

MODULE ON URBAN PLANNING

Coordinators:
ir. Claudio Acioly & Dr. Du Peng



Institute for Housing and Urban Development Studies – IHS
In cooperation with Tsinghua University
Beijing
People's Republic of China

17 to 28 May 2004

**ENRICH PROJECT
NUFFIC**

MODULE ON URBAN PLANNING

Coordinators: ir. Claudio Acioly & Dr. Du Peng
Institute for Housing and Urban Development Studies – IHS
In cooperation with Tsinghua University
Beijing
People's Republic of China

ENRICH PROJECT

17 to 28 May 2004

This module focuses on the urban planning practice and develops basic skills in the planning and management of cities and urban development processes. It has an international character.

The sessions help the course participants to develop their own understanding about the fundamental changes currently taking place in the practice and scope of urban planning in various parts of the world. The programme introduces the students to the basic concepts of planning and review different case studies where some of these concepts are applied.

The module highlights the shifts from conventional master planning towards more flexible, strategic and action orientated type of planning drawn from case study presentations, video films and lectures. In thematic terms, the course participants get acquainted with land use planning and land development planning instruments required to public and private financial resources mobilisation and the participation of various stakeholders. The notion of strategic planning and urban revitalisation are fully explored and course participants are presented to some basic definitions that help them to understand the peculiar differences between each type of planning and the type of plans they result.

The module programme gives a particular attention to urban revitalisation meaning that the choices are made for understanding the problems faced by and the approaches required to deal with existing cities and urban areas rather than the design and development of new towns and urban extensions. Though the module touches upon the methods and approaches for undertaking a new town development.

The module elaborates a clear conceptual framework for the implementation of urban revitalisation strategies in various cities of the world. It further elaborates on inner city problems and the different approaches to reverse the process of decline found in inner city core and centrally located residential districts. Issues such as compact cities, sustainable cities and sustainable urban development are discussed and course participants are able to build their understanding about the linkages between urban revitalisation, urban intensification and sustainable urban development.

A particular attention is given to the notion of sustainable cities when discussing methods and approaches to densification and urban intensification that means in practice the use of planning instruments to generate maximum utilisation of land and infrastructure often leading to “verticalisation” and additional floor area ratio geared to accomplish more compact city environments. The module brings forward a contemporary discussion about city forms linked to policies of revitalisation and reuse of vacant land and development potentials found within areas already urbanised that helps city planners to halt trends towards peripheral developments and urban sprawl.

Session 1: **Cities in Transition (open session with a video film)**
Duration: 3 hours (2 consecutive sessions of 1.5 hours with an interval)
Support required: Data show / beamer projector and a VHS video system.

This session makes a review of the current trends directly affecting the development and sustainability of cities. It starts by pinpointing the remarkable process of urbanisation faced by different regions and countries of the globe. Subsequently, the session makes a brief review of the shifts in the context and practice of planning that directly determines shifts in paradigm, conceptual thinking and action on cities and consequently on urban policy-making and implementation. Basically the session identifies a move from conventional and normative type of plans towards flexible, strategic and action-orientated type of plans. This requires changes in attitude but also in methods and techniques and above all a good deal of understanding of the underlying causes of the problems faced by cities. The session further presents the most important international agenda's that outlines guidelines and concepts that are either endorsed by or influencing national and international development practitioners and international organisations like Habitat II Agenda, Agenda 21, etc. The session draws upon various case studies from different countries like Brazil, Egypt, The Netherlands, to mention a few. The session advocates that globalisation and shifts in paradigm are affecting not only the way cities are developing but also in our apprehension (and conceptual frameworks) about the local-global relations and the move towards increasing civil society participation in urban management.

Session 2: **Introduction to Planning**
Duration: 1.5 hours
Support required: Data show / beamer projector

This session elaborates on the concepts of planning. It helps the course participants to think about the nature and scope of planning as an intrinsic activity of individuals and that requires the definition of pre-determined goals and targets. The session advocates the idea of planning as a process and gives emphasis to the close linkage between available means and resources and the goals and results one expects to accomplish. The flexible character and problem-solving orientation of planning are discussed and stressed via illustrations and cases. Subsequently, the session elaborates on the notion of strategy and tactics as integral elements of any planning activity that helps to introduce the concept of management and urban management. This implies the need to coordinate and articulate actors and resources, strategies and goals, and conflict resolution so that efficiency and equity can be accomplished in planning and managing city development. The concept of participation and citizen participation is further elaborated as a sine-qua-non condition for successful planning and which is an inseparable part of strategic and action planning. The final part of the session discusses the notion of strategic planning and its implementation, stressing the fundamental changes that it requires in institutions, conceptual frameworks and professionals if they choose to pursue a strategic planning process.

Session 3: **Land Use Planning, Land Management and Land Policies**
Duration: 2 hours (one full session)
Support required: Data show / beamer projector

This session focuses on the activity of land use planning and further elaborates on the notions of land management and land policy. The session ultimately discusses in detail the various tools and instruments required to guide the actual urban development process drawn from a variety of case studies in the world. Primarily, the session covers the most common tools like land use ordinance and regulatory frameworks that commonly sustain land use

planning. These are meant to safeguard public interest and assure that conflicting activities and land use can be properly accommodated into the territory and urban landscape. The role of land use planning, land policy and land management in spatial planning is emphasised throughout the session. Land parcelling and building codes are briefly discussed but the session puts more emphasis on the different tools available to guide the development and servicing of land for residential and other uses, namely land readjustment, transfer of development rights, land banking, and urban operations involving the use, parcelling and occupation of land in cities. The session discusses the notion of “land tenure”, stressing how the legal status attached as a fundamental attribute of land fundamentally influences city development in general. The session also provides the course participants with a good insight about the mechanisms and nature of formal and informal land delivery systems and brings into debate fundamental differences among the two and how – in a market economy – land value and increases in land value as result of public investment is captured by different actors.

Session 4: Urban Revitalisation: policy and practices

Duration: 3 hours (2 consecutive sessions of 1.5 hours with an interval)

Support required: Data show / beamer projector

This session focuses on theories and approaches to urban revitalisation, with a special focus on inner city problems and inner city revitalisation strategies drawn from a variety of experiences and case studies. One of the points of departure of the session is that the revival of the inner cities and the increasing concern for inner city problems does not appear as an incidental policy but must be seen as part of greater acknowledgement that cities can no longer expand indefinitely towards the green fields without jeopardising its sustainability and its surrounding environment. Thus, inner city revitalisation must be seen as part of the paradigm shift towards compact cities and greater concern for urban sustainability and sustainable cities. Another point of departure of the session relates to the recognition that a great number of cities throughout the world are faced with severe processes of economic decline and urban decay that is identified in areas previously dominated by industrial, retail and/or intense commercial activities. City core and inner city districts of many cities are faced with such a phenomenon and there are many examples to illustrate that: Barcelona, Paris, London, Boston, Baltimore, New York, Liverpool, Detroit, Rio de Janeiro, São Paulo, just to mention a few. Part I of the session focuses on the shift of paradigm and the concepts of compact cities and the rationale for inner city revitalisation. It provides course participants with a basic understanding about the potentials that inner city areas represent for the overall urban development process.

Part II of the session builds a logic framework and elaborates basic concepts that evolves from traditional urban renewal approaches towards redevelopment packages that fundamentally deals with various modalities of urban regeneration models. This part of the session helps participants to understand concepts such as urban preservation, rehabilitation, redevelopment, renewal, regeneration and revitalisation and defines a common ground to define policies and initiatives that aim to recover the vitality of cities and incorporate areas under social economic distress and physical decay into the overall process of urban development. This part of the session makes a review of the experience in Europe and North America depicting the way policies evolved in time and the different generations of projects and interventions that emerged. It underscores the fact that inner city revitalization cannot be dissociated from citywide policies aiming at efficiency and urban productivity gains that are intended to help cities to position itself within a much more competitive and globalised world.

Finally, Part III of the session focuses on the essence of inner city problems that triggers comprehensive measures and broad-based revitalization programmes. The process of social and economic decline coupled with the degradation of the physical environment is analysed in detail, with sufficient examples drawn from cities in Latin America, Europe and North America such as São Paulo and Rio de Janeiro (Brazil), Glasgow (Scotland), Baltimore and Detroit (USA), Minsk (Belarus), Lusaka (Zambia), Szczecin (Poland) and Jerusalem (Palestine/Israel).

Session 5: The Revitalisation of Rio de Janeiro's Neighbourhoods

Duration: 1.5 hours

Support required: Data show / beamer projector and VHS video set

Rio de Janeiro is Brazil's second largest city and one of the four largest cities in Latin America together with the São Paulo, Mexico City and Buenos Aires. With a population of 6 million inhabitants and core of a metropolitan area with about 10 million inhabitants, the city went through a long process of transition. It was the seat of the national government until 1960 and was Brazil's largest and most important city and city-port until the beginning of the 20th century when São Paulo started developing extremely fast and industrialisation and heavy public investments started to be concentrated in São Paulo's metropolitan area.

This session focuses on Rio's recent urban revitalisation programme called Rio Cidade providing at the same time a good explanation about the policy and organisational management that was responsible for the success of the programme. The programme was fully financed by the municipal budget (US\$ 350 million for the first phase) and implemented by a municipal agency called IPLANrio. The Rio Cidade programme focuses on the revitalisation of key commercial and structural streets of Rio's neighbourhoods that encompasses not only the redesign of public spaces but also the improvement of infrastructure, cables, networks, street pavement and street furniture. Some special features of the programme was the establishment of channels of communication with residents, citizen involvement in the fine tuning of the project and the public design competition open for private architecture, planning and design offices of the city. A video film supports the session and introduces the historical background of the city. It illustrates the various dimensions and projects carried out under the framework of the Rio Cidade Programme.

Session 6: Urban Planning Tools: Urban Density and Compact Cities

Duration: 2 hours

Support required: Data show / beamer projector

This session focuses on the application of urban planning tools in support to densification and compact city strategies. The session explains the notion of density and the various aspects that influence the density of urban areas, the costs and benefits and the social and cultural implications. It also explains the concept of floor area ratio-FAR and its relation to urban density and urban intensification either through urban revitalisation or redevelopment initiatives. The session provides references and examples how densification methods and FAR are actually used in various parts of the world as an urban planning instrument that helps city governments to maximise public investment already made on infrastructure. The relation between compact city strategies and urban densification is made clear within the session programme. It argues that compact city policies are planning responses against the trends of urban sprawl and materialises a clear shift in paradigm in urban planning practice. The session provides evidences about the close linkage between urban planning tools, their application and the concepts of urban intensification.

Session 7: Rotterdam: urban renewal and strategic planning
Duration: 2 hours
Support required: Data show / beamer projector and VHS video set

This session focuses on the particular experience of Rotterdam, The Netherlands' second largest city and world's number one port. With a population of nearly 650 thousand inhabitants, the city of Rotterdam has gone through a comprehensive transition and redevelopment starting from 10th of May 1940 when its inner city was bombed and literally destroyed at the dawn of World War II. The session provides the participant with an in-depth view of Rotterdam's inner city development approaches and the various initiatives undertaken by the municipal government from 1973 to today. This session reflects on the concepts and basic understanding about inner city revitalization that was developed during the previous sessions and assesses to which extent some of them are applied in Rotterdam. The session highlights the integrated and multi-sector approach pursued by the municipality of Rotterdam as well as specific management and planning instruments utilized to address the competitiveness of the city vis-à-vis other European metropolises. A specific attention of the session is given to the strategic planning process of the city that highlights a process of citizen participation, a leading local government and the development of a vision for the future of the city.

Session 8: Water Front Redevelopment: international experiences
Duration: 1.5 hours
Support required: Data show / beamer projector

Urban revitalization and reconversion of old port areas: brief retrospective of international experience

This session focuses on water front redevelopment and builds and the reconversion of old port areas into new residential districts and revitalised urban hubs. It addresses the particular problems of cities that are situated at the edge of water streams that generated specific relation with its urban waterfront where primary port activities often evolved and declined in time. The session brings forward its core argumentation on the basis of a wealth of experience from North American and European cities. At first the session elaborates on the impacts derived from technological changes in the transportation and cargo handling that lead to the decline of traditional port areas and the appearance of large tracts of derelict land and a volume of obsolete building stock. Initially the loss of employment and pressure on intra-urban port-related activities has made great impacts on cities. However, what first appeared to be a serious urban regeneration problem turned out to be opportunities for redevelopment that brought cities like Barcelona, Baltimore, Bolton, Rotterdam, Glasgow and Amsterdam to the forefront of world vibrant cities. The session makes a review of urban revitalization linked to port areas and waterfront redevelopment and the direct links with inner city development strategies. The session develops an understanding about the specific approaches required to reverse the process of decline found in old port areas.

Session 9: Planning a new town: Almere City, The Netherlands (with a video film)
Duration: 1.5 hours
Support required: Data show / beamer projector

The session focus on the design and implementation of new towns, with a particular attention given to the methodological and practical steps to design, plan, implement and

manage the development of new towns. The session draw attention to the city of Almere situated in the Northeast part of The Netherlands, nearby Amsterdam, showing the entire process of planning and implementing the new town. Most of new towns are motivated by broader development policies and are often related to political decisions involving the intentions to de-concentrate population, economic activities and/or stimulate occupation and human settlements in other – strategically defined – directions and regions of the territory. The movie gives a concrete example and illustrates the motivation and rationale behind the decision to build Amere as a new town situated in a land reclamation area where once was only water. The intention was to de-concentrate population from the Randstad (Western Urban Conurbation) and to provide growth possibilities and housing opportunities for residents from Amsterdam. This was a response to those looking for single housing opportunities and more residential spaces that could not be found at affordable prices and size within the city of Amsterdam.

BIBLIOGRAPHIC REFERENCES

SOME REFERENCES ON STRATEGIC PLANNING

Bryson, John M.

Strategic planning : threats and opportunities for planners.

by John M. Bryson and Robert C. Einsweiler (eds.)

Chicago : Planners press [APA], 1988

Kemp, Roger L.

Strategic planning in local government : a casebook.

by Roger L. Kemp (ed.)

Chicago : APA Planners press, 1992

Girishankar, Navin

Strategic management for government agencies : an institutional approach
for developing and transition economies.

by Navin Girishankar and Migara de Silva

Washington DC : Worldbank, 1998

(Worldbank discussion paper ; no. 386).

Healy, Patsy

Making strategical spatial plans : innovation in Europe.

by Patsy Healey ... [et al.] (eds.)

London : UCL press, 1997

Faludi, Andreas

Dutch strategic planning in international perspective.

by Andreas Faludi (ed.)

Amsterdam : Siswo, 1993

([Proceedings of a workshop held at the] Netherlands institute for advanced study in the humanities and social sciences, Wassenaar, the Netherlands, September 16th-18th, 1992).

Strategic planning : what every manager must know.

by George A. Steiner

New York : Free Press, 1979

Barnett, John H.

Strategic management : text and concepts.

by John H. Barnett [and] William D. Wilsted

Boston : PWS-Kent, 1988

The executive guide to strategic planning.

by Patrick J. Below ; George L. Morrissey [and] Betty L. Acomb

Oxford : Jossey-Bass, 1989

(the Jossey-Bass Management Series).

Friend, John

Planning under pressure: the strategic choice approach.

by John Friend [and] Allen Hickling

Oxford [etc.] : Pergamon Press, 1987

Hanna, Nagy

Strategic planning and management : a review of recent experience.
by Nagy Hanna
Washington : World Bank, 1985
(World Bank Staff Working Papers ; 751).

McNamee, Patrick B.
Tools and techniques for strategic management.
by Patrick B. McNamee
Oxford [etc.] : Pergamon, 1985

Mintzberg, Henry
The rise and fall of strategic planning.
by Henry Mintzberg
New York [etc.] : Prentice Hall, 1994

Strategic planning : models and analytical techniques.
by Robert G. Dyson
Chichester [etc.] : John Wiley, 1990

CLASSICS ON PLANNING AND PLANNING THEORIES

Banfield, E.C. (1973). "Ends and Means in Planning", in "A Reader in Planning Theory", A. Faludi (ed), Oxford, Pergamon Press, pp. 139-150.

Bracken, I. (1981). "Urban Planning Methods: Research and Policy Analysis". Methuen, London, 400 pp.

Davidoff, P. (1973). "Advocacy and Pluralism in Planning", in "A Reader in Planning Theory", A. Faludi (ed), Oxford, Pergamon Press, pp. 277-296.

Davidoff, P and T.A. Reiner, (1973). "A Choice Theory of Planning", in "A Reader in Planning Theory", A. Faludi (ed), Oxford, Pergamon Press, pp. 11-39.

Faludi, A (ed). (1973). "A Reader in Planning Theory". Pergamon Press, Oxford, 399 pp.

Faludi, A. (1978). "Essays on Planning Theory and Education". Pergamon Press, Oxford, 186 pp.

Friedman, J. (1973). "A Response to Altshuler: Comprehensive Planning as a Process, in "A Reader in Planning Theory", A. Faludi (ed), Oxford, Pergamon Press, pp. 211-215.

Glass R. (1973). "The Evaluation of Planning: some sociological considerations, in "A Reader in Planning Theory", A. Faludi (ed), Oxford, Pergamon Press, pp. 45-67.

Meyerson, M. (1973). "Building the Middle-range Bridge for Comprehensive Planning, in "A Reader in Planning Theory", A. Faludi (ed), Oxford, Pergamon Press, pp. 127-138.

Pahl, R. (1982). "Urban Managerialism Reconsidered", in C. Paris (ed), *Critical Readings in Planning Theory*, Pergamon Press, Oxford, pp. 47-67.

Paris C. (ed) (1982). "Critical Readings in Planning Theory". Pergamon Press, Oxford, 322 pp.

Roberts, M. (1974). "An Introduction to Town Planning Techniques", Hutchinson Educational Ltd, London, pp.406.

Robinson, I.M. (1973). "Beyond the Middle-Range Planning Bridge, in "A Reader in Planning Theory", A. Faludi (ed), Oxford, Pergamon Press, pp. 171-192.

SELECTED READINGS ON INNER CITY REVITALISATION

McCarthy, John (1997). "Revitalization of the core city: the case of Detroit", in *Cities*, Vol. 14, No. 1, pp. 1-11.

Nelson, Suzy (2001). "The Nature of Partnership in Urban Renewal in Paris and London", in *European Planning Studies*, Vol. 9, No. 4, pp. 483-502.

Hulsbergen, Edward and Paul Stouten (2001). "Urban Renewal and Regeneration in the Netherlands: integration lost or subordinate?" in *City*, Vol. 5, No. 3, pp. 326-337

Heinz, Werner (1993). "Public Private Partnership – a new way to urban development", in *Journal of the German Institute of Urban Studies*.

Osborne, Stephen, eds. (2000). "Public Private Partnerships. Theory and Practice in International Perspective". Routledge, London. Chapters 1 and 4.

READER ON INNER CITY REVITALISATION

UNCHS (2001). "Cities in a Globalizing World. Global Report on Human Settlements 2001". Earthscan, London, 2001. Chapter 7: The countries with Economies in Transition

UNCHS/HABITAT (2001). "The State of the World's Cities 2001". (Economies in Transition).

Roy Gilbert (2003). "Improving the Lives of the Poor through Investment in Cities. An update on the performance of the World Bank's urban portfolio", World Bank, Washington, DC.
Chapter 3: The Evolution of the Bank's Urban Portfolio

Peter Roberts and Hugh Sykes (eds) (2000). "Urban Regeneration: a handbook". Sage Publications, 2000.

Claudio Acioly Jr. (1998). "Institutional and Urban Management Instruments for Inner City Revitalization: IHS Working Paper, Mimeo, pp. .

Claudio Acioly Jr. (2001). "Reviewing Urban Revitalisation Strategies in Rio de Janeiro: from urban project to urban management approaches", in *GeoForum*, Vol. 32, No. 4, UK, Elsevier, pp. 509-520, November 2001,.

Chris Couch (1977). "Comparative Study of Plans and Policies for Town Centre Renewal in France and the UK", in *Planning Practice & Research*, Vol.12. No. 2, pp. 99-108, 1977.

Case Studies of Urban Regeneration, www.europa.eu.int/urban/casestudies

Open Door – Bilbao la Vieja, Spain

Revitalisation of historic Areas, Lisbon, Portugal

Regeneration Project Osterholz-Tenever, Bremen, Germany

Stability and Sustainable Development through a Civil Society and Self Government, Izhevsk, Russia

Chris Couch and Annekatriin Dennemann (2000). "Urban Regeneration and Sustainable Development in Britain. The example of Liverpool Ropewalks Partnership", in *Cities*, Vol. 17, No. 2, pp. 137-147, 2000.

Willem K. Korthals Altes (2002). "Local Government and the Decentralisation of Urban Regeneration Policies in The Netherlands", in *Urban Studies*, Vol. 39, No. 8, pp. 1439-1452, 2002.

- Ben Vermeijden (2001). "Dutch Urban Renewal, Transformation of the Policy Discourse 1960-2000", in *Journal of Housing and the Built Environment* 16, pp. 203-232, 2001.
- John McCarthy (1997). "Revitalisation of the Core City: the case of Detroit", in *Cities*, Vol. 14, No. 1, pp. 1-11, 1997.
- John McCarthy and S.H. Alan Pollock (1997). "Urban Regeneration in Glasgow and Dundee: a comparative evaluation", in *Land Use Policy*, Vol. 14, No. 2, pp. 137-149, 1977.
- Moirra Wallace (2001). "A New Approach to Neighbourhood Renewal in England", in *Urban Studies*, Vol. 38, No. 12, pp. 2163-2166, 2001.
- Taner Oc, Steven Tiesdell and David Moynihan (1997). "The Death and Life of City Challenge: the potential for lasting impacts in limited life urban regeneration initiative", in *Planning Practice & Research*, Vol. 12, No. 4, pp. 367-381, 1997.
- Carlos J. Lopes Balsas (2000). "City Center Revitalisation in Portugal. Lessons from two medium size cities", in *Cities*, Vol. 17, No. 1, pp. 19-31, 2000.
- Sabina Detrick (1999). "The Post Industrial Revitalisation of Pittsburgh: myths and evidence", in *Community Development Journal*, Vol. 34, No. 1, pp. 4-12, 1999.
- UNECE-United Nations Economic Commission for Europe (2000). "Implementation of Human Settlements Policies on Urban Renewal and Housing Modernization. The Budapest Case Study", United Nations, pp. 30, 2000.
- John McCarthy (1997). "Housing Regeneration in Former East Berlin", in *European Planning Studies*, Vol. 5, No. 6, pp. 793-802, 1997.
- Alastair Adair, Jim Berry, Stanley McGreal, Bill Deddis and Suzanne Hirst (2000). "The Financing of Urban Regeneration", in *Land Use Policy*, No. 17 (2000), pp. 147-156.
- Stanley McGreal, Jim Berry, Greg Lloyd and John McCarthy (2002). "Tax-based Mechanisms in Urban Regeneration: Dublin and Chicago Models", in *Urban Studies*, Vol. 39, No. 10, pp. 1819-1831, 2002.
- Hugo Priemus and Peter Boelhouwer (1999). "Social Housing Finance in Europe: trends and opportunities", in *Urban Studies*, Vol. 36, No. 4, pp. 633-645, 1999.
- Hugo Priemus and Frans Dieleman (1999). "Social Housing Finance in European Union: development and prospects", in *Urban Studies*, Vol. 36, No. 4, pp. 623-631, 1999.
- Peter Boelhouwer (2002). "Trends in Dutch Housing Policy and the Shifting Position of the Social Rented Sector", in *Urban Studies*, Vol. 39, No. 2, pp. 219-235, 2002.
- Hugo Priemus (2001). "Social Housing as a Transitional Tenure? Reflections on the Netherland's new housing memorandum 2000-2010", in *Housing Studies*, Vol. 16, No. 2, pp. 243-256, 2001.
- Gilles Pinson (2002). "Political Government and Governance: strategic planning and the reshaping of political capacity in Turin", in *International Journal of Urban and Regional Research*, Vol. 26.3, pp. 477-93, September 2002.

INTERNET RESOURCES & REFERENCES

CDS – CITY DEVELOPMENT STRATEGY IN CHINA

City-Regional Development Strategies in China

<http://www.citiesalliance.org/cdsdb.nsf/8de03e839e7dbf9d8525683b006a949e/cb50151cf5c1622886256ce00757ccf?OpenDocument>

Proposal

[http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+regional+proposal/\\$File/Proposal.pdf](http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+regional+proposal/$File/Proposal.pdf)

CDS Presentation CDS Information

[http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+regional+cds/\\$File/China+CDS+Information.pdf](http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+regional+cds/$File/China+CDS+Information.pdf)

CDS TOR

[http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+regional+tor/\\$File/TOR+CDS.pdf](http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+regional+tor/$File/TOR+CDS.pdf)

Metropolitan Level CDS in One Major City-Region and One Provincial Capital

<http://www.citiesalliance.org/cdsdb.nsf/8de03e839e7dbf9d8525683b006a949e/52a8a2fbc8ced45686256ce0075c2bf?OpenDocument>

Proposal

[http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+proposal/\\$File/Proposal.pdf](http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+proposal/$File/Proposal.pdf)

Terms of Reference

[http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+tor/\\$File/Terms+of+Reference.pdf](http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+tor/$File/Terms+of+Reference.pdf)

China CDS National Seminar

[http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+national/\\$File/China+CDS+National+Seminar+Jan02.pdf](http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+national/$File/China+CDS+National+Seminar+Jan02.pdf)

Lessons Learned

[http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+suggestion/\\$File/Lessons+Learned.pdf](http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+suggestion/$File/Lessons+Learned.pdf)

CDS in China: A Manual

[http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan>manual/\\$File/CDS+China+Manual.pdf](http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan>manual/$File/CDS+China+Manual.pdf)

TOR Stakeholder Part. Plan China CDS Stakeholder Participation Report

[http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+participation/\\$File/Stakeholder+Participation+TOR.pdf](http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+participation/$File/Stakeholder+Participation+TOR.pdf)

CDS Presentation

[http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+ppt/\\$File/CDSpresentation.ppt](http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+ppt/$File/CDSpresentation.ppt)

CDS Changsha, Zhuzhou, Xiangtan Final Report

[http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+changsha/\\$File/CDS+CHANGSHA,+ZHUSHOU,+XIANGTAN+draft+final+report+-+Nov01.pdf](http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+changsha/$File/CDS+CHANGSHA,+ZHUSHOU,+XIANGTAN+draft+final+report+-+Nov01.pdf)

CDS Guiyang Draft Final Report

[http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+guiyang/\\$File/CDS+Guiyang+-+draft+final+report+-+Nov01.pdf](http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+guiyang/$File/CDS+Guiyang+-+draft+final+report+-+Nov01.pdf)

Changsha, Zhuzhou and Xiangtan Maps

[http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+czt/\\$File/CZT+Maps+Annex.pdf](http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+czt/$File/CZT+Maps+Annex.pdf)

Guiyang Maps

[http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+guiyang/\\$File/Guiyang+Maps+Annex.pdf](http://www.citiesalliance.org/cdsdb.nsf/Attachments/China+Metropolitan+guiyang/$File/Guiyang+Maps+Annex.pdf)

URBAN PLANNING

Basic House Rules http://www.cdsea.org/CDSKnowledge/cds2_activities/CB-M3/004%20M3%20Basic%20House%20Rules.pdf

Urban Planning and Design http://www.cdsea.org/CDSKnowledge/cds2_activities/CB-M2/006%20M2%20LED%20Objectives.pdf

Program of Activities http://www.cdsea.org/CDSKnowledge/cds2_activities/CB-M2/007%20M2%20Program%20of%20Activities.pdf

Process Flow http://www.cdsea.org/CDSKnowledge/cds2_activities/CB-M3/007%20M3%20Divider%20-%20Process%20Flow.pdf

Basic Services and Facilities Devolved to Local Government Units

http://www.cdsea.org/CDSKnowledge/cds2_activities/CB-M3/010%20M3%20Basic%20Services%20and%20Facilities%20Devolved.pdf

General Planning Process http://www.cdsea.org/CDSKnowledge/cds2_activities/CB-M3/012%20M3%20General%20Planning%20Process.pdf

Ideal Local Planning and Development Model http://www.cdsea.org/CDSKnowledge/cds2_activities/CB-M3/014%20M3%20An%20Ideal%20Local%20Planning.pdf

STRATEGIC PLANNING

Strategic planning manual (1999)

<http://www.uwex.edu/li/learner/spmanual.pdf>

Strategic Planning Handbook

<http://www.sla.org/pdfs/sphand.pdf>

Guidelines on Strategic Planning and Management of the Energy Sector (UNESCAP) (2002)

<http://www.unescap.org/enrd/energy/spm/spm.pdf>

A Multi-Agent View of Strategic Planning Using Group Support Systems and Artificial Intelligence (1996)
In Group Decision and Negotiation, 5:37-59 (1996) http://ai.bpa.arizona.edu/go/intranet/papers/A_Multi-Agent-97.pdf

USE OF STRATEGIC PLANNING AT THE BUREAU OF LAND MANAGEMENT : A Case Study : Submitted to the American Society for Public Administration : Government Accomplishment and Accountability Task Force <http://govinfo.library.unt.edu/npr/library/studies/blma.pdf>

The Art of Strategic Planning (1999) [3 pages] <http://www.civic-strategies.com/library/strategic.pdf>

STRATEGIC PLANNING : THE CONCEPT http://www.iqpc.co.uk/binary-data/IQPC_CONFEVENT/pdf_file/2825.pdf

STRATEGIC PLANNING : An Inquiry Approach : THE CEDPA TRAINING MANUAL SERIES : VOLUME X ; THE CENTRE FOR DEVELOPMENT AND POPULATION ACTIVITIES (CEDPA)
http://www.cedpa.org/publications/pdf/stratplan_english_all.pdf

Strategic Planning at the U.S. General Accounting Office [George L. Ward, The George Washington University] April 2001 <http://www.gao.gov/special.pubs/ward.pdf>

ERM for World Bank/SDC Strategic Planning Guide for MSWM Overview for Decision Makers [6 page summary]
[http://wbIn0018.worldbank.org/External/Urban/UrbanDev.nsf/Attachments/UW_SPG+OVERVIEW/\\$File/Overview.pdf](http://wbIn0018.worldbank.org/External/Urban/UrbanDev.nsf/Attachments/UW_SPG+OVERVIEW/$File/Overview.pdf)

Strategic Planning in the Technology-Driven World: A Guidebook for Innovation-Led Development (2001)
http://www.osec.doc.gov/eda/pdf/1G3_21_stratplan-tech.pdf

WBI web page on Community Empowerment and Strategic Planning
http://www.worldbank.org/wbi/communityempowerment/Modules/Strategic_Planning.html