

GUIDE TO CREATE AN URBAN PLANNING AGENCY



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EDITORIAL

Urban planning agencies, a tool for urban transition

Urban transition is a major challenge for the 21st century: 2.5 billion more people are expected to be living in cities by 2050, most of them in megacities and average-sized cities in Africa and Asia, while in the Northern hemisphere cities are searching for new quality-based, development models. Metropolitan spaces concentrate the flow of knowledge, wealth and jobs, but also inequality, risks and energy and climate issues. "Cities are the solution" sums up the challenge facing all territories on the planet: that of inventing a new urban paradigm in order to build cities which are pleasant to live in for everybody, inclusive and resilient but also in harmony with the rural, natural spaces which surround and feed them. Local governments are in the front line to effect this transformation, closest to the people and working with all the key players in a spirit of collective governance.

What tools are needed to implement the new urban agenda adopted at the Habitat III Conference in Quito? To succeed, local authorities need to be able to take up the challenge of smart planning and regulatory control, carried out consistently over the long-term in collaboration with all local key players. This kind of planning, by nature progressive, should also be open to innovation and able to guarantee a "right to the city for all", backed up by efficient financial investment. Smart planning could act as a shared template guiding the actions of the city's key players. It supposes capitalization and a sharing of knowledge and documents concerning urban organization regulations, property, management of infrastructure and departments and also the building of a shared vision which every stakeholder – local authorities and States, businesses and services, users and citizens – can participate and commit in actively.

Urban planning agencies are tools, that have developed in a variety of forms throughout the world, depending on differences in context both territorial and institutional. They offer new responses to the need of multi-institutional and multi-key player partnerships for shared knowledge, the drawing up of urban policies and operational projects that are both evolving and long-lasting.

This guide to create urban planning agencies is a common work between the French Development Agency (AFD), which supports the implementation of local governments projects worldwide, and the French Network of Urban Planning Agencies (FNAU). The aim of these two organizations is to promote a vision of collaborative planning that is well informed and adapted to local conditions. This guide will propose ideas to help local stakeholders to create urban planning agencies that can serve as useful bridging points for communities working towards implementing the new urban agenda.

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INTRODUCTION

Understanding the guide

Although urban planning agencies have been around, some of them, for over 50 years, they are relatively unknown. However, their role half-way between the worlds of technology and politics, although atypical, is essential so that informed decisions can be made and proper action taken in a given territory. They can be the missing link in development and planning policies and mediate between the various key players in a territory (ranging from city to state), increasing coherence and a deeper understanding of situations. In a context of unprecedented urbanization, there is an uneven distribution of planning agencies around the world.

This guide describes different types of agencies and opens up a discussion about the benefits of creating an agency. The central theme of the work is illustrated by a non-exhaustive overview of different urban planning agencies around the world, covering such varied areas of work as planning, territorial projects, development, knowledge, monitoring, governance, co-production and capacity building. A method showing how this public engineering tool can be created step-by-step is also described, aimed at local authorities whose work may range from the preliminary preparation of public policy to the evaluation of projects, which have already been implemented. Furthermore, the work of planning agencies can also involve national networks offering the opportunity to work collectively, and to share and pool information.

These urban planning agencies are aware of how important it is to enable planning to be more sustainable, more transversal, produced together with the key players of the territory and above all, fitting local realities. While a new World Urban Agenda is being established, it is important to reflect on the way in which it can be implemented. Planning agencies can be an efficient tool for city in developing countries as well as developed countries.

CHALLENGES IN THE INTERNATIONAL URBAN AGENDA

The World Urban Agenda considers sustainable urbanization to be the central issue facing the development of cities in the next twenty years. This new Agenda is promoting inclusive, safe, resilient and sustainable cities as part of Goal n° 11 of the United Nations Sustainable Development Goals (SDG).

Urban planning agencies, a tool to implement the New Urban Agenda

In 2050, 70% of the world's population will be living in cities. In order to accommodate 2 billion future new inhabitants in urban conglomerations, the World Urban Agenda has put sustainable urbanization at the heart of the many issues facing the development of cities in the next twenty years. Goal 11 of the UN SDGs involves building inclusive, resilient and sustainable cities. The role of cities, local authorities and governments in responding to the challenge is crucial, and involves all the key players in a territory.

As partnership platforms, urban agencies encourage all these major players to act in support of sustainable cities. They will be implementing the New Urban Agenda over the next twenty years as set out by the Habitat III Conference, the United Nations Conference on Housing and Sustainable Urban Development. Third in the series after those in Vancouver in 1976 and Istanbul in 1996, this Conference also committed to implementing the Sustainable and Inclusive Development Goals coming out of the Rio Summit in 1992, Rio + 20 in 2012 and the Paris Climate Agreement in December 2015. The Habitat III Conference was organized by a Secretariat and a Bureau and co-led by Ecuador and France. The New Urban Agenda laid down the procedures for implementation by the 195 members of the United Nations.

What levers and methods of governance should be put in place in order to guarantee fundamental rights, quality of life and development that include everyone, along with saving the planet and an implementation method that can adjust to local conditions? Urban planning agencies can identify these levers and methods of governance thanks to their precise knowledge of territories. Urban agencies place human beings at the core of urban and territorial development in support of the "right to the city for

all": the right of access to a good quality of life, to work, to cultural resources, to territorial services, to decent and affordable housing, to accessible transport, to the internet, and also the right to contribute to progress, urban projects and the decision-making process. By putting in place smart planning, urban agencies have mobilized everyone's expertise in their role as user, producer, resident and member of the public. Cities and territories must grapple with current problems: resilience, energy transi-

tion, climate change, new economic models and the digital revolution. Also, urban and territorial segregation remains a major problem, that must be addressed using a more sustainable and inclusive development model. These challenges demand decentralized action at different levels (city, metropolis and region), and an integrated, systematic approach in order to offer solutions adapted to local conditions thanks to the coordinating work of the urban planning agencies.

A favela seen from above © FLICKR, STEVE MARTINEZ



The new World Urban Agenda and the French Development Agency (AFD)

Habitat III, the third United Nations Conference on Housing and Sustainable Development, will be the first conference working on the subject of cities and territories since the commitment to financial aid for development made in Addis Ababa in July 2015, the adoption of Agenda 2030 for Sustainable Development, and the global commitment coming out of COP 21; three events which have confirmed the importance of the role of cities in the International Agenda. This conference should make it possible to re-energize the commitment countries are making to sustainable urban development and to set out a new urban agenda. The French Development Agency finances projects working towards sustainability in cities: improvement in the living conditions of urban populations, promotion of economic activities and local employment, and reduc-

tion in environmental impact. The aim is to foster the emergence of a resilient, dynamic and united city.

Some of the AFD's objectives can be translated into the New Urban Agenda:

- Support cities that respect the environment and have a low-carbon footprint;
- Prioritize social cohesion and cities accessible to all their inhabitants;
- Strengthen local economic dynamics and job creation.

To reach these goals, one of the priorities is to finance and support the development strategies of local stakeholders, who are the territorial project leaders.

The AFD is particularly keen to contribute to the creation of the New Urban Agenda in three main areas relating to the following important objectives:

Finance: facilitate cities' access to funding by

diversifying the tools. The Addis Ababa Summit in July 2015 has already recognized the central role played by local authorities in financing development. This approach must continue.

Housing and habitat policies: support public authorities working towards a sustainable urban plan. The AFD has a long experience in housing, the key issue for Habitat III and that occupies a central position in the dynamics of development.

Cities in crisis: prioritize flexible support systems, which are rooted in the local urban fabric. In cities that are in crisis, the aim of the AFD is to put procedures in place in order to simultaneously with the negative consequences of crises, to reduce fragility and to help stabilize public authorities and the population, within a framework of short, medium and long-term actions.



Streets in Buenos Aires
© FLICKR/KEVIN DOOLEY

THE GENERAL ASSEMBLY OF PARTNERS (GAP), A NETWORK FOR THE IMPLEMENTATION OF THE NEW URBAN AGENDA

The General Assembly of Partners was launched in October 2014 at the Urban Campus of Caserta (Italy) and is an initiative to bring together all the partners of the World Urban Campaign (WUC) to support the Habitat III process. GAP comprises 15 associations, including local authorities, research units, businesses and civic organizations, and serves as a

platform and co-producer for its members. Consequently, the organization put together a road map in preparation for the Habitat III Summit, which spells out the challenges of defining and implementing the World Urban Agenda. Planning is the central issue identified by the General Assembly of Partners. It's a tool for a long-term reflection leading up to city devel-

opment and for concrete and operational implementation of development projects. Habitat III is instigating work on how to deal with the urban explosion. GAP, along with major world players in cities and in territorial development, is a key network that enable collective thinking and discussion on how to sustainably plan and co-build territories.



RAFAEL TUTS

COORDINATOR, PLANNING AND DEVELOPMENT UNIT, UN-HABITAT

Planning for a sustainable urban future

It has become more and more obvious that the future will be urban. Urbanization is rapidly advancing, particularly in developing countries, bringing both opportunities and challenges. Urban density allows significant economies of scale in cities and regions, but can also produce costs and externalities. Global challenges such as climate change and resource depletion demand new innovative responses.

The work of UN Habitat on urban planning and development, aims to promote more compact, more inclusive, better connected, integrated and resilient cities and territories, particularly to face climate change. To reach this objective, different approaches of planning have been tested and introduced around the world. Whatever the approach, a strong political will, the right partners, a transparent legal framework and a solid financial plan are needed in order to successfully implement these urban strategies.

By taking account of the valuable lessons learnt through these various efforts, the UN Habitat board adopted international guidelines concerning urban and territorial planning. These guidelines fill an important gap by supplying a framework for planning which can be scaled up or down and adapted to different situations: local, regional and national. They are also designed to support the implementation of the Agenda 2030, particularly Goal 11, which promotes cities, and human settlements, which are open to all, safe, resilient and sustainable. This aim, amongst others, highlights the need for efficient land use, public transportation and adequate public space, and strong links between urban and rural environments. The exchange of knowledge and collaboration between the various groups of stakeholders will significantly increase the chance of a sustainable urban development.

The UN Habitat LABs are part of a growing number of public, academic and private planning and development LABs worldwide, which are developing innovative, integrated and sustainable approaches. These LABs are promoting a vision combining spatial, legal, financial, social and environmental strategies to deliver transversal, co-build strategies.

In this domain, we support the initiative of the French Network of Urban Planning Agencies in collaboration with the French Development Agency to emphasize the role of planning agencies around the world as indispensable tools for sustainable development.

We are certain that the New Urban Agenda will bring additional guidance, and give a boost and inspiration to the domain of planning and management of urban spatial development and will encourage the stakeholders to work together towards a sustainable future for cities.

Sunrise in Vancouver

© FLICKR/GORD MCKENNA



Skyline of Nairobi

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Urban planning agencies, an essential tool to implement the New Urban Agenda

1. The transition to an urban world is largely underway and urbanization is now irreversible. Urban transition has been accomplished in Europe and America. It is taking place rapidly in Africa and Asia. Today, there are over 500 metropolises with more than a million inhabitants, in about forty of which over 10 million people live. They reflect a major, all-encompassing transformation of society.

2. Everywhere, economic performance is increasingly linked to the efficiency of cities whose part in wealth creation is over 60%. The GDP of several metropolises has overtaken GDPs of whole countries. In other words, the effective performance of a country will depend on the effective performance of its cities. They have become the engines powering development.

3. The urban growth is faster in Africa and Asia and the coming decades should witness acceleration in global urban growth. National and local institutions will have to

adapt quickly to confront the issues caused by urbanization. The lack of advance planning and technical, financial and institutional capabilities results in unacceptable living conditions and urban production, sometimes pushing the authorities to take radical measures to put right a poor development.

4. Urban planning requires capabilities, particularly a strong territorial engineering service, financial means and accountability, and legal and institutional frameworks dedicated to planning. Informal urbanisation reflects the lack of capacity of national and local governments to run a territory and supply the necessary urban services and conditions for housing in order to meet the needs of the population.

5. It is obvious that urban planning agencies are particularly useful organizations in the management of urbanization. They have responsibility for planning and development, and for supporting change by

closely following the evolution of land occupation and the transformations in the physical and social urban fabric. Then, they can foresee the consequences and seize opportunities for development. In addition, these agencies have proved to be valuable tools for the management of metropolitan areas where managing the balance environmentally between urban and rural areas is a particularly delicate matter.

6. Planning agencies should, therefore, figure among the organisations for implementing the New Urban Agenda, adopted at Habitat III. To this end, setting up a global network of urban planning agencies could make it possible to better understand their usefulness in the sustainable and responsible management of the urbanisation process, alongside the decision-makers and international financial backers and also facilitate the setting up of a strong territorial engineering service dedicated to urban planning and to the forming of metropolitan planning and development policies.

WHY CREATE AN URBAN PLANNING AGENCY?

In order to transform the commitments of the New Urban Agenda into an action plan, structural frameworks for implementation are necessary in order to develop a sustainable development vision that is based on knowledge, partnerships and common planning.

Urban planning agencies and the French Development Agency

Planning agencies play a crucial role in supporting local authorities in urban planning and the preparation of integrated urban projects. For the AFD, they are a key tool as they ensure the success of planning and the implementation of local urban policies, strategic urban plans and urban projects. For the AFD, they are also, above all, a major player in the understanding and reading of urban changes in a city and its districts. An urban agency should be created on the initiative of the local authorities of the relevant territory, institutionalized or not within an inter-municipal framework, but closely linked to local government. Other local bodies (counties, provinces, regions), in the same way as existing inter-communal structures, should also be as much involved as possible in its management board and its budget.

Planning agencies have several aims as those

set down by the French Network of Urban Planning Agencies:

- **Observe:** gather data and analyze urban changes, which serve as a territorial memory;
- **Plan:** set up the programming framework and local urban development policies thanks to existing planning documents;
- **Set up the project:** projects can concern an urban area, a city or simply a neighborhood. The planning process generally brings together the residents and the institutional partners of the agency with all their expertise.
- **Think ahead:** develop a range of “best practices”, with the support of local authorities and their representatives, in order to improve the vision of the urban future (from statistical studies, foresee the impact of new technologies on urban and social transformation etc.);
- **Communicate:** a large part of the output of urban agencies concerns surveys, studies,

preliminary documents and pre-operational proposals. Most of these documents are published with the aim of informing the public about local policies and projects but they can also play an active role in debates between professionals.

Whatever mechanisms they have, it is important for local authorities (governorates) and national authorities (ministries) to strengthen their local urban engineering capabilities, as much in terms of planning as in following up the work carried out. At first, capabilities can be strengthened by installing facilities, such as, for example, an urban observatory, and then followed by the creation of an urban planning agency.

● PARTNERSHIPS WITH FRENCH LOCAL AUTHORITIES

Since 2007, the AFD has created partnerships with the most active local governments at an international level: Paris, Ile-de-France, Lyon Metropolis, Lille Metropolis, and operators such as IRCOD (Regional Institute of Cooperation-Development). These large communities are very diverse and they have a range of tools which bring real added value to projects: local authority representatives and technical services working for the community itself, and also an urban planning agency, a regulatory transport authority etc. Their well-developed international services make professional collaboration possible with their partners in the world. Finally and most importantly, these municipalities are actively committed in long-term commitments to cities in Global South, which endows them with a thorough understanding of the local terrain and issues: Paris with Cotonou and Johannesburg, Greater Lyon with Porto Novo, Ouagadougou or Addis Ababa, and Lille with Cotonou and Johannesburg.



Istanbul streets © FLICKR/MOYAN BRENN

Why creating an urban planning agency?

Through examples of urban agencies regarding the needs of political authorities, here are some general contributions planning agencies can make.

● DEVELOP TERRITORIAL PLANNING IN THE LONG TERM

An urban agency can contribute in the following ways:

- Structure urban development by organizing planning expertise, preparing planning documents and urban policies.
- Act as a tool for the operational implementation of plans: from big strategic projects to local trials with an optimization of methods.
- Act as a tool to help decision-making: facilitating strategic decision making as part of an integrated vision bringing all the stakeholders players into play.
- Develop a long-term strategy, including a right to the city for all to minimize segregation and reduce the need to rely on stop-gap strat-

egies and deal with issues on a daily basis.

- Develop appropriate tools to safeguard investment and international aid.

● DEVELOP AND CAPITALISE ON KNOWLEDGE OF TERRITORIES

An urban agency can contribute in the following ways to:

- Create tools for capitalization and understanding of territories by means of observations and data management over time.
- Create cartographic resources and tools to help understand observations and urban policies and projects.
- Share knowledge about territory, through resource centers open to the public, instructional analyses of territories and by running public debates, aiming by transmission to help forge a common identity.
- Help decentralization and local democracy by fueling public discussions with a thorough understanding of the territory and society.

● CREATE EXCHANGES AND PARTNERSHIPS

An urban agency can contribute in the following ways to:

- Prepare the way for partnership and pooling of resources between authorities, at a time when urban development is stretching administrative capabilities to the limit.
- Develop a multi-disciplined approach, transversal analyses and consistency in public policy, to suit local, cultural, economic and environmental conditions.
- Promote the emergence of smart planning that is open and overseen by public authority representatives together with all the major players (private and public operators, residents, associations, academics); from the beginning of a project to its implementation.
- Be a reference for international urban policies, in particular for the territorial implementation of international agreements.

Urban planning agencies working at an Urban Project Club in Martinique, sharing their expertise on the project to redevelop Grand Saint-Pierre © ADUAM



DIFFERENT FORMS OF URBAN AGENCIES

Urban development and management can be either decentralized or centralized depending on the institutional context. Urban agencies exist all around the world in very various ways and they address the needs of each context.

Types of urban planning agency

	PLANNING	OPERATIONAL	TRAINING AND PROJECT ASSISTANCE
DECENTRALISED	Urban agencies in partnership managed by local authorities France, Mexico, Salvador, BTVL (Lebanon), IPPUC (Curitiba, Brazil), South Africa Structures for development and specific services coordination Bologna, Singapore, Shanghai, development agencies, social and public housing offices, AOTU, Urban Center Metropolitano (Turin) Territorial or urban project management structures or agencies The Medina of Tunis, nature reserves Public and private multi-stakeholder platforms Barcelona, New York, Brussels Partnership platforms dependent on universities USA, Canada, Australia, Great Britain, India, Germany, South Korea, Brazil	Specific operational development agencies (land use, urban development) French public organizations, Moroccan urban agencies, Algerian urban agencies, Land Trust UK, Land Trust Belgium, SPLA France, EP Bouregreg (Rabat), Solidere (Lebanon), Jordan, Egypt, Tunisia, Turkey, India, Navi Mumbai, China, ACI Bamako, Douala	Institutes of Urban Policies Marseille (CEFEB), IMV Hanoi, IMV Ho Chi Minh City, IMV Antananarivo Professional workshops Ateliers de Cergy, UPATs ISOCARP, Urban Labs UN Habitat, MIT National professional networks ISOCARP, INTA
CENTRALISED	State dependent planning agencies Russia, Brazil, Vietnam (SIURP), China, India, Morocco, Algeria, Tunisia		



Hô Chi Minh City in 2014 © PATRICE BERGER

Different kind of urban planning agencies

In most cities in the world, it is common for government departments or local authorities to take on all the functions of urban development with the help of public organizations. However, metropolises have very often created specialized organizations to manage some particular tasks efficiently and in a more partnership-based way such as studies, consultation and project development, in contrast with day-to-day urban management tasks (delivering building permits, management of urban services, land registry).

These organizations, which complement government departments and local authorities, can take various forms.

- **Planning agencies dependent on the State** such as Egypt, Russia or Vietnam. They intervene at the beginning to plan and help define a development vision and corresponding urban policies. These agencies can operate in several cities like in Russia or be organ-

ized city by city like in Morocco, supervised by the government. In certain conglomerations in developing countries, which have lower technical capabilities, planning (for example: urban planning master plans) can be carried out every 10 years by consulting offices that are selected by calls for tender sent out directly by funding bodies or local authorities. This out-sourced solution militates against continuity, generates little real commitment by local stakeholders and makes implementation much more difficult.

- **Urban planning agencies in partnership managed by local authorities** as in France, Mexico, India and Brazil. They bring local authorities, the government and major players together in working partnerships. Managed by elected bodies, they are made up of multidisciplinary technical teams and their lasting presence reinforces memory and continuity in the understanding of a territory and its planning and urban policies. Through

their transversal and partnership-based approach, they ensure that public decision-making is consistent and efficiently implemented. While urban development often goes beyond administrative limits, agencies can be very useful in developing partnerships between different territorial authorities, and setting the scene for discussion between key players. Finally, they are powerful tools to assist decentralization. This kind of tool is being taken up in certain cities in Global South in response to the fragmentation of data and decisions, and because of a certain lack of co-ordination between key players and/or public policies. They can be very useful for developing partnerships between various territorial authorities, promoting pooling of information, and setting the scene for discussion between key players to build joint strategies. International funding bodies (the World Bank, regional banks and bilateral development agencies) are becoming more and more interested in

this kind of organization that offers a unique window of information onto the vision, projects and socio-economic data of a city.

- **Structures for development and specific services coordination** (urban transport, economy, energy, environment) in which authorities delegate or pool some of their skills. For example, the organizing public transport authority will oversee the transport policy of a large area by bringing together several authorities, or the economic development agencies will ensure the promotion of a territory, or the reservoir management agency the rivers.

- **Territorial or urban project management structures or agencies.** They intervene in an integrated way. They can be lasting as Regional National Parks (France, Italy, Spain) or the agencies safeguarding urban heritage (The medina of Tunis Protection Agency). But, they can also be time-limited within the framework of a given project such as the IBAs (Internationale Bauausstellung) developed in German cities (Emsher Park, Hamburg, Basel-Mulhouse) in order to lead innovatory projects such as those aimed at slum clearance. In this way, Cities Alliance has financed nearly 200 City Development Strategies (CDS) from urban planning to the management of priority projects.

- **Operational urban development agencies (land use, urban development...).** They intervene in the operational implementation of projects at the end of the urban planning process: land use, implementation of large urban projects, new-build developments, and directing operations at every scale including highly structural ones such as the development of new, heavy, public transport networks (for example, building the tramway in Rabat, the metro in Cochin in India and the Ethiopian Railway Corporation for the LRT in Addis Ababa). These structures can be totally public-owned, combine public and private (mixed economy companies) or be completely privately owned, monitored and controlled more or less strictly by the public authorities.

- **Multi-stakeholder platforms, public and private.** These often exist within the framework of a shared governance which allows stakeholders to collaborate on a common project such as a metropolitan transformation, hosting large events, for example in Barcelona (Generalitat de Catalunya, Barcelona City Hall), London (Greater London Authority, London first) and Bilbao.

- **Partnership platforms dependent on universities** as in the United States. They

rely on the world of academic research to develop partnership-based solutions to urbanization.

- **Institutes of Urban Policies (IMV)**, flexible organizations offering consultancy and training. They undertake to strengthen local capacity for project management in cities and exchange of expertise. This is this case in Hanoi, Ho Chi Minh City and Antananarivo.

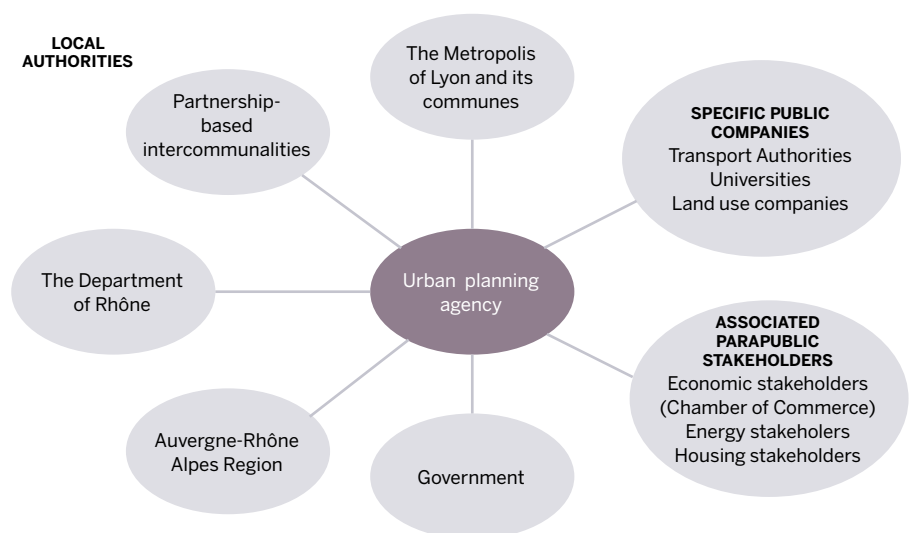
- **Professional workshops** such as UPATs from ISOCARP (the International Planners Network), Urban Labs from UN-Habitat and the Cergy-Pontoise Urban Project Management Workshops, which organize work-

shops every year to produce a vision of a district or a territory development based on scenarios.

- **National networks for professionals** (APA in the United States, SFU in France...), regional (European Council of Spatial Planners, EAROPH (Planners of Asia), Federation Iberoamericana Urbanistas, Commonwealth Association of Planners), and global (Habitat Professional Forum, Isocarp, Inta, International Federation for Housing and Planning, Global Planning Network). These organizations are dedicated to share knowledge, experience and expertise and working towards an integrated urban development.



Partners' ecosystem of Lyon's urban planning agency © URBA'LYON ET FNAU



URBAN PLANNING AGENCIES' AREAS OF ACTION

Urban planning agencies work on different phases of territorial and urban projects. They combine the construction of a territorial project, elaboration and implementation of planning documents. They also support urban and public policy projects.

Territorial project, planning, development

Territorial planning is the main work of urban planning agencies. It makes it possible to design a city according to long term political objectives that serve as a framework for all major public and private players in development and in urban services.

CURITUBA, BRAZIL

The IPPUC, Urban Planning and Research Institute

Curitiba, capital of the State of Parana in the south of Brazil, 1.7 million inhabitants, is often presented as an example of sustainable urban development, intelligent planning and very efficient public transportation system.

● AN URBAN DEVELOPMENT WITH IMPRESSIVE LONG-TERM CONTINUITY

Since its creation in 1965, the IPPUC, the Curitiba Urban Planning and Research Institute (l'Institut de Pesquisa et Planifijamento Urbano de Curitiba), has played a key role in the conception and implementation of innovative policies and has consequently enabled them to be put into practice with remarkable continuity over time. In particular, the IPPUC was used to elaborate the Master Plan that organized the development of the city suburbs as a highly structured urban grid completed by a network of facilities.

● INTELLIGENT AND SUSTAINABLE PLANNING

At the same time, Curitiba was one of the first cities to enhance its historical urban heritage and to create pedestrianized public spaces in the city center. In the 1990s, driven by its Mayor Jaime Lerner, Curitiba became a pioneer city for sustainable development with an approach based on co-responsibility and the integration of fragile populations. This made possible to reclaim wasteland and integrate the "cultural flag-

ships", facilities offering a framework for cultural development and community and public education in all districts. The most important measure was in the 2000s: the development of a very innovative transport system based on a comprehensive urban bus service hierarchically structured and offering different levels of service (from express buses to local circuits). This urban transport system represented the backbone of recent urban development. Between 2010-2015, the IPPUC implemented an updated version of the master plan, con-

firmed the metropolitan area of Curitiba. The IPPUC is an innovative organization that combines urban planning with pre-operational actions and also acts as a resource center for the city.

From the beginning, the IPPUC has had a management board presided over by the Mayor of Curitiba that brings all the urban administrative members together and that is committed to a collective working method. In the 2000s, a consultation team involving all major players in metropolitan governance joined the management board.



Bus Access in Curitiba

© BRIGITTE BARIOL-MATHAIS/FNAU

MUMBAI, INDIA**The Metropolitan Region Development Authority leads the Indian economic metropolis**

The Mumbai Metropolitan Region Development Authority (MMRDA) was founded in January 1975 as a result of the Mumbai Metropolitan Development Act. A Commissioner appointed by the Prime Minister (Chief Secretary) of the State of Maharashtra leads the MMRDA. It is composed of Departments of Engineering, Finance, Metropolitan Planning, Urban Planning, Transport and Communication. The MMRDA is responsible for the long term planning of the metropolis, the promotion of new urban hubs, implementation of strategic projects and to finance infrastructures. The MMRDA members develop the Regional Plan (4,300 km², 22 million inhabitants) that sets the development strategic framework for the metropolitan region of Mumbai. The objective is to strengthen the economic hub of Mumbai by improving living standards and by developing the city infrastructures.

The MMRDA plans, formulates metropolitan policies and plans of action, implements major infrastructure projects and major urban projects and facilitates strategic investments in the metropolis. Its main responsibilities are the following: drawing up development and regional development plans; bringing financial assistance to large regional projects; supporting local authorities and their infrastructure projects; coordinating the execution of projects and schemes for the metropolitan region and control activities that could threaten its development. In particular, the MMRDA con-

ceives, promotes and ensures the evaluation of large structural projects to develop new urban centers and to improve public transport, housing, drinking water provision and regional environment.

Its metropolitan role has to co-ordinate with local authorities, like the Greater Mumbai Municipal Corporation (435 km², 12.4 million inhabitants). Administrative decentralization has allowed the emer-

gence of sub-regional territorial planning entities that lead to change the planning methods based on subsidiarity principle. As well, large development operations carried out by the MMRDA (new business centers, urban motorways, tourist and leisure zones) cover vast territories that are not included in local authority planning documents, questioning the integration of large projects in the city.



A street in Mumbai
© FLICKR/ADAM COHN

SEOUL, SOUTH KOREA**Seoul Institute, a resource center**

Seoul Institute was founded in 1992 by the Seoul Metropolitan Government. It was called until recently the Seoul Research Institute. Its aim is to establish a medium to long term vision of Seoul and to put forward policies about society, culture, education, industrial development, urban management, transport, security and environment. Seoul Institute is a multidisciplinary research institute focusing on urban policy. It is composed by several departments: Society, Economy, Urban Management, Transport Systems, Security and Environment, Urban Planning, Data and Information, Prospective and Public Investment

Management. It carries out a wide range of surveys, research and studies and collect public opinion on its website at all times. It helps the Seoul Metropolitan Government in its decision-making process. Indeed, its purpose is to draw up the territorial policies of the Seoul Metropolitan Government and to improve living conditions thanks to surveys. Its expertise in municipal administration is based on technical knowledge and large international network. In addition, it leads exchanges and runs research programs in co-operation with local and international organizations.

Seoul is often considered a successful

development of a metropolis in an emerging country. In spite of significant demographic growth in the sixties, Seoul was able to provide the necessary urban infrastructures and to improve the living conditions of its inhabitants. But today, this normative and quantitative approach of urban development is no longer relevant in a period of weak economic growth, social conflict and demands of better living conditions. This new context requires new approaches from public services and from innovative urban policies that are conceived and experimented in this genuine urban laboratory.

LYON, FRANCE

Planning: re-thinking a territory

Lyon is at the center of a metropolitan region of 3 million inhabitants. The Territorial Coherence Program (SCoT) for Lyon conglomeration was drawn up between 2004-2009 and approved in 2010. The Lyon Urban Planning Agency led this project. This document goes further than land law and aspires to be a conglomeration project for 2030. The main lines of this document are about multipolar urban planning, consolidation of the public transportation network and installation of a continuous green belt around the conglomeration bringing nature within everyone's reach.

● MULTIPOLAR ORGANISATION

The SCoT is as a multipolar territorial organization. Every living area should contribute as much as it can to the construction of a dynamic, stable and united metropolis. Twenty-two areas were selected to be reinforced using a polycentric logic. As is normal practice, every living area will be contributing to the development of the conglomeration, depending on their identity and their respective means.

● AN EXPRESS PUBLIC TRANSPORT NETWORK

Among the approaches that we outlined in the Lyon conglomeration SCoT, one stood out from all the rest: to build a metropolitan express rail network connected to the International TGV network. This network composed by 40 stations is a fundamental element for this multipolar organization. The

stations will form the backbone of new urban development: residential districts, administrative and service areas, shops and large facilities.

● PUTTING THE CITY BACK IN TOUCH WITH NATURE

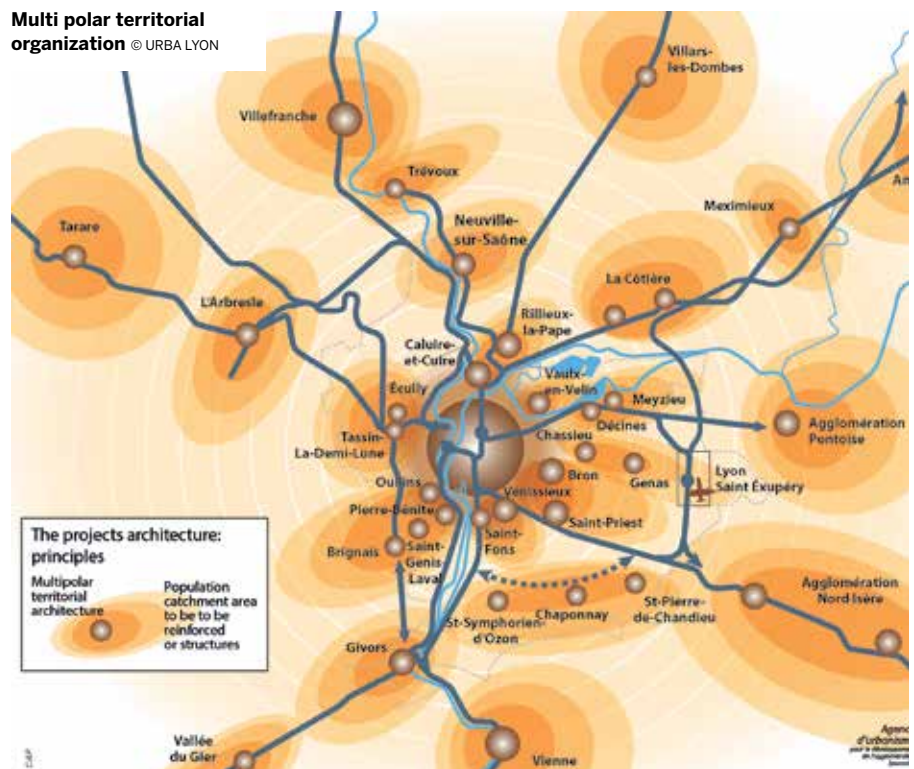
The urban planning agency turned its normal thinking upside-down and put forward a proposal to organize the city around a network composed by farmland, natural spaces and waterways. The farmland is the main element around which the conglomeration would be organized. Networking parks, wooded valleys, wet zones, suburban parks, enhancement of river banks and canals would lead to create

an inter-connected network making nature accessible to everyone.

● A PROJECT ADAPTED TO A METROPOLITAN ZONE SCALE

While the SCoT project was being drawn up, the inter-SCoT procedure was also set up. The inter-SCoT approach coordinates urban planning documents and adapts them to a metropolitan zone scale. The Lyon and St Etienne Urban planning Agencies carry out this approach (13 documents covering an area of 12,000km² and 3.2 million inhabitants). Thanks to this innovative approach, the metropolitan project has been enlarged onto a much larger scale and is now part of a common agenda.

Multi polar territorial organization © URBA LYON



LYON, FRANCE

Running an urban planning agency “à la française”

One of the 50 Lyon urban planning agencies is in Lyon. Due to the complexity of the French territorial system, the Lyon agency can count on about forty partners, one of which is Lyon Metropolis. It brings multidisciplinary engineering to the urban, suburban and rural territories of the Lyon metropolitan area.

The urban planning agency allows authorities of the metropolitan area to discuss and agree on a common vision and to identify shared sectorial policies. By supporting strategic planning and the emergence of structured operational control, it allows the improvement of public control and provides enormous oppor-

tunities for intervention by the private sector, with which it actively collaborates, in particular within the framework of urban project studies. The urban planning agency creates a partnership platform between the key players in a territory and interacts with numerous public, private and civic stakeholders.

Paris and London are the two largest metropolises in Europe. The Ile-de-France region, the city of Paris and the new institution of the Grand Paris metropolis that was created in 2016 have complementary skills in public transportation, economic and academic development, spatial organization... In response to what is at stake in this territorial ensemble, two urban planning agencies are working in tandem on the territory: the Ile-de-France Development and Urban planning Institute and the Paris Urban planning Agency.

ILE-DE-FRANCE, FRANCE

The IdF-Development and Urban planning Institute planning Regional of Ile-de-France

The Ile-de-France Development and Urban Planning Institute (IAU îdF) was created in 1960 by the government to undertake the planning of the Parisian metropolis. The Ile-de-France Region has run it since 1982 and its role has been enlarged through the implementation of new approaches about territorial planning. The IAU is a place of innovation where major territorial stakeholders can hold discussions, and is a benchmark in France and abroad in territorial strategy and regional planning matters. The Ile-de-France Region Master Plan 2030 (Sdrif), drawn up by IAU îdF for The Ile-de-France Region has set out development goals to achieve a pleasant, attractive, united and robust region. Decentralization has led to a modification of the contents of the regional planning document and its

implementation method. Private partners and members of the public were able to take part in a public debate through a public survey, a mail-out of questionnaires to all households, the holding of a "public meeting" and "public round tables", forums and a debate on the future of Grand Paris. The content of the document was adapted with to focus on the main goals while leaving the municipalities some leeway.

The document emphasizes on adapting to and limiting climate change, on territorial solidarity that can lead to the reduction of urban sprawl, to design a compact, polycentric metropolis, to make urban renewal and functional and social mixing a priority and supporting collective and alternative modes of transport. The document is pragmatic and identifies implementation methods and

set a tool for annual monitoring and assessment. The Sdrif 2030 connects sectorial policies within a coherent territorial framework. It is a transversal document and a tool for the necessary co-ordination to negotiate urban planning contracts and planning action programs.



Sdrif Map of the potential and limitations of urban development © IAU îdF

PARIS, FRANCE

The new boundaries of Grand Paris

The Grand Paris Metropolis was officially created on January 1st, 2016. It unites Paris and 11 territories, making a group of 131 communes. It gathers 7.15 million inhabitants and 4.1 million jobs. Between 2016-2018, the Metropolis will take on four obligatory strategic jurisdictions: local housing policy, protection and enhancement of the environment and policy concerning living conditions; economic, social and cultural planning and development and developing the metropolitan space. Apur (Paris Urban Planning Agency) increased the number of territories included on its databases in order to present the Grand Paris Metropolis, the territories and Paris itself. Today, the Agency has made more than 60 metropolitan-scale data sets that are available, free to access and updated on a regular basis. A cartographic portal is also on line to follow territorial changes.

In addition, every year Apur takes on a number of different tasks at the request of its program committee such as:

- supporting the Grand Paris Metropolis, Paris Métropole and the 11 territories that compose the Métropole, with a specific emphasis on the conception of strategic co-ordination and planning documents and operational skills planning;
- themed studies (energy, mobility, economy, quality of life etc.);
- the Grand Paris train station sectors observatory together with the Grand Paris Public Transportation and Development Organization and government departments;
- supporting stakeholders for the implementation of large structural projects for the Metropolis (content/methods/practices) such as the Arc of Innovation, Reinventing the Seine, Inventing the Metropolis, the Seine axis and the Paris bid for the Olympics 2024.

IAU-IDF AND APUR, TWO COMPLEMENTARY AGENCIES FOR THE METROPOLIS

To improve the readability of the dynamics and projects of the new territory of Grand Paris, the Paris Urban Planning Agency (Apur) and IAU Ile-de-France have combined their expertise and tools to produce a Metropolitan Atlas, the ABC of the future Grand Paris metropolis, which now is used as a data basis by different institutions to discuss and co-build common projects.

MEDELLIN, COLOMBIA

APUR's support for the conception of the strategic Bio plan 2030

Urban planning agencies are enriched by collaborations and exchanges, sharing methods and experiences and contributing improvements in each other's professional practices. They often collaborate with their counterparts to support co-operation between cities. Thus, the agencies of Ile-de-France, Paris and Lyon have developed collaborative planning methods with other cities and regions around the world, in particular in Africa, Asia and Latin America. For several years and within the framework of integrated urban projects, the city of Medellin has been developing a kind of social urban planning which has achieved to transform the social and urban landscape of the city, by improving the living conditions of the inhabitants living in popular districts. Medellin wants its actions to be included in a coherent, global, metropolitan-scale vision for the future and included to a metropolitan framework entitled BIO 2030. The AFD asked Apur to support Medellin and the academic team of Urbam in charge of the development strategy for BIO 2030. The support mission for the teams in charge of the "Medellin 2030" plan aims to:

- specify the methodology and identify the needs of the study team;
- train the members of the team by preparing and elaborating the planning document;
- contribute to discussions on a inclusive and environmentally-respectful urban

development;

- support the team members at the different stages of strategy building. This was achieved in 2011 and 2012 through six actions.

1. Presentation of Apur's contribution to the implementation of similar works in other cities in the world: elaborating unified development plans for the cities of Rabat and Salé, Morocco, (in progress), helping to implement the Master Plan for the Tehran region (2005), drawing up the revitalization plan for the center of Rio de Janeiro (2008)...

2. Diagnostic of available data and information and training needs for the project team.

3. Preparation and organization of four seminars.

- Identify the challenges and methodology for the construction of an urban develop-

ment strategy up to 2030: tools for a metropolitan vision, tools to analyze demography, sociology, transport, urban projects, operational and financial set up, climate plan, GPS.

- Review the diagnostic and initial exchanges concerning a strategic vision.
- Discuss the scenarios.
- Expert assessing the final planning document.

4. Interactive work with team members between seminars.

5. Mobilization of complementary skills on the sections "Mobility" and "Urban Planning; density – transport hubs, public transportation development, pedestrian and bike-friendly public spaces. Conferences on cycling policies.

6. Contribution to the preparation of an exhibition in 2011.



RIO DE JANEIRO, BRAZIL

Active co-operation between Rio and Paris on a large-scale urban project

As part of co-operation from 2004 to 2007 between Paris and Rio de Janeiro, Apur took part in a revitalization plan for the district of São Cristóvão (800 ha) in the center of Rio. It concerned public spaces, housing, green spaces and economic activity and the creation of social diversity.

The Inter-American Development Bank (IDB) and Rio City Hall wanted to expand this plan to include the whole center of Rio (2000 ha) and, after launching an international request for proposal, granted the study to Apur, in collaboration with the Institut Peirero Passos and the Brazilian Institute of Municipal Administration. The revitalization plan for the center of Rio was elaborated during over 8 months in 2008 and cov-

ered both the existing heritage districts or favelas and large, mutable, landholdings that can host major urban planning projects. Besides the conception of urban projects, it included proposals about the legal, operational and financial set up of the project.

The project aims to transform 14 million m² over 30 years, which makes it the largest project in Latin America since the construction of Brasília. The program is divided into 9 million m² of housing units (1/3 social housing, 1/3 intermediate housing and 1/3 high class housing), 3 million m² offices around the future Rio Sao Paulo TGV train station, and 1 million m² of shops and services. This will increase the number of inhabitants in the center of Rio from

210,000 to 560,000 and the number of jobs from 522,000 to 770,000.

The project involves the creation of a Public-Private Partnership (PPP) for Rio City, Rio State and the Federal State affiliated to a private stakeholder, the financial stability of which has been secured by the sale at auction of overcrowding rights: 2.4 billion US\$ in revenue, 1.4 billion US\$ in expenses, 1 billion US\$ in profit. In August 2009, the urban regulations were modified to be adapted them to the project and the PPP was created following an agreement between the President Luiz Inácio Lula da Silva, the Governor Sergio Cabral and Eduardo Paes, Mayor of Rio. The project is in progress.

JOHANNESBURG, SOUTH AFRICA**Municipal action supporting spatial transformation**

Johannesburg is the economic heart of South Africa. It is also historically one of the most unequal cities in the world regarding income distribution. Historical spatial segregation, related to the mining industry and compounded by apartheid was exacerbated in the 1960s by a broad trend in urban expansion. This trend was subsequently aggravated by post-apartheid policies of massive construction of low-quality housing for social acquisition on the outskirts of the city. The spatial sprawl and fragmentation of the city encouraged the perpetuation of various forms of exclusion.

The municipality has worked on spatial transformation as a priority. The strategy consists of “sewing up the territory” by concentrating on developing Johannesburg city center, the townships of Soweto and

Alexandra and the axes joining these three hubs. This area includes over half the population of the city, but also 2/3 of the population living in poverty. This strategy is matched with a very ambitious public investment program for the outskirts including social housing projects, electricity, water, sanitation and an urban public transport system. Within this framework, the AFD is supporting the implementation of this strategy via:

- 120 million euros of financial backing allocated to the municipal investment program;
- a technical co-operation program to maximize the effects of this policy.

Launched in 2014, this program will make it possible to mobilize French expertise (Institute of Urban Morphology, Lille European

Metropolis, City of Paris). In particular, it has supported the implementation of its urban planning document, validated in mid-2016, and which aims to:

- reduce social inequality by emphasizing the access for poorest people to decent housing, public infrastructures and job opportunities;
- deal with urban fractures in order to make the city more efficient, which will make it possible in the long run to reduce infrastructures costs for the inhabitants as well as the city's carbon foot print.

The challenge of Johannesburg today is to put its plans into operation on several distinct sites, while keeping track of the overall aim of operations at district level. This is where the AFD will be focusing its support from now on.



JULIEN ALLAIRE
EXECUTIVE DIRECTOR OF CODATU

CODATU, Co-operation for Urban Mobility Development and Improvement

Originally, CODATU meant the Dakar Conference on Urban Transport. Indeed, in 1980 the capital of Senegal hosted an international event dedicated to urban transport in developing countries. Strengthened by the success of this conference, that gathered local authority representatives, public administration, the private sector and academics from all over the world, an association under French law was created. It was called CODATU standing for Co-operation for the Development and Improvement of Urban Mobility. For over thirty years, and thanks to the support of its members, this association has dealt with mobility issues in developing countries by promoting exchanges of knowledge and know-how. As a result, every 2 – 3 years, a great network of researchers and practitioners gathers at an eponymous international conference.

CODATU also develops training programs for the decision-makers in developing cities to strengthen skills regarding public transportation. Recently, on its initiative a Masters in Urban Transport and Mobility in African Cities was created.

The association supports collaboration between local authorities in order to boost sharing of experiences and transfer of best practices and emphasizing a policy of sustainable mobility development. More recently, the support of the French Development Agency made it possible for the Association to strengthen its relations with local authorities and ministries from emerging and developing countries in charge of urban transport. In this way it developed technical co-operation programs in India, Tunisia, Peru and Egypt. In 2015, CODATU started an initiative entitled Mobilize Your City to promote sustainable urban mobility planning in fast-growing cities in order to reduce greenhouse gas emissions while improving the quality of life of their inhabitants.

It has also published several works, methodological guides and articles about

the challenges and problems facing urban mobility in cities in the Mediterranean region, Latin America Asia and Africa. The intellectual output of the association together with articles presented at conferences are on free access on its website. Companies, local authorities, research institutes as well as individual experts can join the association.



Transport in Laos © CODATU. GEFFRIN

INDIA

Medium-sized Indian cities: a need to co-ordinate urban planning and transport projects

Many medium-sized Indian cities, such as Cochin (2 million inhab./Kerala State) and Nagpur (2.5 million inhab./Maharashtra State) are in the process of developing or preparing large urban projects, some within the framework of the “Smart Cities” program initiated by the Federal Government (Central Government) of India in order to boost the cities’ facilities. These projects concern, in particular, above ground train lines in the city, large rehabilitation and district facility projects, and large projects for sanitation of rivers.

● A NEED FOR CONTINUITY OVER TIME

Although urban planning at the metropolitan level (Town and Country Planning Departments or Government level) determines land rights in these cities, it does not always include large operational projects led

by specialized authorities. As a consequence these authorities do not know how to be urban planner or developers. This fact can generate not only a lack of thought and discussion about insertion and urban integration of these infrastructures but also reveals a need for strategic discussion about urban development linked to these large infrastructure projects, in particular a need to identify urban projects on strategic sites created by these large projects.

This situation reveals how important it is to increase the role of planning agencies beyond the question of land to share with urban actors a prospective and strategic reflection and to identify urban projects that fit the dynamic.

● TWO EXAMPLES OF MEDIUM-SIZED CITIES: COCHIN AND NAGPUR

The city of Cochin, in Kerala, requested the

support of the AFD and professionals from Lyon to help the Indian project leaders decide on urban projects linked to the above ground train on construction. They need support in particular on a 2km long semi-pedestrianized street underneath the above ground inner-city train in the iconic main street of the city, and about public spaces quality in secondary centers around the major exchange hubs that the train network will create in peripheral areas of the city.

In Nagpur, a city situated in the very center of India, the support of the AFD and its French engineering partners within the framework of Nagpur’s candidature to the Smart Cities program made it possible to nominate urban development projects on strategic sites connected to the main city train stations and the Nagpur River, which is the subject of a huge sanitation program and public space creation.



Overhead train under construction in MG Road, main street in Cochin
© URBALYON

CLIMATE CHANGE

Planning in international discussions on climate change

In preparation for COP21, the non-state key players decided to pledge together, to honor the commitments taken on by civil society, companies and local authorities to fight against climate change.

The World Summit for Climate and Territories that took place in Lyon on 1-2 July, 2015, agreed on principles to organize the annual meetings between all the non-state key players, in anticipation of the COP Summits, to make commitments in principle and implementation.

At the World Summit for Climate and Territories in Lyon, and at Climate Chance, on 26-28 September 2016, The National Federation of Urban Planning Agencies (FNAU) chaired the Coalition for Sustainable Territorial and Urban Planning with the support of the Ile-de-France Urban planning Institute, nrg4SD (World-wide Network of Regional Governments for Sustainable Development) and the Grand Paris International Agency. The discussions showed that although planning provides a framework in the fight against climate change, some obstacles

need to be overcome, in particular those caused by a lack of decentralization or funding. Several recommendations aimed at promoting the role of territorial planning in climate action were formalized:

- planning as a process of governance;
- planning as a process with multi-level commitments and actions;
- supporting and financing local and regional government initiatives in their fight against climate change;
- plan territories to improve energy supply and demand, and organize adaptation measures.

A coalition of non-state key players working specifically on planning was launched at Climate Chance; the group will be led by the FNAU. The message to diffuse is that urban and territorial planning should start from local governments. These authorities are often in charge of development and implemen-

tation of policies, plans, strategies, programs and initiatives that directly affect greenhouse gas emissions and have an impact on climate change. This is the case of policies and laws about land, urban planning (mobility, housing, access to basic services, agriculture, natural areas), incorporating resources (energy, water), waste management and protection against risk. Furthermore, 50-80% of necessary measures to adapt to climate change are or will be implemented at local or sub-national level.



A wind farm © AUDRSO



RONAN DANTEC

SENATOR, CLIMATE SPOKESPERSON FOR UNITED CITIES AND LOCAL GOVERNMENTS (CGLU)

Urban planning agencies on the front line of global challenges

It has become a commonplace to say that cities, where live over half the population of the world, are the answer to the world's problems, to reiterate, for example, that 70% of greenhouse gas emissions are produced in cities; we will save the planet if they voluntarily reduce their emissions. This idea is a bit simplistic. While the urban issue has been ignored for too long, we cannot and should not think about cities as being separate from the larger or smaller-scale territories with which they are permanently interacting. Having reached a Sustainable Development Goal aimed specifically at "sustainable cities and communities" through the actions of territorial networks supported by numerous civic stakeholders, we must rely on the road map created by the international community under the aegis of the UN to defend our vision of the future of urban territories. Urban territories sustainability depends on their social cohesion, energy

choices, control of food supply and dialogue with rural territories... These issues should be at the heart of the urban agenda that will be decided on in Quito at the Habitat III Conference.

The messages we deliver within the framework of climate negotiations emphasize above all direct access, or at the very least facilitated access, for authorities and territorial stakeholders to funds; access in particular for territories in the southern hemisphere to various climate aid funds that were decided on over the past few years. This could turn out to be powerful levers in helping attain all the aforementioned objectives. Within this framework, it seems vital for us to strengthen the tools for territorial understanding, planning and land management necessary for the construction of a coherent, long-term strategy for action. Urban planning agencies have already demonstrated their effectiveness and

their detailed understanding of the changes and interactions occurring between the full ranges of territorial scales. They must further strengthen their diagnostic and forward-looking capabilities about climate and migratory flows, and focus on emerging subjects such as territorial autonomy in food production and conservation of biodiversity... But we no longer need to prove the importance of the agencies. The Territorial Planning Coalition, one of 16 multi-actor, themed coalitions participating in the Climate Chance Summit, has now, as one of its proposals, raised the question of financing territorial planning tools out of climate aid. It makes sense, as the funds invested show such an exceptional ratio between invested amount / obtained result in the reduction of greenhouse gas emissions (control of mobility, housing, energy choices etc.), but more importantly in the consolidation of territorial sustainability.



Anuradhapura temple

© LAURENT PACOUD/AFD

ANURADHAPURA, SRI LANKA

Protecting a World Heritage Site classified by UNESCO

Anuradhapura, capital of the North-Central province of Sri Lanka in the heart of the island's arid zone, became really important due to its previous role of capital city and religious site.

Therefore, the National Development Plan (2011) chose it as one of six "strategic" cities to elaborate the structural urban framework for the country. Given its objective, in 2013, the Minister in charge of urban development (Ministry of Megapolis & Western Development) put together a multi-site program within the framework of integrated urban projects to make four of the six cities more attractive, with financial backing from several funding bodies of which the AFD was one.

In this context, the conservation and restoration of the cultural and natural heritage of Anuradhapura were identified as a key aspect for a balanced development of the area.

In fact, the area of Anuradhapura is now dependent on religious and tourist activity connected to the "holy city", a World Heritage Site classified by UNESCO in 1987 and representing 10% of the administrative territory of the city (45 ha out of 350 ha).

The elements composing this exceptional heritage (temples, Buddhist monasteries, archaeological ruins and also ancient reser-

voirs and hydraulic networks) are being subjected to growing pressures. Paradoxically, the potential of this classified site seems to be under-exploited: where pilgrim numbers exceed 1 million people at the festivals of Vesak (May) and Poson (June), fewer than 70,000 international tourists a year visit the UNESCO site, that is very spread out, difficult to read and poorly provided with tourist amenities.

The Bordeaux Urban planning Agency (a'urba) took action twice, between 2014 and 2016, on the request of the AFD and Sri Lankan authorities. An initial mission to understand the issues about the site was followed up by a more systematic approach, carried out over fourteen months and seen as an exchange of experiences, including in particular the welcoming of a Sri Lankan delegation as part of a study trip to France. To involve the urban planning agency had as an objective to support national and local key players in defining a strategy to enhance the heritage of the ancient city, along with making recommendations for rapid improvements in the urban functioning of the site, in particular in terms of mobility. Using a discovery report as a starting point, several missions by a'urba gave an analysis of the characteristics of the site and made

discussion possible about the challenges. This initial stage was followed by the co-construction of a general philosophy and some intervention principles for the classified site and the modern city. It was organized into twelve spatial, phased operations and accompanied by recommendations about management and governance. The objective was to improve the effect of planned investment for the implementation of a strategy to boost tourism linked to the natural and cultural potential of the territory.

Some of these recommendations were considered first phase for priority investment financed by a short to medium-term loan (five years) by the AFD.

The territorial diagnostic put forward by a'urba was useful in building a consensus about issues and intervention priorities in the territory in spite of serious constraints regarding access to data (statistical, cartographic). At a more global level, the consultation tools used by the urban planning agency to establish this shared diagnostic, that is innovative for several of the participants, made it possible to activate a crucial dynamic for the success of a project in a dense institutional context and a large number of public and private stakeholders involved.

RENNES, FRANCE**Land management through urban planning**

The Rennes conglomeration is composed by 43 communes and 427,000 inhabitants. It became Rennes Métropole in 2015 and has implemented effective urban plans to protect agricultural land from urban sprawl. The conglomeration is notable both for the significant concentration of its important metropolitan functions, its population and business activities in the center of the metropolis, and for having a system of catchment areas where several medium-sized communes and local hubs are linked together.

This kind of structure has allowed the territory to meet the urgent need of accommodating the increase of population that its attractiveness has generated. However, until 2008 and the implementation of its Local Housing Program, Rennes Métropole, like a lot of territories, was unable to control significant urban expansion into the outer suburbs of the urban area. The question now is: what kind of project for the suburban areas could go with the project for the metropolis? Thanks to its urban plans, Rennes Métropole has avoided a lot of negative effects such as

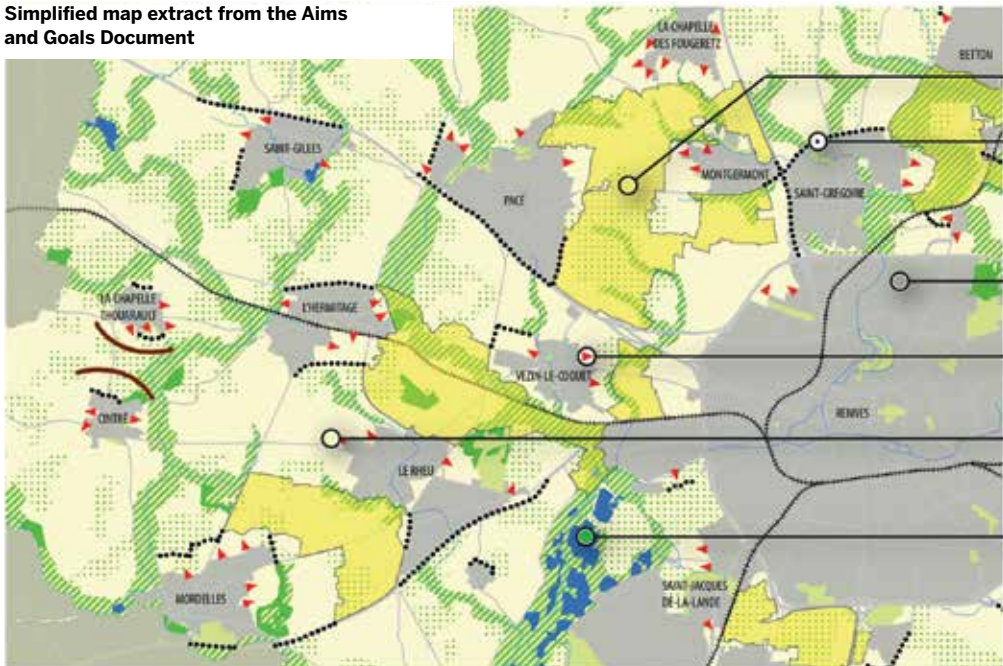
social discrimination and traffic jams in its main towns by developing three main policies. First, urban planning regulations were created so that the urban area could develop as a “city archipelago”. In this City-Archipelago, every territory has its own particular place and their functions are acknowledged in the global organization of the urban area. In first place is the principle of the preservation and permanent establishment of natural and agricultural areas, together with the regulatory means to enforce this. Secondly, the towns are provided with a higher or lower level of services according to their size and position in the urban structure. In this way, each town has a minimum service base for its inhabitants, and those intermediate services which need a demographic weight and sufficient density in order to function, are located in the structural hub of the catchment area where they are situated. This is the concept of localized towns. Urban fields – i.e. areas with clear boundaries – give farmers the guarantee that their land will never be used for anything other than agriculture. In order to keep accommodat-

ing new inhabitants, the two most recent Master Plans encouraged the creation of peripheral urban centers connected by public transport to the city center.

Besides, peripheral urban centers limit urban sprawl and the threat of overrunning farmland. By accommodating new inhabitants, these medium-sized towns actually take care of fragile populations. In the suburbs, the trend of urban planning is towards higher density in order to avoid using up land. Finally, a land management policy was implemented at the end of the 70s, as land was considered a limited resource, and the Local Public Land Association, a purpose-built tool, was created. Every year, Rennes Métropole buys land before embarking on building projects, which leads to a reduction in market prices. These diverse policies have been implemented and created in collaboration and solidarity with all the towns. The level of facilities in all the municipalities has significantly increased allowing the metropolis to deal with environmental issues, in particular regarding energy transition and the struggle against climate change.

Rennes SCoT 2015: conservation of agricultural and natural spaces and organization of the urban backbone of the City-Archipelago © AUDIAR

Simplified map extract from the Aims and Goals Document



Urban field: strictly protected agro-natural space in the heart of the commune network

Countryside boundary to be respected

Urban area: urbanized sectors

Direction of urbanization: the only direction in which a commune can expand from its urban base

Protected agricultural space: expansion restricted by boundaries, directions and urbanization possibilities

Green and blue belts protected and consolidated: reinforce the organization of the territory



Knowledge and assessment

Work on cities does not end once territorial and urban projects have been completed. Urban planning agencies are sources of knowledge and represent a living history of territories that can be useful for the future.

ILE-DE-FRANCE, FRANCE

Monitoring-assessment of metropolitan planning: between flexibility and transparency

The Ile-de-France Institute for Development and Urban planning is responsible for the assessment of the Master Plan for the Ile-de-France Region (Sdrif 2030). Monitoring and assessing territorial planning documents has become a necessary tool. It gives urban planning documents the necessary flexibility to be able to respond to rapid changes in our society. The aim is to compare performance and results regularly with the stated goals, to report progress and flag up difficulties, examine the causal links between objective and outcome, explain why certain anticipated goals have not been reached, examine the implementation methods, provide information, improve effectiveness, efficiency, results and the impact of future programs.

The Sdrif 2030 plans an assessment every 5 years. This will make it possible to check the relevance of the territorial policies and strategies in place and, if necessary, adjust them. Monitoring is a continuous process of collecting and analyzing information, which takes the context and changes in institution, legislation and policy into account, as well as the achievements of its partners and of key play-

ers in development and in the region. It relies on quantitative and qualitative indicators and their spatial translation. Monitoring makes it possible to evaluate the implementation methods of the Master Plan, by measuring the progress of projects and comparing the results obtained with the stated objectives. It

makes it possible to produce analyses, alerts and recommendations, to prepare and justify potential corrective measures. Diffusing results is a way of consolidating public planning and development policies, and allows inhabitants to judge the adequacy of territorial planning tools.



Aerial view of Paris and its suburbs © IAU IDF

BAMAKO, MALI

Creating an urban planning agency to monitor the Master Plan for the metropolis

In order to set up an important political project for the capital and fully exercise its authority in undertaking long term urban development, the Bamako District City Council developed a collaborative approach to improve and legitimize its programming priorities, especially regarding waste management, mobility, land occupation and mobilization of financial resources. In 2014, the City Council called on its partners for decentralized co-operation, Greater Lyon (second largest city in France, Partner for Decentralized Co-operation for over 10

years with Bamako) and the French Development Agency (AFD) to support the creation of a permanent, partnership-based urban planning agency, following a financial and administrative feasibility study, and in order to tackle an urban development which is constantly pushing beyond the city limits. The main role of the Bamako urban planning agency is to increase knowledge, put forward master plans for the Greater Bamako territory and support authorities competent in defining and guaranteeing the coherence of public policy.

In 2012, a work group dedicated to the creation of the agency was set up with the technical assistance of Lyon, which helped not only to create of the agency but also to develop the new Master Plan and provide long-term support for specific district development projects. This includes the 4th Mali Urban Project (PUM4), the Aid Project for Malian Urban Communities (PACUM), the Bamako Sanitation and Urban Development Project (PADUB) and urban transport projects (including public transport).

MARTINIQUE - LA REUNION - GUYANA, FRANCE

Urban planning agencies in French overseas territories, tailor-made engineering

The overseas territories have different features compared to metropolitan France. Between the major risks faced by the islands of Martinique and La Réunion and those of Guyana, a vast South-American territory in the heart of the Amazon forest, these territories have needed adapted tools that are not just copies of their continental counterparts. The urban planning agencies of the overseas territories of Martinique, La Réunion and Guyana are laboratories of experimentation and adaptation of national public policies to the local specificities by putting their proven, much respected engineering experience to good use.

● RE-INVENTING URBAN PLANNING AGENCIES TO SUIT THE LOCAL CONTEXT

Each one of these three territories have their own particular issues to deal with and as a result, the agencies have had to create their own models and define their particular roles and actions to suit their field of work.

One of the planning challenges for these three territories is to define a Regional Development Plan, an urban planning document on a regional scale, that sets out the fundamental, medium-term goals about sustainable development, enhancement of the territory and protection of the environment. These prescriptive documents are drawn up by the agencies in co-operation with all sections and scales of the territory and have to set territorial goals but also elaborate and assess projects.

● A DETAILED UNDERSTANDING OF THE TERRITORIES

The urban planning agencies can also take into account significant differences in local situations when creating their vision of how a territory should be developed; a process that demands a detailed and precise understanding of the areas. This is especially true for natural risks. As a consequence, the urban planning agencies have set up natural risk observatories to help decisions makers to make right decisions about natural hazards. As a result, the agencies serve as information exchange centers by policies makers to deal with these different kinds of risks (earthquakes, cyclones, volcanoes, seismic tremors, coastline retreats...). This is also the case about living conditions, a tricky problem. The agencies have been called upon to draw up precise, realistic cartographies and make suitable plans to deal with everything from

unhealthy living conditions to social housing. For example, spontaneous urbanization, a phenomenon present in cities in Guyana, is a difficult factor to integrate and regulate without precise observatories.

● GATHER TO UNDERSTAND BETTER

Overseas agencies have to produce their own data covering with a wide range of themes and develop their own methods to circulate this information. Territorial observation is a key mission for these territories with multiple identities and in a permanent

state of change. It is used both before planning policies are decided on, as well as to work on territorial and/or themed analyses, particularly when proposing long-term measures for territorial management. The French overseas urban planning agencies are aware of this and have multiplied their partnerships, thus generating and developing spaces where they can collect and circulate data to enrich the planning process. Through this mutual approach, information about the territory can be widely circulated to the public and to territorial key players.

Spontaneous housing on the outskirts of Guyana © AUDEG



Seafront in La Reunion © AGORAH



Governance, co-production, capacity-building

Planning brings responsibilities to all institutions and broadened urban governance to include all key players: businesses, associations, service users, inhabitants, researchers and professionals.



CHRISTINE AUCLAIR

CO-ORDINATOR OF THE WORLD URBAN CAMPAIGN FOR UN-HABITAT

The World Urban Campaign partners have taken into account the challenges from Habitat III Conference

In line with the big, international sustainable development and climate change conferences of 2015, the October 2016 Habitat III Conference adopted a New Urban Agenda that supports the implementation of development objectives in urban areas. The Agenda 2030 for Sustainable Development sets inclusion and sustainable ecology objectives. Cities are becoming crucial areas where we should implement these policies. Subsequently, urban planning policies and tools have become crucial in the New Urban Agenda discussion. The partners of the World Urban Campaign have fully understood the importance of the challenges from Habitat III Conference and organized a multi-actor, non-governmental appeal to define the essential ingredients of a “new” urban paradigm and contribute to the major thematic orientations of the New Urban Agenda. The document “The City We Need”, that was unanimously endorsed and co-produced by a series of 26 Urban Campuses, including Paris on “Intelligent Planning”, calls for a new urban coherence and recommends that policies and sectorial action be coordinated, in order to become part of a coherent, integrated and united territorial system based on co-operation between municipalities, with room for economies of scale. As a consequence, resources can be optimized and

detrimental competition between local authorities and public agencies eliminated.

Urban planning agencies will be important tools to implement the New Urban Agenda. The manifesto of “The City We Need” was prepared with contributions from over 7,800 people from 2,137 organizations who gathered together at a series of 26 Urban Campuses that took place between June 29th, 2015 and February 20th, 2016. The recommendations made by these Urban Campuses were collected and edited by an Editorial Committee that finalized its work on March 12th, 2016. The World Urban Campaign Management

Committee adopted the document unanimously on March 16th, 2016 in Prague, in the Czech Republic. The contributors came from fourteen groups of interested parties: local authorities, academic and research communities, civic organizations, grass-roots community associations, women’s groups, parliamentarians, youth organizations, private sector, philanthropic foundations and organizations, professional groups, trade unions, farmers, indigenous people and the media.

Document available in six languages (version française sur http://www.worldurbancampaign.org/sites/default/files/documents/TCWN_French_final.pdf)



JANUARY 20TH – 21ST, 2016: PARIS URBAN CAMPUS ON INTELLIGENT PLANNING FOR SUSTAINABLE CITIES

In their role as members of the World Urban Campaign, the National Federation of Urban planning Agencies (FNAU), the Ile-de-France Region Institute of Development and Urban planning (IAU-IdF) and the French Partnership for Cities and Territories (PFVT) organized the Urban Campus in Paris hosted by UNESCO, United Nations Education, Sci-

ence and Culture Organization, on January 20th – 21st, 2016. In line with the other six Campuses held in Europe, the Paris Urban Campus allowed dialogue and exchange for a better urban future by bringing together companies, NGOs, local authority networks, municipal communities, government representatives and research establishments,

among others. Cities, regions and local authorities will provide the essential framework to implement the Sustainable Development Goals and the New Urban Agenda. The Paris Urban Campus will report on how strategic urban and territorial planning can act as a matrix for development and revitalized governance-combining approach.

RIO DE JANEIRO, BRAZIL**The resurgence of metropolitan governance**

The recent creation of the Câmara Metropolitana de Integração Governamental (CMIG) in Rio de Janeiro (12.4 million inhabitants) fits the framework of the recent law about metropolises in Brazil that aims to create 53 metropolises. The CMIG is the shared governance organization of the metropolis uniting the government of Rio de Janeiro with 22 municipalities, including the City of Rio de Janeiro that includes half of the population of the metropolis. The CMIG has an embryo metropolitan urban planning agency: the Grupo Executivo de Gestão metropolitana (GEGM) directed by the Secretary of State for Urban planning.

There was no metropolitan management during 25 years. As a consequence, we can observe now a serious territorial fragmentation. Very costly sectorial policies have proved to have little effect on regenerating degraded urban space, restructuring the city, creating new centralities and limiting considerable urban sprawl.

The aim of the GEGM is to promote the integrated development of municipalities, in

particular in the areas of mobility, security, basic urban services, land use, health and education. The first task of the Metropolitan agency is to draw up a strategic development plan for the metropolitan region, with the support of the World Bank, based on a new cartography and a GPS system facilitating integrated management of land use and urban development. The team has a limited

number of members; as a result, the GEGM has to call in outside consultants. Consequently, the initial results of studies remains insufficiently developed, limiting the ability to capitalize on knowledge, assist decision-making in the implementation of projects and provide technical assistance for the duration of the metropolitan project.



BECHIR ODEIMI

PRESIDENT OF UNITED CITIES LEBANON AND DIRECTOR OF THE TECHNICAL BUREAU OF LEBANESE CITIES (BTVL), LEBANON

A tool supporting good local governance in Lebanon

United Cities Lebanon represents the global organization Cities and United Local Authorities (CGLU) in Lebanon with a network of almost 90 territorial municipal communities representing around 80% of the population. The Technical Bureau of Lebanese Cities (BTVL), created in 2001 at the request of Lebanese local authority representatives in response to the weakness of the municipal institutions, helps municipalities at a technical and institutional level by supporting decentralized co-operation programs and raising funds for programs supporting good governance and the reinforcement of municipal institutions.

One of the innovative co-operation projects in Lebanon "Towards a Charter for Sustainable Territory for Haut Metn" was thus implemented with the support of the Ile-de-France Region, the technical assistance of the Ile-de-France Institute for Development and Urban planning

(IAU-IdF) and in partnership with United Cities Lebanon/BTVL. It relied on a study made by a Franco-Lebanese group of consultants (EDESSA, ECOMED and MADA) that includes a territorial diagnostic, a definition of common objectives for sustainable development and the redaction of the Charter, as well as providing help and information for Lebanese elected representatives in addition to raise their awareness of the idea of a Regional Nature Reserve. As a consequence, in 2013, the first Charter for Sus-

tainable Territory in the Middle East was signed by 52 Mayors and the President of the Federation of Municipalities of Haut Metn, committing 64 municipalities to an innovative project for a territory classified as being a "place of exceptional natural beauty" in the Master Plan for the Development of the Lebanese Territory (SDATL). United Cities Lebanon/BTVL also ensured that the results of this project were broadcasted to the municipalities members of its network.



The 53 elected representatives that signed the Charter for Haut Metn sustainable territory © CITÉS UNIES LIBAN/BTVL

BASEL-MULHOUSE, SWITZERLAND, FRANCE, GERMANY**IBA Basel 2020: a tool for a cross-border metropolis**

The 2020 International Architecture Exhibition (Internationale Bauausstellung IBA) Basel, is a project and international exhibition of architecture and urban planning set up by the tri-national municipal communities of the Basel conglomeration in order to explore questions about cross-border urban planning and architecture. In Germany, International Architecture Exhibitions have been a well-known feature of the world of urban development and territorial planning for over a century. Whereas the exhibitions were originally dedicated to innovation and new forms of habitat and architecture, nowadays they are orientated towards solutions for the future of complex urban regions. The IBA Basel 2020 is the first to export this German exhibition model beyond its borders to Germany, France and Switzerland. From its transnational position, the IBA

hopes to bring sustainable, coherent solutions to a fragmented territory by its political, cultural and administrative borders. It has the advantage of being part of a long tradition of cross-border co-operation between the cities and territorial municipalities of Basel, Mulhouse and Fribourg conglomerations, as illustrated by the Tri-national Eurodistrict (or development common strategy).

The IBA is focusing on cross-border development, including the city, the countryside and ways of living together and wants to bring down the barriers that persist in the perception and identification of the region. The "city" hub allows urban planning, development and mobility projects to be concentrated enabling complex plans for the urban region to be coordinated and the necessary mobilized resources. The quality of the

regional landscape is a true asset for the conglomeration. The selected projects will keep developing step-by-step until the final exhibition in 2020. Completed projects set an example for the whole region and the development in know-how that should eventually be spread beyond the IBA. This is the case with infrastructure projects such as the extension of Tramway 3 from Basel in Switzerland to St Louis in France. The Institute makes the exchange of experiences possible and this can lead to create useful partnerships and initiating projects.

As an organization, the IBA Basel was launched and is directed by the Tri-national Euro-district of Basel and is funded by 19 territorial municipalities. The partners and project leaders that the IBA Basel gathers come from a mix of public and private spheres.

ADDIS ABEBA, ETHIOPIA**The urban planning agency: towards a permanent, partnership-based structure**

For over sixteen years and especially for the last eight years the Lyon Urban planning Agency has been supporting the Addis Ababa Urban planning Agency (a public organization of 80 people), within the framework of decentralized co-operation between the Métropole de Lyon and Addis Ababa, in order to revise the successive Master Plans for the Ethiopian capital and prepare their implementation.

Addis Ababa is a metropolis with 4 million inhabitants and is expected to accommodate over 12 million, in a country that will eventually have 120 million inhabitants. The support (of the Lyon Urban planning Agency) has made it possible to progress from somewhat theoretical plans for land use to a more strategic plan. It focuses on one hand on development and strategic sites linked in particular to major centers on the public transport network which is in mid-development to, on the other hand, the protection of a star-shaped green belt (agriculture and regional parks to be created) linked to the geographical context.

However, in this metropolis that has been booming for several years, the partnership role of the soon-to-be-permanent urban planning agency, must expand further so that it can integrate better the city and its

development strategy of large, partnership-based public and private projects, in particular large public transport projects such as the LRT (Light Rail Transit) which opened at the end of 2015.



The Light Rail Transit came into service at the end of 2015 © URBALYON

HO CHI MINH CITY, VIETNAM**PADDI, Urban Development Management Support Centre**

At the beginning of the 1990s, when the policy of economic openness came into play (Doi moi), the South Vietnamese metropolis began to change its approach and to look for new urban models. Ho Chi Minh City wants to become one of the most important metropolises in South-East Asia. Its very high urban growth rate (3.2% per year), its economic vitality, its large projects and its dynamic operational urban planning are accompanied by a number of challenges to be overcome. Since 1997, the Rhône-Alpes Region (until recently Auvergne-Rhône-Alpes) and the province of Ho Chi Minh City (HCMC) have created a bilateral co-operation program in the fields of training, health and urban management. Since 2001, the actions of the Rhône-Alpes Region have aimed more specifically to support the HCMC authorities, that are facing a series of urban management challenges caused by high demographic

growth coupled with an accelerated transition in the economy and the continuing ambition to modernize the city.

It was in this context that the two partnership communities, together with Grand Lyon (until recently Métropole de Lyon), created PADDI, the Urban Development Management Support Centre, in 2006. PADDI is managed and co-led by a Franco-Vietnamese team under the authority of the HCMC People's Committee, its main mission being to supply institutional and technical support to municipal services in the various fields of urban planning (urban planning, development, land, housing, transport, urban services, sustainable development, governance and heritage). With the needs of HCMC as its starting point, PADDI has developed three areas of action: continuing training, projects management assistance and the development of a resource center.

Since 2006, PADDI has organized 60 training workshops bringing 2,500 participants from HCMC technical services together and, occasionally, those from other provinces in Vietnam. Fifty experts ran those training sessions from the Métropole de Lyon (Lyon City, Metropolis, the Urban planning Agency, Lyon Conglomeration Transport Union, etc), municipalities and organizations from the Rhône-Alpes Region, government organizations and private sector consultants.

Furthermore, PADDI has developed several partnerships with the French Development Agency, the Asian Development Bank, the World Bank, CGLU, AIMF and the decentralized cooperation Institute for Urban Trades and Professions (IMV Ile-de-France Region). In addition, it contributes to spread a scientific co-operation that is developed by organizations in the Auvergne-Rhône-Alpes Region.

ANTANANARIVO, MADAGASCAR**The Institute for Urban Trades and Professions sponsoring a future metropolitan agency**

In 2008, the Urban Commune of Antananarivo (UCA) and the Ile-de-France Region created a Decentralized Cooperation Institute for Urban Trades and Professions (ITP). It is a nationally renowned hub for the transfer of skills and know-how and dispose of a multi-disciplinary team of Madagascan specialists working closely with the UCA departments and leading projects (transport, environment, heritage, tourism...). A program to improve urban mobility was created in consultation with local partners (Ministers, haulage companies, service users, etc.). Its goal is to reorganize the transport system through planning, restructuring networks, development and training. The set up of three pilot bus lines represents the first concrete outcome.

The urbanization challenges of Antananarivo demand a more powerful tool to analyze, predict and propose urban policies, territorial strategies and development projects, in order to control the organization and management of the territory. This involves close collaboration between the key players in urban planning. The UCA plans to create an Urban-planning Agency with the support of the ITP and agencies that are part of the FNAU network (Ile-de-France Institute of

Development and Urban planning and Agorah, Urban planning Agency of Réunion) with funding from the French Development Agency. The idea is to create a territorial engineering tool that will be shared between the three main territorial stakeholders (Government, Regions and Communes). The Urban-planning Agency would serve as a platform for discussion to facilitate the for-

mation and coherence of public policy. This Agency would be conceived as a neutral, user-friendly tool to help in decision-making: a consultation tool making it possible to build, with the other key players, a common discourse and shared convictions and a tool supporting decentralized cooperation between the UCA territories and the outlying communes.



View of the Madagascan capital © FLICKR/FRANX

HOW TO CREATE AN URBAN PLANNING AGENCY?

The process of creating an urban planning agency should be carried out step by step.

The creative process

The process of creating an urban planning agency has five main stages.

● A POLITICAL TERRITORIAL INITIATIVE

The starting point is often linked to a new event bringing an awareness of the challenges of urban planning and development, in particular the need to manage the territory in a systematic way. A political territorial initiative involving several local authorities is the essential factor to create an urban planning agency. It can originate from a municipality or from a convergence of the interests of several local authorities around a project or a common policy. The context can allow the emergence of a political territorial will: this can happen through constitutional reform, following a large demonstration, while drawing up a planning document or the preparation of a large project.

● A FEASIBILITY STUDY

With the help of active local key players, a feasibility study should make it possible to identify the main challenges that the territory is facing, the expectations and strategies in common, in order to consider different scenarios to define and lay out territorial boundaries, governance methods, legal framework, agency missions, status, means (human, technical, equipment) and funding

possibilities.

A team should carry out this study with expertise in both the local context (governance and legal framework) and urban planning agencies. A feasibility study should present the widest range possible of scenarios before engaging in negotiations to create an urban planning agency.

● NEGOTIATIONS: GOVERNANCE AND FUNDING

The relevant stakeholders partners will have to make decisions in advance during the creation of an urban planning agency. During this step, the boundaries of the territory in question will be set, depending on the will of the players to get involved. From this step, means and missions will be defined.

● PREPARATORY MISSION (BETWEEN 1 – 3 YEARS)

This mission that can take between 1 – 3 years is the most fragile and most crucial period during the creation of an agency. During this step the preparatory team has to prepare a blueprint showing how the various activities the agency will cover:

- The partnership framework (partnership committee, or management board, signing of agreements, status, funding...) and governance system with a technical committee in a monitoring role.

- The work program: partnership-based, short-term and long-term.

- The elaboration of a team (study, management), backed up by means (premises, equipment).

- The implementation of specialized tools and means of communication: GPS, website.

- The launching of the first tasks and studies.

- Internal agency organization.

- External partners for data sharing.

- A documentation and public information center.

This period will show how useful the organization can be, especially in identifying the most strategic projects (large urban projects, large structural projects) and supplying the necessary background information to assist partnership members in their decision-making. The main focus will be on projects with inter-territorial aspects, which will involve several local authorities.

● CONSOLIDATION

This phase allows the agency to fully come into its own. The teams will have been re-configured to fit territorial objectives. The budgets and means at their disposal will allow the scope of the agency missions to expand.

Process of creating an urban planning agency

© URBALYON/ FNAU



The four fields to be defined

Four aspects define an urban planning agency.

● GOVERNANCE

In this section, the agency's stakeholders, its mandate and partnerships (level of decentralization, inter-communality and mutual funding, relations with authorities...) will be discussed. As far as the legal structure and status are concerned, territorial governance, by nature multi actor, must manage the agency. Its status has to be flexible enough to allow it to receive public funding and be able to evolve along with changes in mandate or governance (new stakeholders). The principal agency governing body members compose the Board of Directors. They meet together at least twice a year to establish objectives and monitor the progress of the tasks.

● MISSIONS AND SKILLS

The agency missions include the following points:

- accumulation of knowledge;
- urban observation and analysis: gathering and analyzing data, GPS;
- urban and territorial planning;
- elaboration of urban planning documents;
- analyzing and formulating sectorial policies: mobility, habitat, economic development, environment, climate, energy, land;
- territorial projects;

- territorial governance;
- urban future;
- information, event planning and communication;
- raising awareness in public authority representatives, stakeholders and members of the public concerning urban and territorial issues.

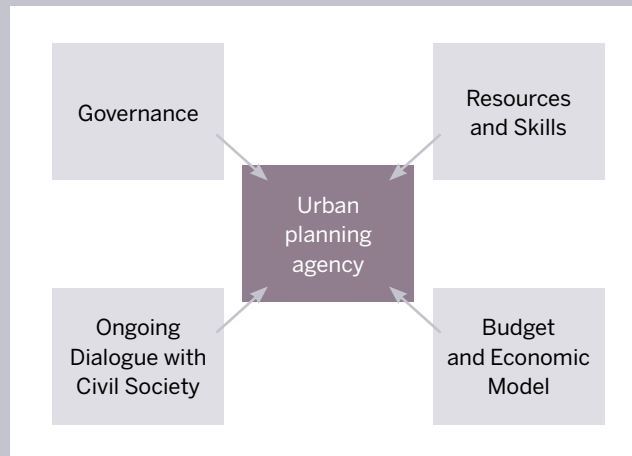
● BUDGET AND ECONOMIC MODEL

An urban planning agency has to be able to finance a team of experts and support staff. It has to ensure relative stability by relying on its partners to supply a wide range of resources, either in the form of subsidies (Government, local authority), the provision of personnel or donations. The members have to commit to give subsidies or donations on a long-term basis. Fees and taxes

need to be considered (building permit fees). The agency can also get additional funding from international funding bodies (for example, the ADF, the Green Climate Fund) or from paid services (studies, sales of publications). External paid services should not, however, exceed the agency income ceiling so that it can remain predominantly in service to the territorial governance. Generally, the larger part of the agency budget goes on salaries. The rest goes on premises, production costs, sub-contracting to specialists or operating costs. In France, urban planning agency budgets vary from 2 – 5 euros per annum per inhabitant of concerned territories.

● ONGOING DIALOGUE WITH CIVIL SOCIETY

Urban planning agencies supply information that fuels public discussions that elected representatives hold public policy process. But agencies are additionally responsible for sharing knowledge about territories, by organizing public debate through workshops, seminars, forums and conferences, and developing tools for disseminating information (films, publications, exhibitions). Finally, these agencies can be relay stations for national urban policies and participate in international discussions (COP, Urban Forums, UN-Habitat Conferences) to foster the actions they implement locally.



The four fields that define an urban planning agency © URBALYON/FNAU



Skyscrapers in Melbourne, Australia © MARIUSZ KLIZNIAK

Conditions for success and how to prevent pitfalls

Creating an urban planning agency needs delicate arbitration to gather ingredients for success and to avoid pitfalls.

● THE CONDITIONS FOR SUCCESS ARE MULTI-FACETTED AND NEED A COMBINATION OF FACTORS

• Partnership governance

An urban planning agency needs the up-front willingness of development stakeholders to share a vision of the territory and implement tools to manage it as a partnership.

• Political backing

The first condition to set this partnership up is a political initiative that will allow an analysis tool to be created, future planning and formation of public policy to be implemented. Political actors should endorse this initiative in consultation with other elected key players and representatives of civil society. It can be useful to rely on a key project that will facilitate decisions (a move towards decentralization, the launching of a strategic project).

• Legislative framework

The national legislative framework must support the agency. The Government has to

facilitate co-ordination between local authorities. Therefore, it is principally linked to the context of decentralization. Indeed, local authorities should have power on urban and territory approach. For that, government should give them the resources they need for this new jurisdiction.

• Economic model Sustainability

The economic model has to be sustainable to ensure the activities of the agency. This presupposes that a varied range of reliable resources is available. Given the functions of urban planning agencies, local authorities should provide funding, for that they have to be financially independent. Also, additional funding can come from the Government. In the same way, economic key players could be interested in co-financing urban planning agencies to have the use of a tool to understand and formulate development policies.

• Cross-disciplinary approach

Urban planning agencies have to operate at a cross-disciplinary level of co-ordination. They have to ensure sectorial policies and all a city's component parts (transport, roads, street lighting, housing, water, sanitation, health, education, energy, waste dis-

posal) to operate in relation with each other. All stakeholders should make decisions to form a common framework, this is the reason why the agency must be managed by a political and/or administrative key player who is in a position to promote an integrated, global vision of a territory: Mayor, Governor... This decision-maker must be able to impose choices and bring them into line with annual and long-term budgetary decisions.

• Agency legitimacy

Creating an urban planning agency is a learning process. The agency has to prove quickly its usefulness to the decision-makers and demonstrate the legitimacy of its position. As a priority, it has to act fast on the most strategic projects. Its contribution is two-fold: coordinating sectorial actions and policies on large projects; putting into perspective larger challenges on a metropolitan scale. An agency must be able to start with a large and varied team of experts to be able to fulfill its mission. A minimum is, an agency director, a senior urban planner and experts in mobility, demographics/statistics, economics, environment, habitat and cartography.



Amsterdam street
© FLICKR/MOYAN BRENN

• The need for continuity

An agency works over the long-term. Its success is linked to the quality of its staff and continuity in the work they do. In a domain as complex as territorial politics, it is important to recruit highly qualified experts and to offer them good working conditions (good salaries, stable contracts and material resources) so they can work on the long run.

An urban planning agency is not a technical office in the Town Hall nor is it a consultancy. The role of the urban planning agency is to manage and accumulate knowledge, consolidate the memory and strategy of the territory so that public policy can be carried out on the basis of a shared understanding. This will enable the agency to implement its projects on major building sites while focusing on shared strategic challenges:

- urban and metropolitan planning,
- large urban projects,
- infrastructures and their urban insertion,
- social and environmental projects,
- evolution of disadvantaged and informal sectors,
- economic development areas.

Accumulating knowledge and transmitting this urban memory is accomplished by written, visual and oral means.

● OBSTACLES TO OVERCOME

There are many risks to avoid in order to keep an urban agency safe. Various examples of agencies closing or heavily reducing their activities are evidences of the difficulties these organizations have to stay in the afloat long-term. These risks can come from a punctual event, daily activities routine of local authorities or political manipulation. The sensible place for an urban planning agency is at the balancing point between the three forces of attraction that form the triangle of risk. Dangers can appear if an agency distances itself too far from these forces.

The first of these forces of attraction is if the members use an agency as a technical consultancy. The negative aspect of such a situation is working case-by-case, only getting involved on short-term files and working on an irregular basis. This situation leads to a loss in the relation between this agency and politics. What happens then is that the directors of the different departments in the member local authorities make and unmake the urban planning agency's partnership program depending on their need, without common vision.

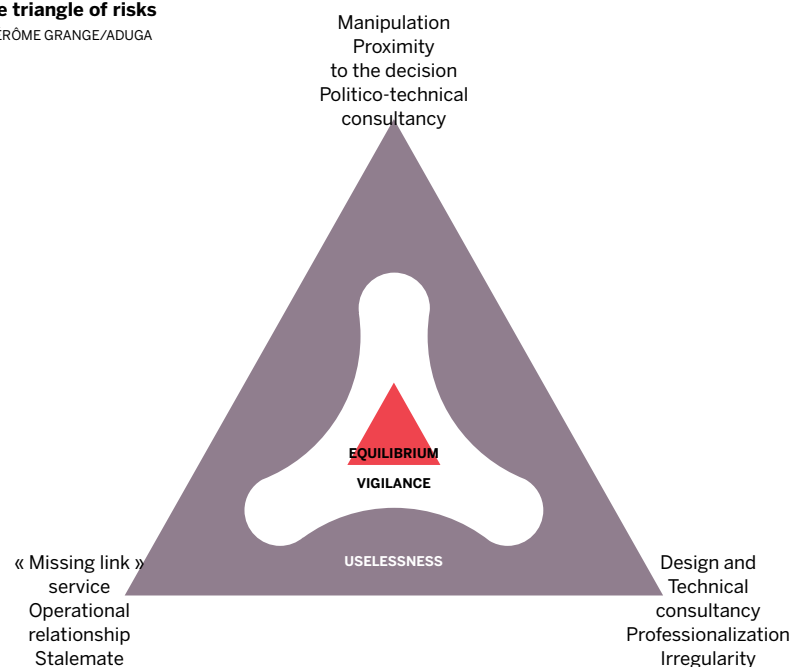
The second position is the « missing link » status, based on an externalized service principle. The quasi-integration to a local authority brings the benefit of a privileged relationship with policies pursued and with



Urban landscape Bogotá © FLICKR/STEPHEN DOWNES

The triangle of risks

© JÉRÔME GRANGE/ADUGA



operational activities. The danger then is to get stuck in day-to-day operations, responding to endless emergencies and thus to completely lose sight of future plans and perspective.

Finally, the third position is that of the agency becomes politico-technical consultancy. The backing of an elected representa-

tive who sometimes has a high national profile, and who stamps his authority on his territory, can develop a very close proximity to policy decisions and an involvement in their formulation. There is, then, a risk of manipulation, and of being weakened in the long run in the face of likely changes in the political landscape.

Conditions for permanence and consolidation

In order to get established on the long-term, an urban planning agency has to abide by certain rules. These rules are about funding, human resources, legal framework and public debate. They are particularly important in Southern hemisphere countries.

● PERMANENCE IN FUNDING AND FINANCIAL CONTINUITY

Public funding in Southern hemisphere countries is often limited and cannot be ensured from one year to the next. This reality can lead agencies to develop a hybrid-funding model in which they pay in advance based on public subsidies and during the post operational phase based on market rates and coming from public or private partners. The drawback of public funding, based on the principle of annual budgetary payments, means it can become difficult to carry out operations is they last several years. Even more if local authority budgets fluctuate depending on government allocations and their own resources. A dislocation between budgets and decisions can rapidly lead to a reduction of the importance of the agency. The agency can end up being a consultancy or producing data or maps. It can even disappear completely.

● HUMAN RESOURCES AND TECHNICAL TOOLS

Human resources question is apprehended differently between northern and southern hemispheres. As an example, public sector jobs in France are well paid and bring attractive career prospects. This is rarely the case in southern hemisphere cities where low pay and the lack of career prospects produce a high turnover that threat continuity in urban development. This scenario is even more problematic in countries where real urban planning skills are hard to find, due to a lack of training and practice. The challenge for southern hemisphere cities is to create competent, reliable technical teams and organize an effective taxation system. Indeed, if taxes are properly collected and generate funds, they can make it possible to guarantee good salaries and careers.

● ACCESSIBILITY OF THE LAND REGISTRY AND URBAN DATA

Urban data on cities in the southern hemisphere are very often scattered and incomplete. In these conditions, the elaboration of data observatories has to be gradual, on going and shared with other partners. These observatories form the basis of good urban

decisions. The existence of a reliable, updated land registry is a determining element that makes possible to monitor urban policy and sustainable a local taxation system.

● STRENGTH OF THE LEGAL FRAMEWORK AND RESPECT FOR RULES AND REGULATIONS

Many cities in developing countries do not have a strong enough legal framework to enable tools to support urban planning, land use or operational tasks to be created. This lack of legal framework is often accompanied by lack of respect for the law and makes it difficult for urban planner and municipal professionals to defend the law when they are subjected to pressure. If one does not abide by the law nor act in its defense, it is very difficult to guarantee safeguards or injunctions at the appropriate time, which are important factors for a truly effective planning process.

● PUBLIC DEBATE

These days, it is difficult to imagine urban and territorial planning taking place without public debate and co-production. Over and beyond the essential technical input that feeds it, public debate has to be organized in such a way as to share and co-build joint representations of the issues to be dealt with and the directions to go in, to encourage participation in the development process. Political key players have to endorse public and the agencies have to enrich the debate with their knowledge and understanding. If the agency's role is limited to technical production without taking into account the feelings and presentations of stakeholders and civil society, it risks to overlook their needs and priorities and find itself in contradiction with decision-makers and members of the public about the implemented projects. In fact, it has to truly fulfill its role as mediator between knowledge and perception.



Dakar public transportation

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NETWORKS

Urban planning agencies can create networks so they can carry more weight in the political and professional world, exchange best practice about sustainable cities and raise their international profile.



BRIGITTE BARIOL-MATHAIS
GENERAL DELEGATE OF FNAU, FRANCE

The National Federation of Urban planning Agencies (FNAU), French urban planning agencies network

The National Federation of Urban planning Agencies is a group of about fifty public organizations working on planning and development of large conglomerations in France including three French overseas territories. Urban planning agencies have, for the most part, the status of association grouping together government and other public urban development partners and the local authorities involved. The FNAU is an association made up of both technicians and elected representatives, which offers an invaluable forum for dialogue on urban issues. It takes part in National, European and international debates about urban policies and the future of cities. The technical network of the FNAU has 1,600 urban planning professionals whose work is rooted in local reality. The Federation offers them a space where they can meet, as well as a network where they can expand their knowledge, share their experience and set up collective projects. These urban planning agencies have skills in international interventions, in particular in the area of co-operation.

The FNAU values French expertise in urban planning particularly in the resurgence in territorial planning context, and provides an interface between French urban planning agencies, large stakeholders and international funding bodies such as UN-Habitat, United Cities and Local Governments (CGLU). The FNAU contributed in particular to the World Summit on Climate and Territories in July 2015, in Lyon. In January 2016, the French network organized the Paris Urban Campus within World Urban Campaign framework, together with the French Alliance for Cities and Territorial Development (PFVT)

and the Ile-de-France for Development Urban planning Institute (IAU-IdF).

In September 2016, it organized Territories for Climate at the Climate Chance Summit in Nantes. The FNAU was also present at Habitat III about intelligent planning for sustainable cities and it created partnerships with its international

counterparts such as the MAJAL network (Moroccan urban planning agencies), that existed for over twenty years, and the AMIMP network in Mexico. The FNAU launched an initiative at Habitat III for a global network of urban planning agencies as a tool for implementing the New World Agenda.

FNAU network of urban planning agencies © FNAU

Inter-agencies cooperation





AMINE IDRISSE BELKASMI
EXECUTIVE DIRECTOR OF MAJAL, MOROCCO

MAJAL: the federal-like system of Moroccan Urban planning Agencies

The Federation of Moroccan Urban planning Agencies (MAJAL) is a not-for-profit association under Moroccan law. It appeared from a common desire among its members and the government authority that is in charge of urban planning to create a network of urban planning agencies within the kingdom.

As such, over the 10 years of its existence MAJAL has placed the expertise of its members at the service of its stakeholders in urban planning and territorial development, acting as a driving force putting forward proposals about the formulation and assessment of public policy.

To this end, MAJAL oversees specifically:

- promotion and diffusion of knowledge acquired in management, planning and development of territories;
- encouraging all kinds of shared discussion, research and studies that could contribute to a better organization of urban and rural areas, improvement of the environment and living conditions of the

population;

- foster the sharing of resources and endeavors of urban planning agencies to carry out actions of shared interest (studies, training, co-operation...). As such, MAJAL has undertaken several actions to align the urban planning agency's efforts to develop an urban engineering and its support provision for territorial competitiveness, cohesion and sustainability.

The network's main activities within this framework are:

- sharing and disseminating best practice through the organization of national meetings of urban planning agencies as well as seminars and themed clubs on strategic priorities questions in urban planning and territorial development;
- publishing reports and studies on a number of themes in relation to urban planning agency professions;
- accomplishing actions of common interest in the domains of studies, training and co-operation;

- promoting partnerships with national and international organizations with areas of intervention in common with urban planning agencies.

It should be noted that since the creation in 1984 of the first urban planning agency in Morocco, in Casablanca, the Network of Urban planning Agencies keeps growing. Currently, there are 30 agencies with 1,700 urban planning experts and practitioners in the country. These decentralized organizations, which the parent ministry is the Ministry for Urban planning and Territorial Development, are urban planning and territorial development public establishments that are skill-furnished. These skills concerned, principally, urban planning, processing requests for authorization in the field of urban planning, inspecting building sites and supporting local government with its development strategies.

ALGERIA

The ANURB : the mutualisation of public Algerian consultancies into a network of urban planning agencies

The Algerian National Urban planning Agency is a public organization that is industrial and commercial by nature and exists as a legal entity. It is financially autonomous. It was created by decree in 2009. It operates under the aegis of the Ministry of Habitat, Urban planning and the City. The ANURB is the main government urban planning tool (planning, planning support, legal advice...) and serves as a hub of skills and technical expertise for local and national public stakeholders.

● NINE BRANCHES

It has nine branches, organized as economic public establishments, spread out over the

Algerian territory. Its main branch is in Algiers (CNERU) and the eight other agencies (URBA) are in Blida, Constantine, Annaba, Oran, Sétif, Tlemcen, Tiaret et Batna. They have 2,250 employees half of whom are architects, engineers, sociologists, economists, demographers and superior technicians.

● A CHANGE UNDERWAY

In order to become a proper network of urban planning agencies, these local agencies are moving away from "commercial" consultancies historic role or sub-contracted operators, towards one of partners working in the public interest together on

urban studies. This change involves on the one hand taking orders from major clients (distinguishing urban planning agencies from private consultancies), and on the other hand the importance of the ANURB to operate as a network. This change is important, and it is one of the reasons why several branches of the ANURB are working with French urban planning agencies: Algiers with IAU-IdF to draw up the development Master Plan for the metropolitan area, Sétif with the Lyon Agency to train local professionals in urban planning, Annaba with the Dunkerque Agency to set up Conference-Debates and Constantine with the Marseille Agency to study Master Plans.



SALVADOR HERRERA MONTES

EXECUTIVE DIRECTOR OF THE AMIMP, MEXICAN ASSOCIATION OF MUNICIPAL PLANNING INSTITUTES

The Mexican Association of Municipal Planning Institutes (AMIMP): local institutions as a response to development pressures

Mexico has a little-known local level planning history both inside the country and outside. The first Municipal Planning Institute was created 22 years ago in the city of Leon and the creation of the Mexican Association of Municipal Planning Institutes (AMIMP), 13 years ago. Today, 56 Institutes exist grouped around the AMIMP, making it the most important organization of public and local urban planning agencies dedicated to territorial and urban planning in Latin America. Surprisingly, Mexico is the only Latin American country to extensively reproduce the Brazilian experience of the Institute of Planning and Study, the IPPUC of Curitiba, founded in 1965.

According to the Catalogue of the National

Urban System of Mexico, there are 384 cities of over 15,000 inhabitants in Mexico, representing 72.3% of the population. Only 56 cities (15%) have a Municipal Planning Institute (IMPLAN is their generic name, even though some are called by a slightly different name). Since the creation in 2013 of the Secretariat for Rural, Agricultural and Urban Development and the National Program of Urban Development and Housing 2013 – 2018, there has been a unique upsurge in public policy in the country compared to the institutional vacuum of the previous two decades. During this period, Mexico paid little attention to urban and territorial policy.

The Municipal Planning Institutes, which

composed AMIMP, are technical, advisory organizations open to public participation about planning for urban development. These institutions are responsible for the conduct of planning processes for urban development. They promote the active, responsible participation of society and the development of an urban culture. They act as an instrument for municipalities to reinforce their management capabilities. They are centers for discussion and research. They deliver studies and prepare projects on, usually, local and urban themes. They connect up works of different local key players (public, private and from civil society) strengthening their capacities, skills and resources.

INDIA

The National Institute of Urban Affairs, the Indian Cities think-tank

The National Institute of Urban Affairs (NIUA), created in 1976, is an Institute for research, strengthening capacities (i.e. training) and diffusion of knowledge in the urban sector in India. It undertakes research on urbanization, urban policy and planning, municipal funding, local governance, land economy, mobility, quality of life, environment, climate change and the digital city. The NIUA was founded to link up research and professional practice, bring a critical eye and objective analysis to the trends and orientations of urban development. It helps formulate public policy, assessment of programs and monitoring and assessment of the Federal Ministry of Development and Urban Planning for the Governments of Federated States, Metropolitan Planning Agencies, multi-lateral Agencies and private stakeholders. It contributes to the National Commission on Urbanization, and has participated in the elaboration of constitutional amendments and national urban policies. Its activities invigorate the discussions of planning agencies in India.

The NIUA promotes integrated planning and development solutions in India. It under-

takes research and expert assessments to foster innovation in the urban sector and circulating these via exchanges, training programs and support for capacity development. It organizes forward-looking workshops, conferences, seminars and training programs. It publishes works, a journal and a newsletter. It sets up research

and expert assessment projects, focusing in particular on climate change, urbanization, local funding and the digital city. Its role as a think-tank on urban planning in India contributes to innovation in planning methods to accompany the serious and considerable changes that the country-continent of India is undergoing.



Calcutta Public transportation © FLICKR/EDUARDO M.C.



Urban campus
© FNAU

GLOBAL NETWORK OF URBAN AND TERRITORIAL PLANNING AGENCIES

The FNAU took the initiative of launching a World Network of Metropolitan Urban planning Agencies during the Habitat III Conference. The project is built around a Charter and from the start has included the largest urban planning agencies such as those of Paris/Ile-de-France, Beijing, New York, Sao Paulo and North Delhi as well as national networks in France, China, India, Mexico, Algeria and Morocco. Partnerships are planned with city networks (CGLU, Metropolis, C40, ICLEI...), multilateral structures (UN-Habitat, European Union, UNESCO, Cities Alliance, OCDE...), the professional urban planning milieu (Habitat Professionals Forum, Isocarp, International Trademarks Association (INTA), the International Federation for Housing and Planning (IFHP), Global Planners Network (GPN)...), civil society (World Urban Campaign, GAP), foundations and development banks (French Development Agency, World Bank...).

● CAPACITIES STRENGTHENING OF METROPOLISES AND MEDIUM-SIZED CITIES

This initiative takes as its starting point the fact that metropolises are growing at an unprecedented rate: there are more than 500 metropolises of over one million inhabitants in the world today; more than ten new metropolises are created every year. Faced with the magnitude of these developments and the complexity of actions to carry out,

these metropolises and medium-sized cities need a solid territorial engineering that can facilitate dialogue founded on in-depth thinking and discussion between different key players. The formulation of metropolitan policies, territorial strategies and inclusive, safe, resilient and sustainable urban projects (cf. ODD n°11) has to rely on forward-looking analyses and extensive consultation. In fact, in order to meet their enormous needs, most large metropolises and medium-sized cities are equipping themselves with large urban planning agencies able to produce essential development policies and planning strategies in order to anticipate change and supporting economic, social, technological and environmental transformations.

The most internationally well-known agencies include the Regional Plan Association of New York, Seoul Institute, Emplasa de Sao Paulo, Beijing Municipality Planning and Design Institute, Mumbai Metropolitan Region Development Authority, the Ile-de-France Institute of Development and urban planning and the Paris Urban planning Agency. Some countries are equipped with national organizations able to promote this tool for urban engineering such as the National Federation of Urban planning Agencies (FNAU) in France, the Asociacion Mexicana de Institutos Municipales de Planeacion (AMIMP) in Mexico, the China Urban Planning Society (CUPS) in China, the

National Institute of Urban Affairs (NIUA) in India, the Association of Planning Organizations (APO) in the USA, the National Urban planning Agency (ANURB) in Algeria, the Moroccan Network of Urban planning Agencies (MAJAL), the General Organization of Physical Planning (GOPP) in Egypt... These agencies and networks of public and quasi-public agencies all have a unique set of experiences to share.

● CREATE AN URBAN PLANNING AGENCIES NETWORK

This initiative is part of the series of solutions coming out of Habitat III. The creation of an urban planning agencies network aims to help create and strengthen territorial engineering in metropolises and medium-sized cities. This translates into exchanges to foster innovation, develop new planning methods and ways of formulating territorial projects, provide training, supply expertise in support of agencies, urban labs on urban and territorial projects and tools to support territorial policy and strategy. An exchange platform will be created to offer specific timeframes for exchange (such as congresses) looking to innovate in order to respond better to modern challenges. The urban planning agencies world network is participating in the New Urban Agenda and sees itself as a tool to support UN-Habitat and for the major global players working on metropolitan and medium-sized city planning.

CHARTER**Toward a global network of metropolitan and territorial planning agencies MTPA-gn**

Urban planning agencies and national and regional urban planning agencies networks, public or not-for-profit organizations preparing urban and territorial policies and strategies and overseeing metropolitan and territorial development, act as memory, knowledge base, designers, permanent urban laboratories and suppliers of urban visions.

We believe that urban planning agencies are key instruments to implement the New Urban Agenda. The agenda was adopted by the international community at the Habitat III Conference to help reach the Sustainable Development Goals (ODD) adopted in New York in 2015 by the United Nations, in particular Goal n°11 on making cities and human settlements inclusive, safe, resilient and sustainable.

We believe that urban planning agencies will have a crucial role to play as we confront colossal challenges about territorial planning and public policy over the coming decades. New metropolitan areas and regions will appear and urban planning agencies are the key tools to assist governance and prepare intelligent urban planning documents (urban strategy and policy). A number of emerging metropolitan areas is going to need support in the creation of new urban planning agencies.

We believe that intelligent planning is an important tool for transformation toward inclusive development, climate change, new territorial paradigm and systems of governance. However, intelligent planning needs special funding, implementation and support tools to become reality. A global urban planning agencies network will be able to advise international and national decision-makers in their search for a way of supporting intelligent planning.

We believe that technical exchanges between comparable urban planning agencies are a powerful way to establish a common base of recommendations and standards and to help decision-makers prepare the future of their cities. Knowledge, analyses and recommendations will be in the hands of experts in metropolitan areas in partnership with all key players, including civil society, researchers and decision-makers. This building of a body of knowledge will be a crucial contribution in support of the New World Agenda.

We believe it is important to invite international players, governments, local authorities, funding bodies, urban development professionals, universities, researchers and businesses to support the initiative of creating a network of urban planning agencies.

We decided to launch a movement to create a network of urban planning agencies during a networking event at the Habitat III Conference with the support of several urban planning agencies, and also agency networks and several international players. We invite urban planning agencies and urban planning agencies networks to join this initiative, to define the status, role, aims, results and governance of this network of urban planning agencies.

We agree to share our experiences and methods about metropolitan and urban planning, governance, urban strategies and policies to build a common knowledge based of practices developed in different contexts.

We agree to assist and help, if needed, in the creation and consolidation of urban planning agencies.

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