing a Charter



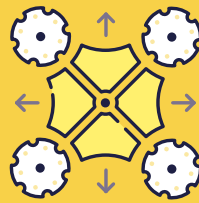
**1A** Making the case for the 'Rapid Plan'

**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 2C

## Structuring the growth areas

### Introduction & Aims

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 involves 2 activities and 8 tasks.

### Workbook Contents

#### **i** Activity i

##### **5... Activity i: Prepare for the design workshop**

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

#### **ii** Activity ii

##### **17... Activity ii: Hold the design workshop**

- 18... Task 1: Identify the development area
- 20... Task 2: Create a blue & green infrastructure plan

22... Task 3: Create a movement plan

24... Task 4: Create mixed-use neighbourhood centres

26... Task 5: Create a phasing plan

28... Task 6: Produce a 'Key Fixes Plan'



#### **Review**

30... Review of Outputs

30... Looking Forward

## 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

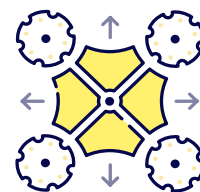
i Prepare for the planning workshop

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 Structuring the growth areas

i

### Prepare for the design workshop

**3 - 4 Weeks** Core Team & Workshop Activity

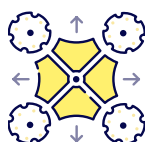
- Task 1: Prepare a map of the growth area
- Task 2: Conduct a site visit & technical briefing

ii

### Hold the design workshop

**1 - 2 Days** Workshop Activity

- Task 1: Identify 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 'Key Fixes Plan'



## Completion of Step 2

# Step 2C

## Activity i

### 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.

In completing this activity, you should:

- Undertake preparations to conduct the next workshop.
- Complete preliminary site visit and technical briefing ahead of design workshop to establish key information about the area of the new development.

Activity i involves 2 tasks:

1. Prepare a map of the growth area
2. Conduct a site visit & technical briefing

# The Rapid Planning Toolkit

for Urban Expansion

## Step 2C - Activity i - **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.



You will need to obtain a new base map that includes the extent of the chosen growth area and some of its immediate surroundings. On your map, you will need to be able to identify buildings and structures, footpaths, tracks, parks and significant landscape elements.

You may find it helpful to refer to [Key Concepts Section 1: The Basics of Mapping, Part 3: Where and how to obtain information](#) and Step 2A Activity i to review how to obtain and prepare a base map.

### Task

#### 1. Obtain a base map of the growth area.

Your map should:

- Show the full area of your chosen growth area, as identified in your Rapid Plan, including some of the surrounding context.
- Include a scale reference or scale bar,
- Be recent and show an up-to-date reflection of your city,
- Enable you to easily identify buildings and structures, footpaths, tracks, parks and significant landscape elements.

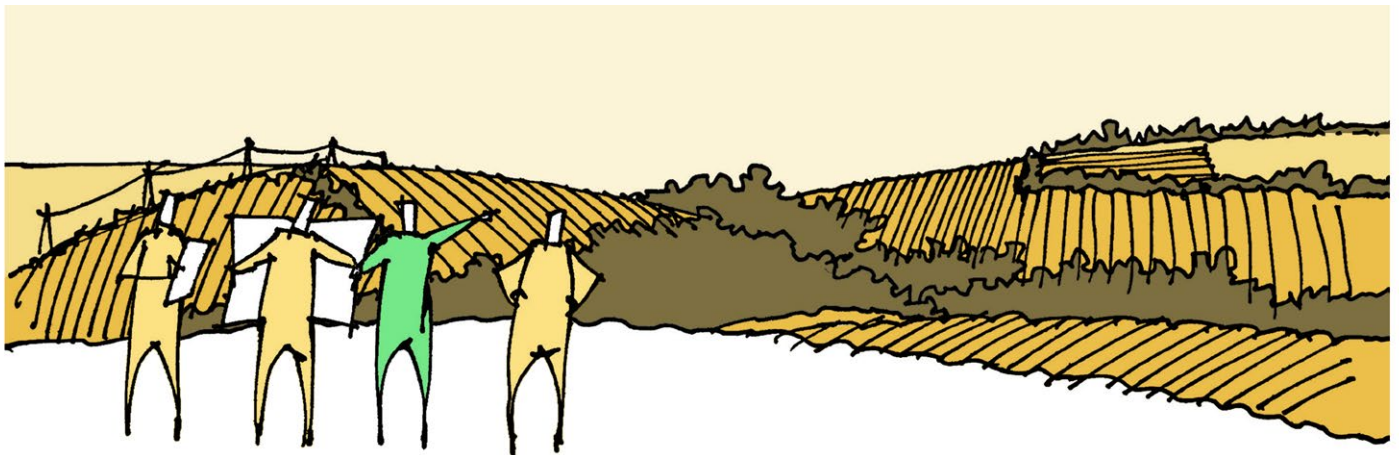
# The Rapid Planning Toolkit

## for Urban Expansion

### Step 2C - Activity i - 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.



### Site Visit

Seeing and observing the area in-person is essential to gain a thorough understanding of the place, so it is important to visit the growth area and walk around numerous sites, making a note of any features and taking photographs as you go.

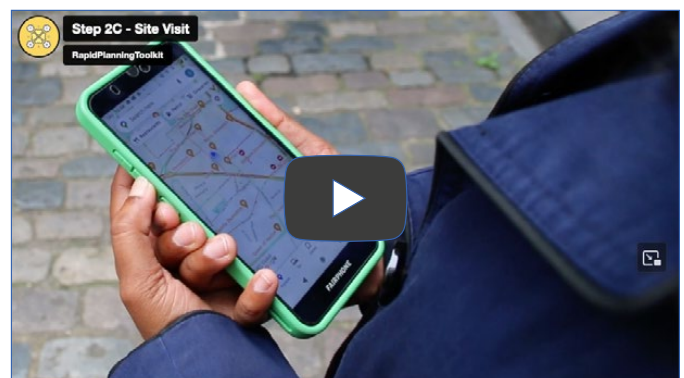
You will need to take a copy of the new base plan that should show this area in more detail. Analysing the area at this scale will reveal more information about the constraints and assets, which you may not have noticed when looking at the city-wide maps.

During the site visit:

- The team must have access to a base plan that focuses on the site and its surroundings,
- Depending on accessibility, stakeholders can walk around the site or find a good vantage point to view the site from,
- Using the base plan, mark any new features of interest. These may be informal access points; small natural features; notable buildings and their uses.
- On the site visit, you may want to use a smart phone or iPad to take photos whilst noting the exact location of the photo.

You will need to plan whether you conduct your site visit as a large group or if you should split into smaller groups, for efficiency and to cover more area. Take into account the terrain and accessibility when planning a route.

This video suggests some tips on how to use your mobile device to help you prepare for and conduct your site visit without needing to use mobile data on site.



Video link: [vimeo.com/877573084?share=copy](https://vimeo.com/877573084?share=copy)

### Technical Briefing

For the technical briefing session, a number of short presentations should be delivered on the necessary topics. The relevant stakeholders should be invited to deliver these and share their knowledge with the other workshop participants - these may include specialists with professional expertise as well as local people who know the area well.

The purpose of this session is to benefit from the knowledge of stakeholders and for all participants to gain an understanding of issues relating to the site and wider area in order to complete the neighbourhood design.

The following topics are recommended to form the technical briefing session:

- **About the Chosen Growth Area**

Delivered by member of Toolkit team.

- Why and how the area has been selected for potential new growth in the Rapid Plan
- Assessment of the needs of the growth area and expected capacity to accommodate the city's growth
- Principles of the City Growth Charter (Step 1 Output)

- **Site Information**

Delivered by planner / architect / engineer.

- Geographical / climate / environmental features
- Constraints and hazards
- Heritage and local history

- **Local Assets**

Delivered by member of local organisation or institution.

- Summary of key institutions e.g. education, healthcare, social provision
- Local economic activity e.g. marketplaces / nearby employers and industries

- **Legislation & Land Ownership**

Delivered by local authority official or surveyor.

- Status and regulation of undeveloped land
- Current ownership of land in Growth Area
- Process for purchase and development of land

- **Other relevant issues pertaining to the site**

May be delivered by those with local or specialist knowledge.

Presentations should be short and concise, each no more than suggested 10 minutes long, and should be presented in a way that can be clearly understood by others - avoiding specialist terminology. Where possible, images and maps should be used to show the spatial layout of the area, as this will impact the later mapping and design exercises.

The program should also include time for participants to ask questions after all briefings have been delivered.

### Task

#### 1. Prepare the workshop agenda.

Plan how you will conduct the workshop, including the site visit and technical briefings as well as the design tasks detailed in Activity ii. You can choose to do the site visit and technical briefing on the morning of the design workshop or you can complete these up to a week in advance.

Reflecting on the previous workshops will help you to determine how much time will be needed to complete these tasks, and whether you may need to hold the workshop over several days.

An [Agenda Template](#) is provided with a suggestion of timings. Make sure to adjust these to your situation.

# The Rapid Planning Toolkit

## for Urban Expansion

### 2. Identify and invite workshop participants.

Consider which stakeholders you will invite to participate in this design workshop. You may also want to consider;

- Those who may be able to provide technical briefings on the relevant topics,
- Experienced design professionals to support the drawing and design elements of the workshop, such as practicing architects and engineers.
- Landowners who own vacant land within the growth area.
- Relevant stakeholders that participated in the previous planning workshop.

A participant [Invitation Template](#) is provided that can be adapted for use.

### 3. Prepare speakers to deliver presentations as part of the technical briefing sessions.

You will need to identify which of the workshop participants will be suitable to deliver a presentation as part of the technical briefing. To help you find suitable candidates for this, a [Technical Briefing Plan](#) is provided with some suggestions.

It will be necessary to invite the chosen speakers with a brief so that they know what to expect and have time to prepare. We have provided a [Speaker Brief](#) as a template, but you may consider whether it best to first contact your speaker in person to explain what you would like them to do.

### 4. Complete workshop preparations.

Carry out the necessary preparations to hold the design workshop. Refer to Step 2B Activity i for a reminder of the workshop preparation tasks and you can use the [Workshop Checklist](#) to check that you have everything ready.



### Reflection questions

- What elements of the site do you need to understand in order to structure the neighbourhoods of your growth area?
- Do your workshop participants represent a good mix of professional expertise, relevant authorities and existing local residents of the area?
- Are there any particular areas, elements or aspects of the site will you need to note and photograph during the site visit?
- Is there any other information that may be needed before you are able to design the neighbourhood that cannot be obtained through stakeholder knowledge or a visit to the site?

### Download

[Agenda Template \(Word, 50KB\)](#)

[Invitation Template \(Word, 50KB\)](#)

[Technical Briefing Plan \(Excel, 50KB\)](#)

[Speaker Brief \(Word 50KB\)](#)

[Workshop Checklist \(Word, 50KB\)](#)



# Download this template

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## Agenda Template

Use this template to help you prepare an agenda for the design workshop, making sure to adjust it to your particular requirements, local customs and the needs of your stakeholders.

[INSERT YOUR LOGO HERE]

The Rapid Planning Toolkit's

### Design Workshop - Agenda

The Design Workshop is part of The Rapid Planning Toolkit's participatory process to plan for future urban expansion in **your city**. In the previous workshop, a Rapid Growth Plan identified **name of growth area** as a possible area for urban expansion. This workshop will assess this area in more detail to produce a structure for a neighbourhood and the key elements that need to be fixed in preparation for this area's development, such as roads and necessary facilities.

Workshop Date(s): [insert date(s) here]

Venue: [insert venue address here]

*Add any details about access to the venue*

#### Design Workshop Day 1:

09:45 Attendees arrive and sign in at venue

10:00 Welcome & Introduction

10:30 Technical briefings followed by questions and discussion

*Short break for refreshments*

11:30 Site Visit

*Break for lunch*

14:00 Design activities to structure neighbourhood

16:00 Review and discussion as a group

16:30 Close workshop

#### Design Workshop Day 2:

09:45 Attendees arrive and sign in at venue

10:00 Welcome & Review of Day 1

10:30 Continuation of design activities and further visits to site if needed

*Break for lunch*

14:00 Review and discussion as a group

15:00 Close workshop

**Commented [A1]:** Provide a brief introduction to explain the purpose of the workshop, along with key details such as the date, venue and any other details that your workshop attendees need to know

**Commented [A2]:** Provide an outline of the programme with approximate timings.

**Commented [A3]:** Make sure to include sufficient time for breaks throughout the day, and ensure attendees will be able to access food and drinks, either provided at the workshop or from elsewhere.

**Commented [A4]:** Provide an outline of the programme with approximate timings.

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# Invitation Template

Use this template to help you prepare invitations to the 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 **Neighbourhood Design Workshop**

Dear [insert name here],

I am writing on behalf of the team implementing [The Rapid Planning Toolkit](#) in [insert city], to develop a strategy for urban growth that is projected to take place in the near future. We are doing this with the involvement and support of our local communities, to protect and enhance our assets whilst ensuring our city can adapt to the challenges of the future.

As part of this process, I wish to invite you to participate in the Neighbourhood Design Workshop on [insert date(s)] at [insert location].

Using the Rapid Planning Toolkit process, we have projected that the population of [insert city] is growing by [insert projected growth rate %], which means that up to [insert area required for ~30 years of growth] of land will be required to accommodate new neighbourhoods. With the community, we have already agreed a City Charter that sets out the need for a plan. [insert details of how to read the City Charter]. In the last workshop, we identified an area of [insert name/district of Growth Area] that could be suitable for new development. This next workshop will look to assess this area in detail and design a potential plan for a neighbourhood.

The purpose of this Workshop is to bring together key stakeholders to understand the area and existing community, and work together on a proposed layout that can both improve the existing area and create new development. We are inviting you as a stakeholder and community member to participate in creating this plan.

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]:** Explain the wider objectives of using The Rapid Planning Toolkit in your city.

**Commented [A3]:** Provide any relevant information regarding the Toolkit process so far.

**Commented [A4]:** Explain the purpose of the workshop and what it will entail.

**Commented [A5]:** Provide details about the workshop

**Commented [A6]:** Explain how they can contact you to confirm that they will attend.



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# Technical Briefing Session Plan

Use this template to help prepare speakers to deliver the technical briefing session of the deisng workshop.

Workshop for Growth Area:

| Theme / Topic                | Speaker Name | Speaker Organisation / Affiliation               | Content                                                                                                                                                                                                                                                                                                             | Time Allocated | Status |
|------------------------------|--------------|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|--------|
| Growth area site             |              | E.g. Member of Toolkit team                      | <ul style="list-style-type: none"> <li>• Why and how the area has been selected for potential new growth in the Rapid Plan</li> <li>• Assessment of the needs of the growth area and expected capacity to accommodate the city's growth</li> <li>• Principles of the City Growth Charter (Step 1 Output)</li> </ul> | 5-10 minutes   |        |
| Site Information             |              | E.g. Local architect / engineer / specialist     | <ul style="list-style-type: none"> <li>• Geographical / climate / environmental features</li> <li>• Constraints and hazards</li> <li>• Heritage and local history</li> </ul>                                                                                                                                        | 5-10 minutes   |        |
| Local Assets                 |              | E.g. Member of local organisation or institution | <ul style="list-style-type: none"> <li>• Summary of key institutions e.g. education, healthcare, social provision</li> <li>• Local economic activity e.g. marketplaces / nearby employers and industries</li> </ul>                                                                                                 | 5-10 minutes   |        |
| Legislation & land ownership |              | E.g. local authority official                    | <ul style="list-style-type: none"> <li>• Status and regulation of undeveloped land</li> <li>• Current ownership of land in Growth Area</li> <li>• Process for purchase and development of land</li> </ul>                                                                                                           | 5-10 minutes   |        |
| Other topics as needed       |              |                                                  |                                                                                                                                                                                                                                                                                                                     |                |        |
| Other topics as needed       |              |                                                  |                                                                                                                                                                                                                                                                                                                     |                |        |



# Download this template

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## Speaker Brief

Use this template to help you prepare your speakers for the technical briefing section of the 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]

The Rapid Planning Toolkit's

### Design Workshop – Speaker Brief

The Design Workshop is part of The Rapid Planning Toolkit's participatory process to plan for future urban expansion in **your city**. In the previous workshop, a Rapid Growth Plan identified **name of growth area** as a possible area for urban expansion. This workshop will assess this area in more detail to produce a structure for a neighbourhood and the key elements that need to be fixed in preparation for this area's development, such as roads and necessary facilities.

Workshop Date(s): **insert date(s) here**

Venue: **insert venue address here**

An early part of the workshop will include a Technical Briefing session, in which we will hear a number of short presentations to inform all participants of key information. The purpose of this session is to benefit from the knowledge of stakeholders and for all participants to gain an understanding of issues relating to the site and wider area in order to complete the neighbourhood design. We would be pleased if you would be able to contribute to this session by delivering a 5-10 minute presentation on the following topics:

- An overview of ...
- Any information that you can provide on ...
- A map of ...
- Any insight on the issues / challenges / opportunities of...

We ask that you make the following considerations when preparing your presentation:

- Keep the presentation short and concise, and under **10 minutes**, as there are many aspects to cover in a short time.
- Use clear and simple language so that they can be understood by those without pre-existing knowledge.
- Ensure information is relevant and specific to **name of Growth Area** rather than generalised statements.
- Use map or plan illustrations or photographs where relevant.

For more information contact: **Provide email address here**

**Commented [A1]:** Provide a brief introduction to explain the purpose of the workshop, along with key details such as the date, venue and any other details that your speakers need to know

**Commented [A2]:** Explain the purpose of the technical briefing session.

**Commented [A3]:** Clearly explain what you would like them to address

**Commented [A4]:** Provide guidance

**Commented [A5]:** Provide a point of contact

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# Workshop Checklist

You can use this checklist to help you prepare for the workshop.

## Pre-Workshop Checklist

- ☐ **Identify the stakeholders:** this should include no more than 10 – 20 people and include technical council officers, local political leaders, community representatives and relevant technical expertise from outside the council if available.
- ☐ **Identify an external facilitator:** this would ideally be the same facilitator who was involved with the Step 1 process as they will be familiar with the process and previous outcomes.
- ☐ **Determine the programme:** depending on the scale of the city, travel times and identified growth areas, you can either utilise one day to visit the first of the identified growth sites, followed by a one to four day design workshop, or have a half day site visit followed by one to two day design workshop.
- ☐ **Decide the dates:** once you are clear on the programme, decide on the dates of the various sessions. Ideally you want to have them as close together as possible so that it is fresh in the minds of participants.
- ☐ **Secure a venue:** once the dates are confirmed, identify and book a venue. It should be big enough to seat all participants and either lay out an A1 map on two tables, or to face a screen with the digital maps projected.
- ☐ **Site visit arrangements:** decide how participants will get to and from the site visit. Organise a bus or cars, or ensure that participants are clear on the location of the site and understand their responsibility to get there on time.
- ☐ **Organise equipment:** you will need either a computer/laptop (with internet access and access to online mapping), tracing paper (large enough to cover the size of the maps) or a projector and large paper to tape to the screen and stationary (coloured pens, pencils, compass and scaled rulers).
- ☐ **Obtain printed material:** printed or digital maps as follows: 1 copy of base plan (**Step 2A – Activity i**), 2 copies of base plan focused in onto the growth areas, 2 copies of the Physical Constraints, Human Constraints and Community Assets Plan (**Step 2B – Activities ii–iv**).
- ☐ **Data from Step 1:** collate the data from Step 1, including the urban population growth projections (**Step 1A – Activity i**) and the land requirements for future expansion (**Step 1A, Activity ii**).

## 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

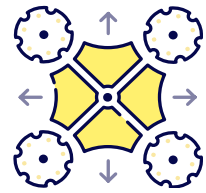
i Prepare for the planning workshop

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.

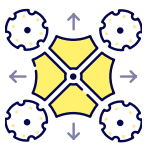
## 2C Structuring the growth areas

i Prepare for the design workshop

ii **Hold the design workshop**

**1 - 2 Days** Workshop Activity

- Task 1: Identify 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 'Key Fixes Plan'



## Completion of Step 2

# Step 2C

## Activity ii

### Activity ii

#### Hold the design workshop

This activity takes place in the Design Workshop with invited stakeholders, where you will be structuring the growth area into neighbourhoods. You will complete these tasks after you have undertaken the site visit and technical briefings with workshop participants.

Having visited the site of the growth area and heard the technical briefings, you will develop a spatial structure to guide where development can take place. This is necessary to form neighbourhoods that are well connected, leaving space for transport and movement, utilities and infrastructure, community facilities and natural elements and bio-diverse habitats.

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').

In completing this activity, you should:

- Understand the different urban layers that must be considered when creating a new development.
- Create a number of plans that map each layer of information, building up to a co-ordinated development plan that includes natural environments, infrastructure and land uses.
- Prepare a Key Fixes Plan for implementation in Step 3.

Activity i involves 6 tasks:

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

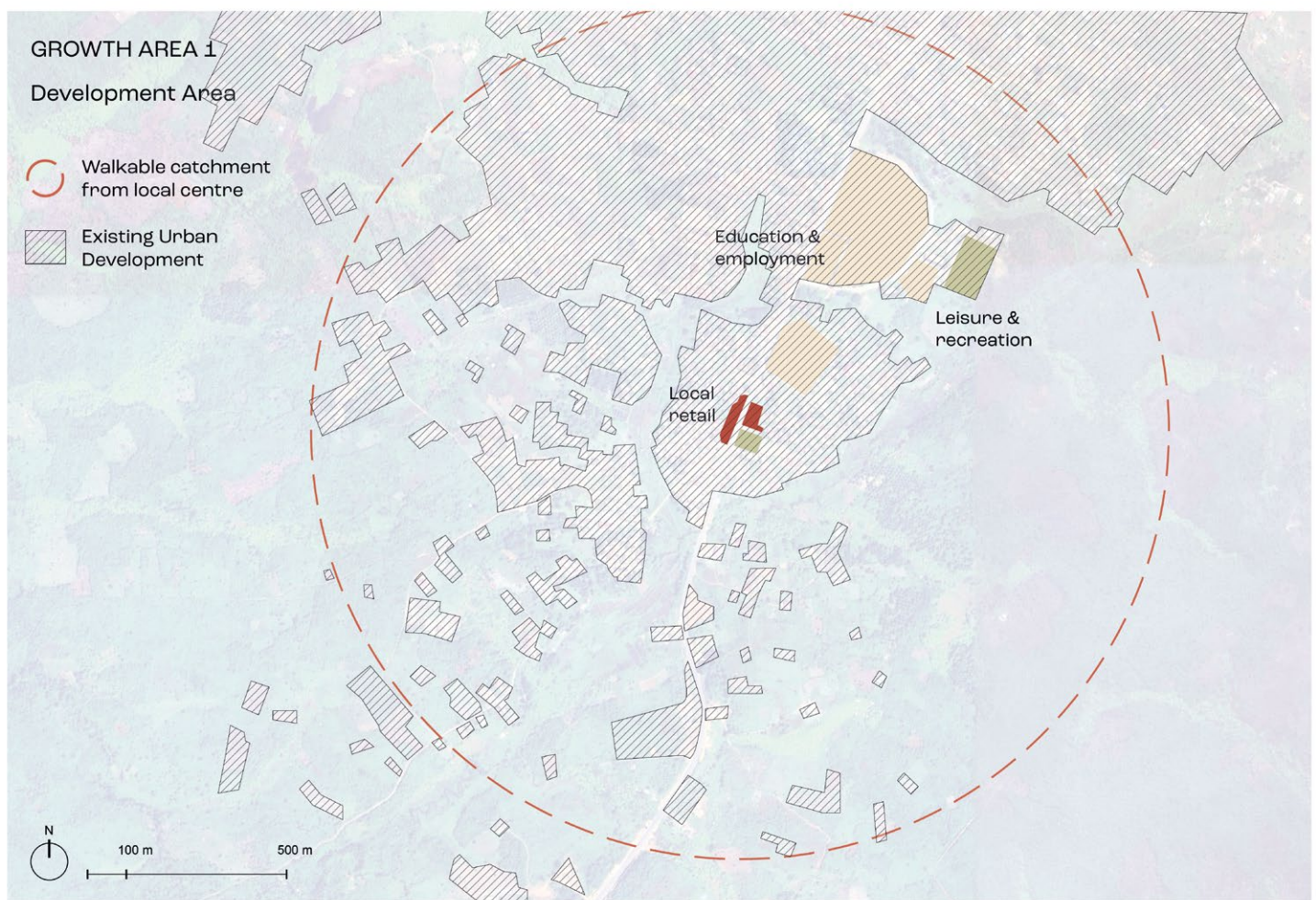
# The Rapid Planning Toolkit

## for Urban Expansion

### Step 2C - Activity ii - **Task 1**

### **Identify the development area**

To begin to design the structure of 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.



Example of a base map marked with a 1km walkable radius from the local centre and existing development.

The site visit and technical briefing session, which you should have already completed as a group, can inform this task, along with the use of aerial maps, site photographs and other information you may have collected, and the knowledge of stakeholders present at the workshop.

For this, and the next set of tasks, you will need:

- Tracing paper or thin overlay paper,
- Masking tape,
- Pens of different colours and thicknesses,
- Maps produced in Step 2A and 2B as reference materials,
- The base map of your growth area.

Prepare by setting up the base map with a sheet of tracing paper secured over to begin the design tasks.

### Task

**1. Identify the walkable catchment of the Growth Area.** In preparing your Rapid Growth Plan, you identified Growth Areas based on a walkable catchment from a local centre.

On this new map, identify the local centre and draw the walkable catchment surrounding it. To identify the local centre, look for areas where retail, commercial uses, and key community uses are clustered, along strategic routes and transport links.

We suggest using an approximate 1km radius from your local centre to represent a 10-15 minute walk, but you may need to adjust this based on the climate, culture and context of the area. This will identify an approximate boundary for the extent of the development within this growth area.

The walkable catchment is not a strict boundary, but you should aim to keep most of the new development within this zone, to ensure that new residents can access an urban centre with shops, markets, employment opportunities and transport to other locations.

**2. Identify existing development.** Within and around the walkable catchment you have drawn, identify sites and plots that are already developed or in development. This should include land that is being used for other uses, including being cultivated for food production. You may need to refer to a recent aerial map to do this. **Clearly identify these areas with a strong outline and hatch / colour.**

### 3. Identify other potential constraints.

You may want to highlight or make a note of any other particular assets or constraints that you may have noted from your site visit.

You can visit the [Step 2 Case Study of Libreville, Gabon](#) for more examples of plans to structure the growth area.

### Reflection questions

- Does the climate or terrain of your context impact the distance someone is able to easily walk for a daily visit to the local market? If so, how will you adjust the walkable catchment?

### Step 2C - Activity ii - 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.



**'Blue and green infrastructure'** refer to the interconnected networks of plant, wildlife and aquatic habitats. Green networks may refer specifically to areas of planting, landscape and vegetation, and blue networks refer to connected bodies of water. In the process of urban development, if these green and blue networks are not considered and pro-actively retained, there is a risk of severely diminishing

the biodiversity of the local area and losing vital ecosystems, as well as causing problems with local wildlife and increasing susceptibility to flooding. It is important that these elements are well-connected and joined up to create bio-diverse ecosystems, as isolated parks and greenspaces will only create limited habitats for plant and wildlife.

Maintaining and connecting these green and blue networks not only improves systems of drainage and water retention in instances of heavy rainfall, but is also beneficial for the health and wellbeing of residents, and can improve the area's desirability and economic development.

For more information about developing green and blue networks, you can read this case study based on Belmopan, Belize by UN Habitat and Belmopan City Council: [Blue-Green Network Planning as a Spatial Development and Climate-Resilient Strategy - The Case Of Belmopan, Belize.](#)<sup>1</sup>

In this task, you will identify green and blue elements existing in the growth area, connecting these into a network of ecosystems, to protect them from development. Prepare a new layer of tracing paper over the base map to starting drawing blue and green infrastructure plan.

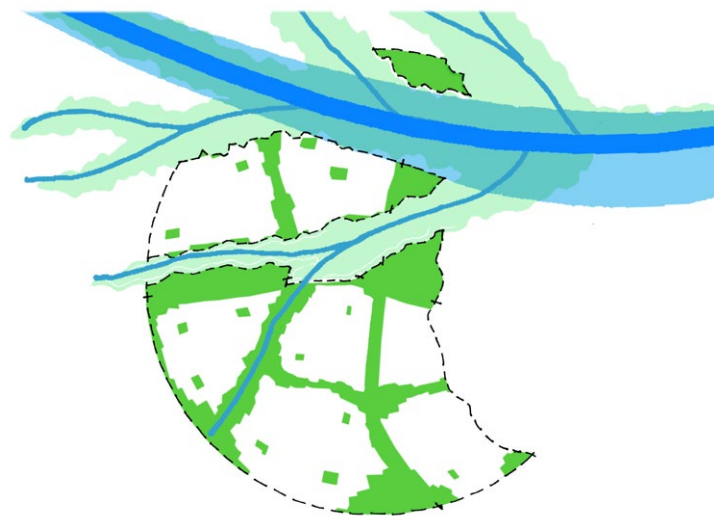
### Task

**1. First draw the 'blue network'**, outlining the existing water courses in blue. You can also mark any surrounding areas that frequently flood using another colour, line or shade.

**2. Trace the green corridors surrounding the blue network.** Mark the boundaries of areas surrounding the water courses, where there may be wetlands or a buffer of vegetation, and shade the corridor in green.

**3. Identify other 'green' areas** located within and adjacent to the site. Mark areas of naturally occurring vegetation and wildlife, particularly those which will be important habitats for animals, insects and plants. Shade these features to form part of the green network.

**4. Connect green areas together**, if there are isolated parks, reserves and green spaces, find potential routes and corridors to link together the green network. These connections can also link to the movement networks by adding value to pathways, cycleways and streets.



### Reflection questions

- What impact do the blue and green elements have in your city?
- What is at risk if these environmental and ecological elements were to be lost?
- What positive benefits could the integration of blue-green networks bring to this area in your city?

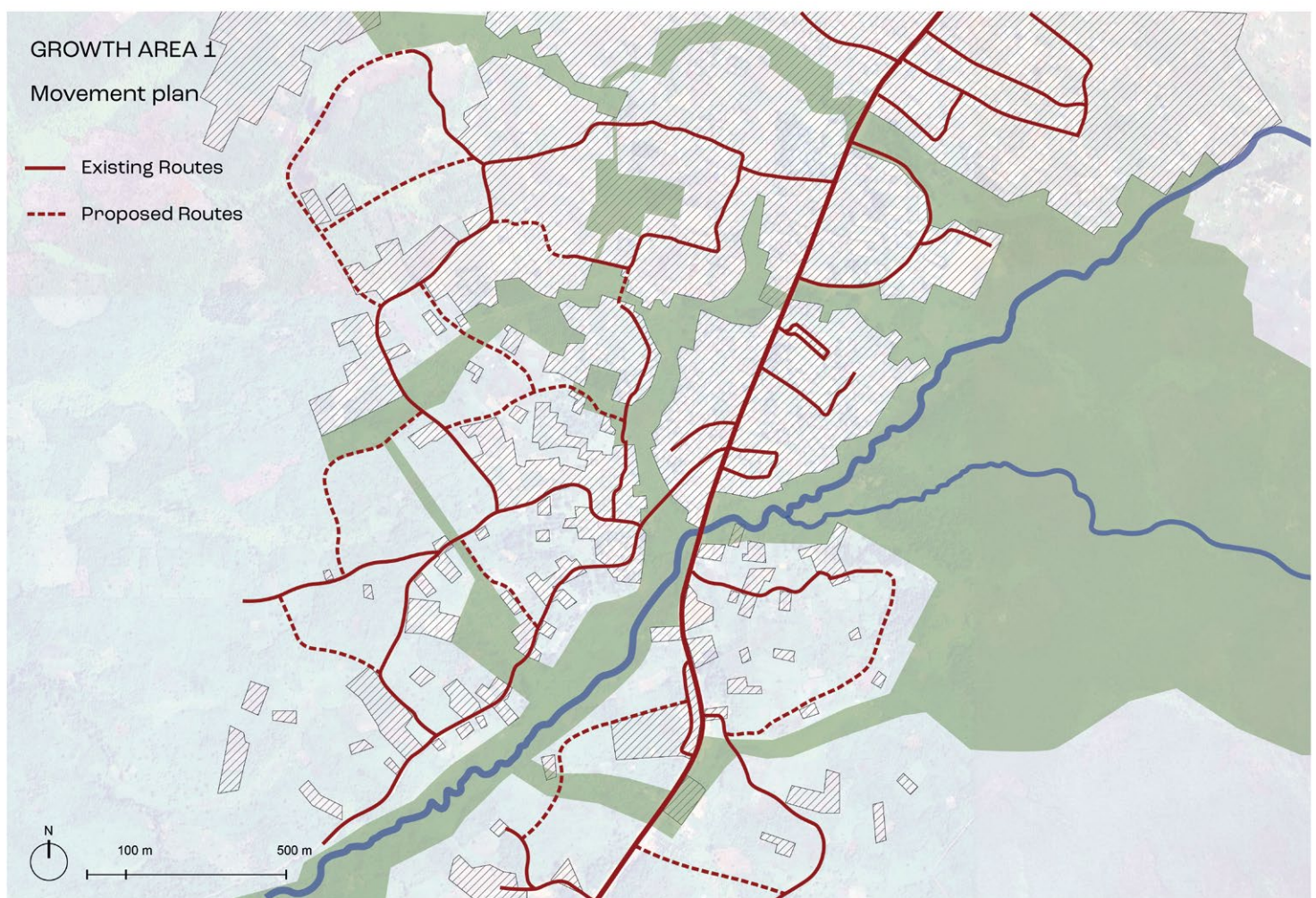
### References

<sup>1</sup> Maryl, M., Alonso, C. and Rouse, C. (2017) *Blue-green network planning as a spatial development and climate-resilient strategy - the case of Belmopan, Belize, Urban development and climate resilience through blue-green network infrastructure* available at [unhabitat.org/sites/default/files/download-manager-files/Final%20Paper%20Belmopan.pdf](https://unhabitat.org/sites/default/files/download-manager-files/Final%20Paper%20Belmopan.pdf)

### Step 2C - Activity ii - 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.



**Connectivity**, the result of a well-connected structure of roads, streets and paths, is extremely important for a walkable neighbourhood. A network of routes, with frequent intersections of arterial roads, streets and pathways, creates **permeability**, meaning pedestrians have a choice of direct routes to all destinations. As such, cul-de-sacs should be avoided

– these are routes that are only connected to the movement network at one end. You can read more about these concepts in the Essex Design Guide: [The Essex Design Guide - Permeability and Legibility of Layout](#).<sup>2</sup>

Prepare for this task by setting up a new layer of tracing paper over your base map and plan of green and blue network to begin drawing the movement plan.

### Task

**1. Start by drawing the existing routes for vehicles and other commonly used methods of transportation.** You should be able to identify these from aerial maps, in which you will be able to see tracks in the landscape, or paved roads. Mark these in a thick red line.

**2. Next, look for any cul-de-sacs, or dead-end routes, that could be connected to other parts of the existing movement network.** Mark any new connections with a dashed red line.

When creating new routes, look for signs of a trail that people may have used in the past - these are called 'desire lines'. If none are visible, it may be logical to make the shortest connection to another route, avoiding obstacles such as large trees and built structures.

**3. Finally, consider whether any additional routes are needed** to access further parts of the growth area, and how these might connect or extend from the existing network of routes you have already drawn. Mark these with a dashed red line.

You should aim to have at least one intersection every 500m along any route, to avoid creating overly large neighbourhood blocks. Avoid creating routes in straight lines or orthogonal grids, instead they should follow the contours of the terrain, or parallel to existing plot lines, where appropriate.

In completing this task, you will have created a plan of key routes, which will ensure vehicular access is possible throughout the area. These routes will also act as transport and utility corridors, and therefore will be an essential piece of infrastructure.

The plan can be made more permeable with minor routes, cycleways and footpaths that will improve connections within these blocks. You may wish to mark these on your plan as well, however these are not critical elements that are essential to plan at this stage.



### Reflection questions

- What types of transportation that are commonly used? How are they accommodated in the movement plan?

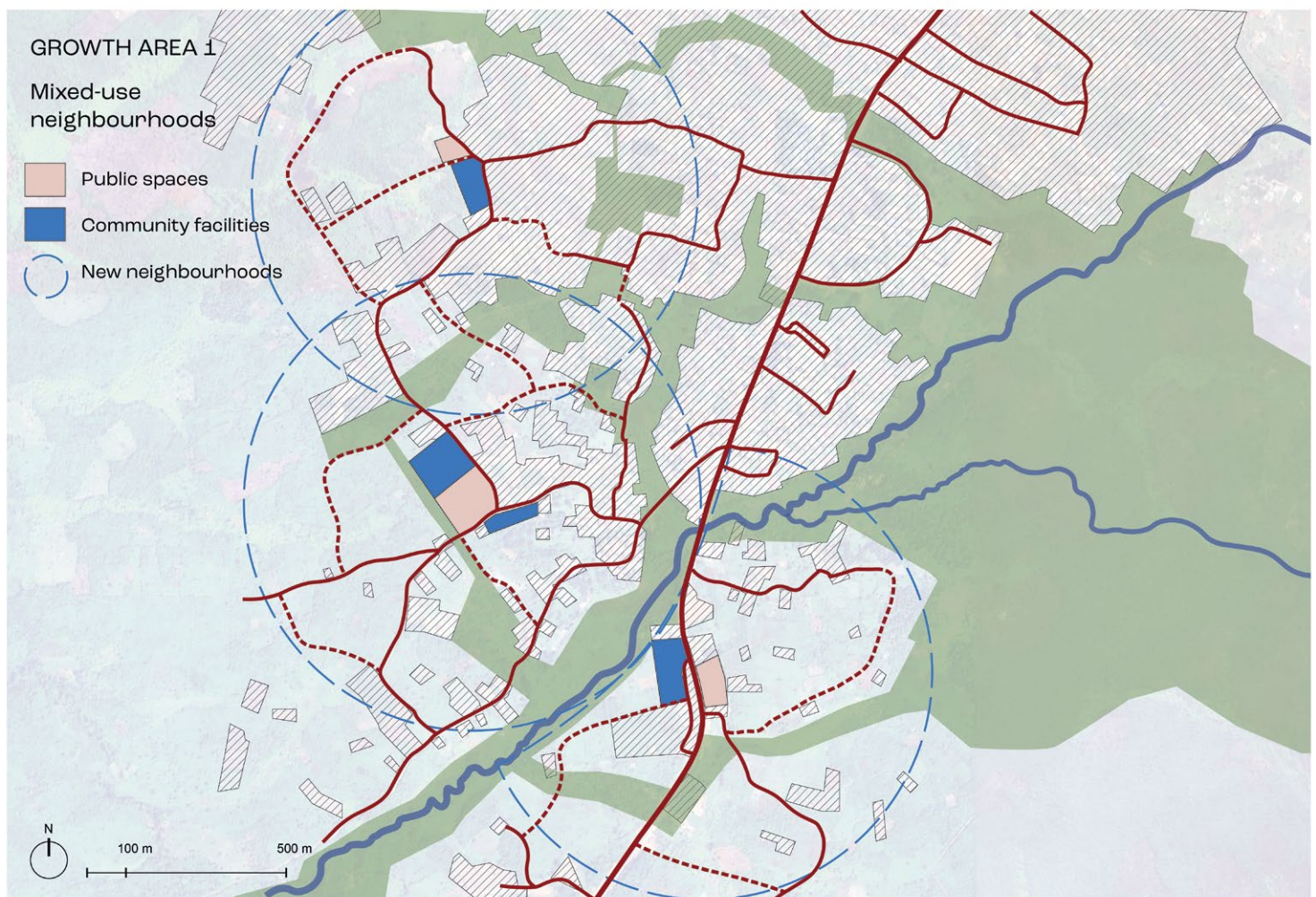
### References

2 The Essex Design Guide *Permeability and Legibility of the Layout* available at [www.essexdesignguide.co.uk/design-details/layout-details/permeability-and-legibility-of-the-layout/](http://www.essexdesignguide.co.uk/design-details/layout-details/permeability-and-legibility-of-the-layout/)

### Step 2C - Activity ii - 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 retails. This task will guide how to integrate community facilities and public spaces at the centre of each neighbourhood.



A community facility could be a building or site that provides essential services for the residents of the neighbourhood - these could be public schools, libraries, medical and healthcare facilities, welfare services and cultural and ceremonial venues. In some cases, one building or site may serve a multitude of these uses. There will also need to be sites for retailers and vendors, where residents can go to access groceries and serve other daily needs.

In the design of your neighbourhoods, you will also include a network of public spaces, such as squares, parks and recreation grounds. They serve a variety of purposes, providing social meeting and gathering places, markets and community activities, as well as serving as landmarks that contribute to the local identity. To understand more about the role of public spaces, read the [Global Public Space Toolkit by UN Habitat](#).<sup>3</sup>

Integrating these elements into the new development is essential in order to create a walkable, mixed-use neighbourhood, and is vital to ensure equal access to essential services, welfare and economic opportunity for all residents.

You can read more about mixed use neighbourhoods and how to create them in [Step 2 Key Concepts, Section ii: Walkable Neighbourhoods](#).

In this task, you will plan the new neighbourhood areas, each planned around a **'neighbourhood centre'** where community facilities and spaces should be assigned. The concept of a neighbourhood centre is similar to a 'local centre', in concentrating a mix of different uses in an urban core. However, the neighbourhood centre may be at a smaller scale, and serve the needs of the immediate population in the neighbourhood, providing an additional set of amenities at a closer range.

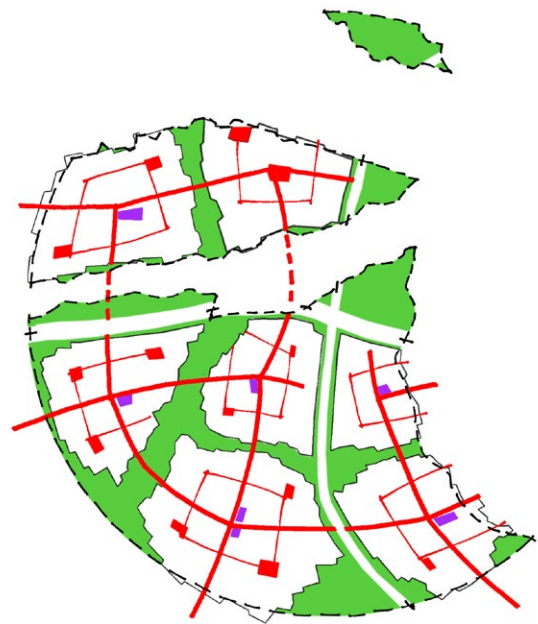
Prepare for this task by setting up the base map with a layer of tracing paper secured over. You should be able to see the elements of the movement plan and the blue and green networks.

### Task

**1.** To outline the new neighbourhoods, set your compass to draw circles of approximately 500m radius. Centre the compass at a potential **'neighbourhood centre'** - this should be at a strategic location along a route, or junction, that connects to other neighbourhoods and/or the local centre. The neighbourhoods may overlap and can be organically shaped rather than perfectly defined circles.

At these neighbourhood centres, you will include provision of an appropriately sized site for a public space such as a market square or park, and site(s) for community facilities and other uses.

**2.** Consider any additional community needs, and whether these can be located within your growth plan. These may include larger educational, healthcare and community provisions. Some of these may be provided for within your local centre, or in other nearby locations. However, any significant additional growth is likely to result in the need for further capacity. Based on the knowledge of the stakeholders participating, you can estimate the capacity of any existing facilities and whether sites need to be identified for new facilities.



### Reflection questions

- Can you consolidate multiple uses into one building or site? E.g. a building could have different uses during the day and the evening, or during the weekday and weekend.

### References

3 **UN Habitat** (2016) *Global Public Space Toolkit: From Global Principles to Local Policies and Practice*

[www.local2030.org/library/82/Global-Public-Space-Toolkit--From-Global-Principles-to-Local-Policies-and-Practice.pdf](http://www.local2030.org/library/82/Global-Public-Space-Toolkit--From-Global-Principles-to-Local-Policies-and-Practice.pdf)

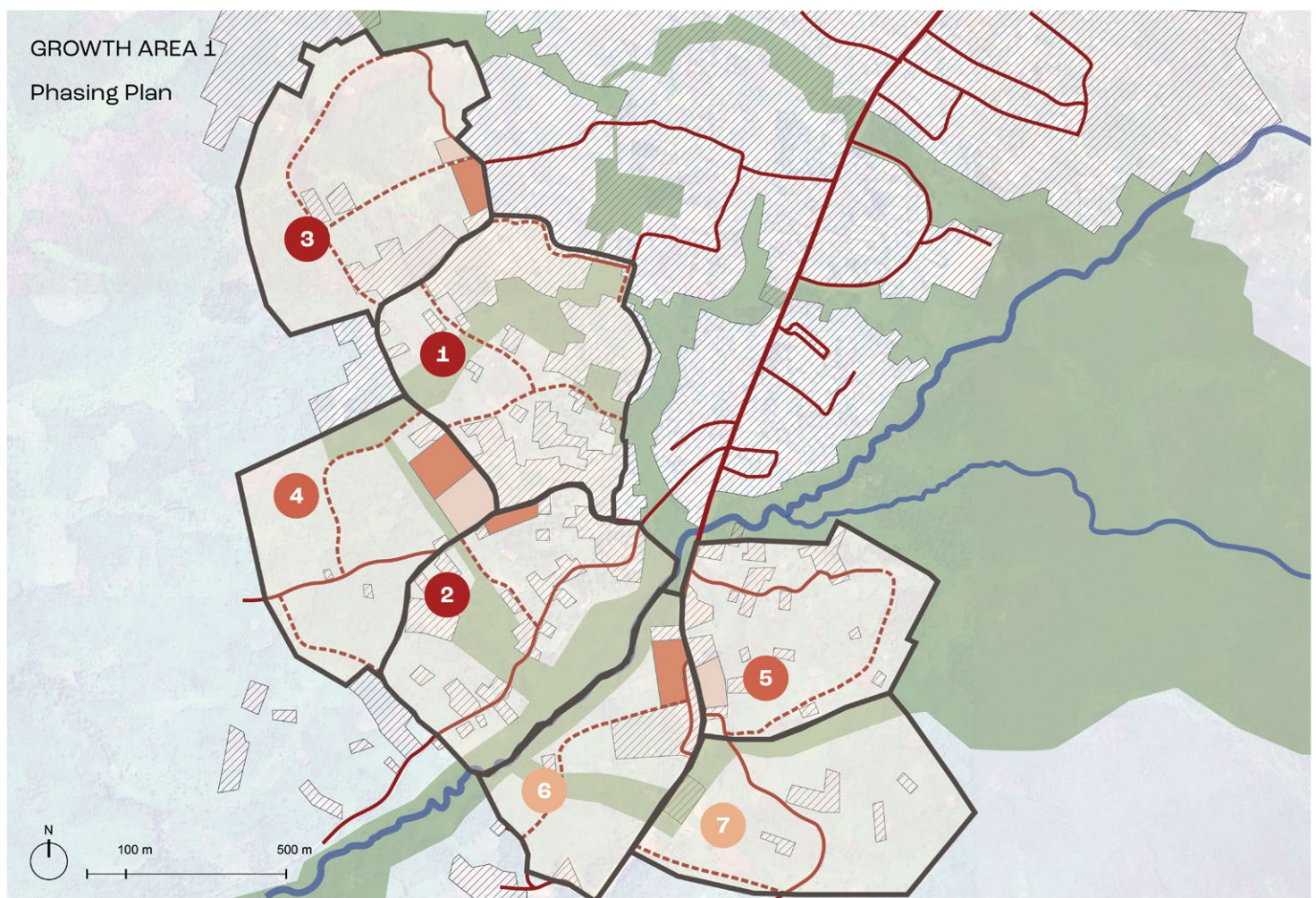
# The Rapid Planning Toolkit

## for Urban Expansion

### Step 2C - Activity ii - 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.



In Step 3, you will begin the implementation of your plan, in the first instance by protecting the key routes and sites for the uses you have identified in this workshop. You will be required to engage with any existing residents and occupants, who may be affected, before putting stakes in the ground to demarcate sites.

Splitting the plan into sections, to be implemented in phases, will simplify the next steps for demarcating the plan and building the neighbourhoods. Prepare for this task with a new layer of tracing paper secured over the other plans.

### Task

**1. Subdivide your proposed plan** for new neighbourhoods into a series of smaller blocks or sections.

The smaller you create these sections, the easier it will be to implement with limited resources. However, this will also create more sections for which you will need to repeat the process in Steps 3 and 4, so could result in a longer time-frame for delivery overall.

**2. Consider which sections need to be completed most urgently**, and should precede others. You may want to consider if any areas are facing current challenges of over-development, if any sensitive environments are under immediate threat, or if any key routes or community spaces are critically in need. Once the most urgent needs are taken care of, further areas for growth can be delivered in a later phase.

Number the sections according to the order in which you intend to deliver each phase.

### Reflection questions

- Will the implementation of the first phase be able to make progress towards overcoming the wider challenges facing the local and city community?
- Are there any easily achievable outcomes that you can plan with the first phase to maintain the support of stakeholders?

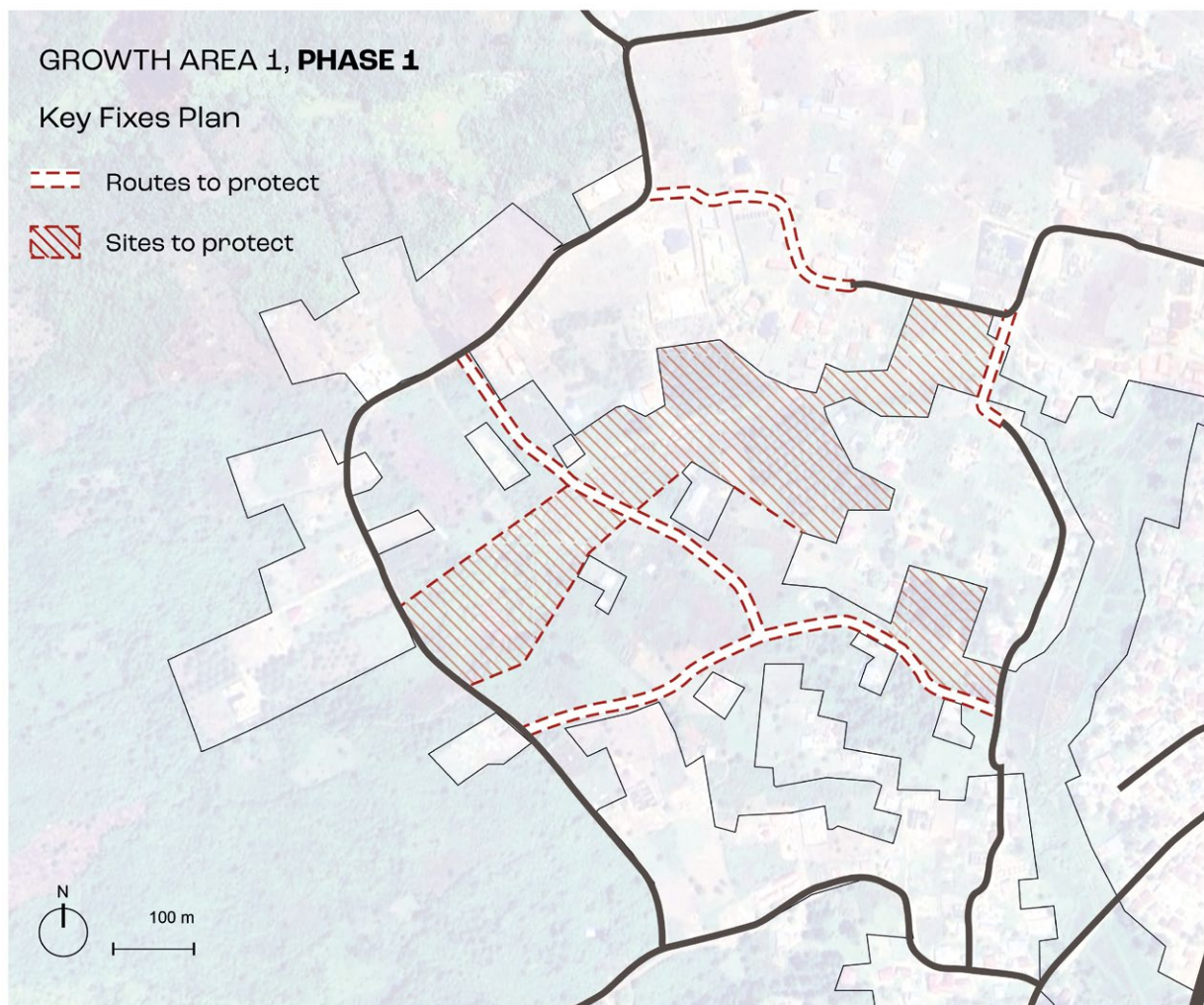
# The Rapid Planning Toolkit

for Urban Expansion

## Step 2C - Activity ii - 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.



For each phase of your neighbourhood plan, the Key Fixes plan will identify the routes and sites that need to be reserved or protected from unplanned development.

This plan will be used in Step 3, when you will conduct engage the local community, and seek to demarcate and protect these routes and sites.

Prepare to create a new plan on a new sheet of tracing paper.

### Task

1. Looking at your plan, phase by phase, **draw the routes and sites that need to be reserved and protected**. These will include any new routes, any proposed sites for community spaces or facilities, and any elements of the blue and green network that need to be protected.

**2. Finalise the plan** by checking that all the stakeholders in attendance are in agreement with the decisions made during the workshop, and that they agree to support the implementation of the Key Fixes Plan. All participants can confirm their endorsement by signing their name on the final copy of the Key Fixes Plan.

### Reflection questions

- Referring back to the Charter for your city, produced in Step 1, does your Key Fixes plan deliver the goals and priorities that had been set out and agreed?
- Implementing this plan will require wide support from other stakeholders and community members, can you think of any reasons that they would not be willing to support this plan?

# Step 2C

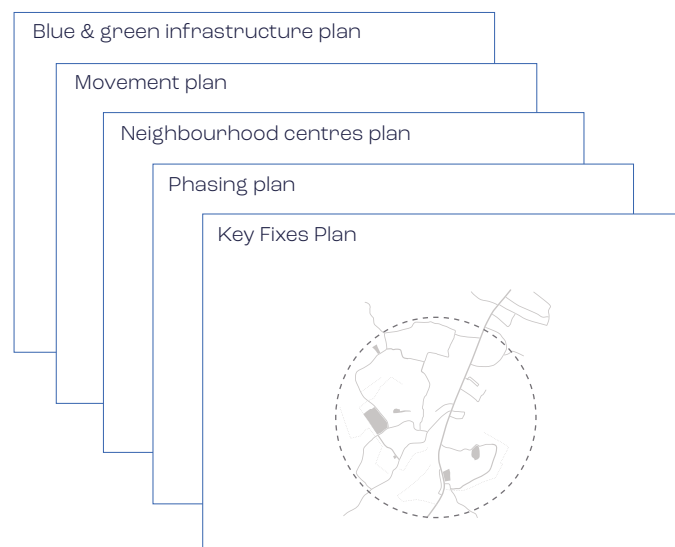
## Review

### Step 2C

#### Review of Outputs

This concludes Step 2C 'Structuring the Growth Areas', and therefore it also concludes Step 2 'Creating a Plan for Growth'. By completing Step 2C you will have;

- ☐ Understood the conditions and constraints of the growth area having completed a site visit and technical briefing session with workshop participants,
- ☐ Created a series of plans that co-ordinate different layers of the urban environment, including the green and blue networks, movement, and neighbourhood centres with mixed use community facilities and other uses.
- ☐ Created a phasing plan that defines the area for each phase of implementation.
- ☐ Created a 'Key Fixes Plan' for the first phase of implementation that will guide implementation in Step 3.



### Looking Forward

The Key Fixes plan lays out a light touch and implementable urban framework that allows for incremental growth to take place as and when resources are available within an agreed urban structure and with key sites and corridors protected for future development.

The next step, Step 3: Implementing the Rapid Growth Plan is where the 'Key Fixes' Plan is discussed, negotiated and adjusted accordingly so that it can be physically demarcated on the ground and protected. Move on to Step 3 to start implementing the Rapid Growth Plan!

## Step 3 - Implementing the Plan



On completing Step 3, you will have protected routes and sssets.

### 3A Identifying landowners & occupants

**i**

#### Compile land information

**1 Week** Core Team / Stakeholder Activity

- Task 1: Map existing property boundaries
- Task 2: Record landowner and occupancy information

**ii**

#### Plan for implementation of the 'Key Fixes'

**1 - 2 Weeks** Core Team Activity

- Task 1: Identify affected properties
- Task 2: Identify affected landowners and occupants
- Task 3: Prepare incentives to balance losses
- Task 4: Review costs of implementation
- Task 5: Assess financing options

**3B**

### Finalising the plan

# **Rapid Planning Toolkit**

[www.rapidplanningtoolkit.org](http://www.rapidplanningtoolkit.org)