

THE NEW MASTER PLAN OF PLANNING AND URBAN PLANNING

Ambitions and Execution

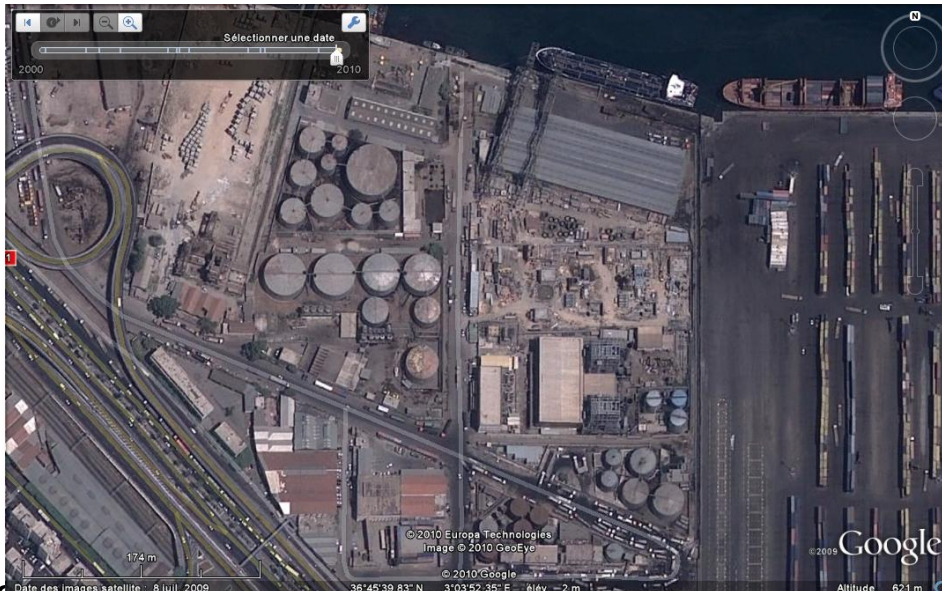


ALGERIA Key Takeaways from TDD

1. how to deal with land fields owners
2. an efficient project management
3. mastering tools for land readjustment ,is very important ,both for land and for development studies

ALGERIA Accomplishments Needed

1. reconversion port and building a new one
2. urban regeneration of sea front
3. acquisition of land for sea front redevelopment
4. Mobilizing finance



Algeria Actions to be Taken

- Short-term:
 - Setting a new “Port redevelopment corporation, by GOVERNMENT
 - completing the feasibility studies >, by GOVERNMENT ,
- Medium-term:
 - design and engineering, by Port redevelopment corporation
 - <negotiate investors, by Port redevelopment corporation
- Long-term:
 - implementation and construction, by contractors
 - operation of maintenance , by Port redevelopment corporation and contractors

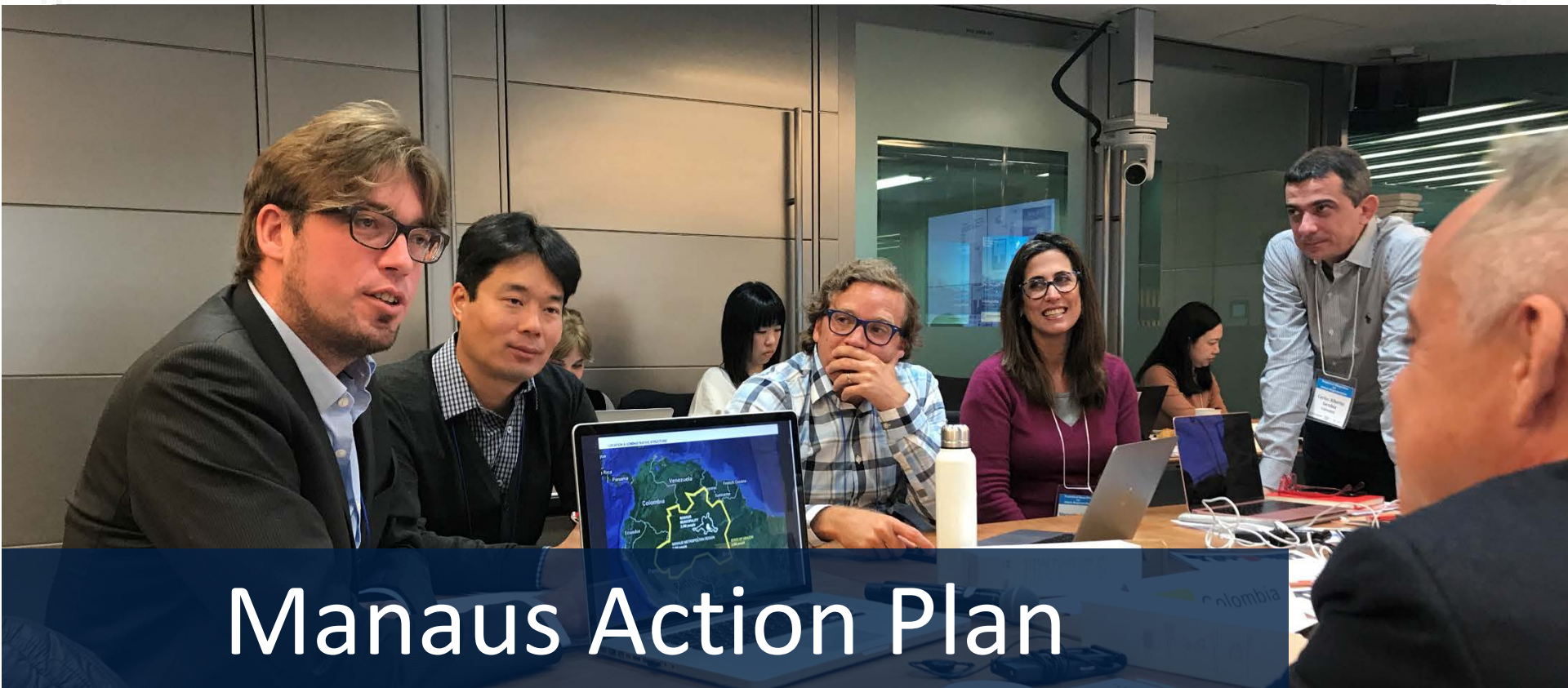
Barrier/Challenge of Implementation of Plan

1. lack of experience in port redevelopment
2. design of the new redevelopment port should conform with overall Algiers image
3. The agreement of land owners



Algeria Support Needed

- World Bank:
 - assistance for feasibility studies
 - transaction advisor
- TDLC Program
 - Training from Japanese experience
 - Technical mission from Tokyo /yokohama to Algiers
- Knowledge Products (Case Studies, Policy Notes, etc.)
 - studies port redeployment



Manaus Action Plan

Technical Deep Dive on Urban Regeneration
February 13-17, 2018
Tokyo



Manaus Key Takeaways from TDD

1. Potential of “urban development project” approach to create new urban fabric
2. Importance of mobility as starting point for urban planning
3. Potential of PPP and Land Value Capture given city’s limited resources
4. Approaches when you have a weak market
5. Inspiration/vision



Manaus Accomplishments Needed

1. Need to better define our “project”
2. Test viability of the vision
3. Enabling legislation
4. Engage more stakeholders



Manaus Actions to be Taken

- **Short-term:**
 - Feasibility studies (Deloitte, geotechnical, hydrological, etc)
 - Convene internal discussions
 - Urban plans, TORs (internal)
 - Legislation review
- **Medium-term:**
 - Convene broader stakeholder discussions
 - Detailed designs
 - Prepare Bank project
- **Long-term:**
 - Implement
 - Engage the private market

Barrier/Challenge of Implementation of Plan

1. Making this a political priority
2. Resources
3. Getting consensus
4. Technical issues
5. Regulations



Manaus Support Needed

- World Bank:
 - Help with TORs
 - Support for feasibility studies
 - Political support/motivation/momentum
- TDLC Program
 - Copy of detailed regulation
 - Consultation with Alberto in Manaus with technical team
 - Advice from Tokyu Corp
- Knowledge Products (Case Studies, Policy Notes, etc.)
 - ?



Barranquilla's City River Action Plan

Technical Deep Dive on Urban Regeneration
February 13-17, 2018
Tokyo

Colombia Key Takeaways from TDD

1. Nice to see, feel, and touch **Yokohama**. It's easier to execute when you can visualize a similar project.
2. Great to get to know potential **advisors** that have proven experience with results.
3. Solace to know that others are facing the same **problems** and to feel **support** from other delegations.



Barranquilla - Colombia Accomplishments Needed

1. Establish KPIs and reachable goals
2. Assemble the correct team to execute program
3. Secure the correct advisors
4. Establish roadplan
5. Execute project

Barranquilla - Colombia Actions to be Taken

- Short-term (2 years):
 - Defining the City's Economic Development Strategy (underway)
 - Create Master Plan and Financial Proforma
 - Finish Boardwalk and road Infrastructure Construction
 - City Marketing Strategy
 - Commercial Efforts
 - Developer Roadshow
- Medium-term (5 years):
 - Anchor Developments
 - Metropolitan park
 - 2nd phase convention Center

Barranquilla - Colombia Actions to be Taken

- Execution of Urban Infrastructure
- Cultural Equipment Construction
- Long-term (10years) :
 - Review Economic Strategy
 - Reinforce Public Transportation System



Barrier/Challenge of Implementation of Plan

1. Establishing the correct Economic Development Strategy
2. Risk of Private land owners not backing the project
3. Real estate market trends
4. Financing public service infrastructure
5. Getting developers interested in project



Barranquilla – Colombia Support Needed

- World Bank:
 - City's Economic Development Strategy Review
 - Market study
 - Master Plan Development
 - TDLC Program
 - Access to Economic Development Learning Opportunities
 - Knowledge Products (Case Studies, Policy Notes, etc.)
 - Economic Development Corporation Bench Marks and Information
 - River Front Regeneration Case Studies (the good and the bad)

Barranquilla Spirit

<https://www.youtube.com/watch?v=JirZEyJLUyc>

Tbilisi, Georgia - Action Plan

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Georgia - Key Takeaways from TDD

1. Comprehensive vision – a way to success
2. Japanese experience in planning and implementation
3. Real life examples of transformation
4. Getting familiar with the peculiarities and challenges of different cities
5. Availability of TDLC resources and support in the process



Georgia - Accomplishments Needed

1. Creating vision on city's further development
2. Identifying the niche for the city (uniqueness) and challenges
3. Developing the strategy – including land use plan and investment strategy
4. Create the action plan (short, mid and long term activities)



Georgia - Actions to be Taken

- **Short-term:**
 - Comprehensive process for vision identification, by City Hall
 - Finalization of the vision document and priorities, by City Hall
 - Creation of coordination mechanism to prevent chaotic development, respective units
- **Medium-term:**
 - Develop overall strategy for development, by City Hall
 - Defining strategy implementation tools (policy, institutional, etc.), by City Hall
 - Determining the coordinated action plan for implementation, by City Hall
- **Long-term:**
 - Action Plan implementation, by respective departments of City Hall

Barrier/Challenge of Implementation of Plan

1. Changes in the political environment and the risk of continuity
2. Challenge of attracting qualified personnel – involve available expertise through TA work of relevant IFIs and experience available worldwide.
3. Lack of coordination – ensure that coordination mechanism is sound and effective (weekly and thematic meetings, etc.)
4. Budgetary constrains – working closely with city administration to ensure sufficient funds availability



Georgia - Support Needed

- World Bank:
 - Provide TA expertise in the process
 - Serve as a facilitator of the vision creation process
 - Provide support in creating the strategy framework
- TDLC Program
 - Pairing up with Japanese experts to learn from the past experience
- Knowledge Products (Case Studies, Policy Notes, etc.)
 - Similar workshop to discuss case studies from similar cities/states
 - Revision of the drafts and concepts to ensure that the process is heading in the right direction

Mexico Action Plan

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Mexico Key Takeaways from TDD

1. Federal Governments are key facilitators for urban regeneration projects
2. No development can take place without strong leaders at local level
3. Multi-stakeholder approach, integrating social, and private actors
4. Establish mechanisms to implement long term strategies



Mexico Accomplishments Needed

1. Strengthening local capacities
2. Design incentives for local public innovation,
3. Promote flagship projects (PUEs)
4. Guidelines for urban design through participation
5. To update 368 urban municipal plans and building codes through the new law

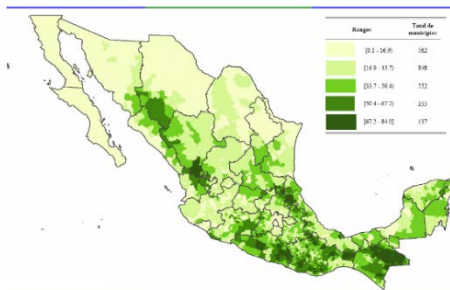


Mexico Actions to be Taken

- Short-term:
 - Toolkit for strategic urban zones, by CONAVI
 - Local capacity building for new mayors, by SEDATU
- Medium-term:
 - Flagship analysis results, by CONAVI
 - Urban municipal plans, by Local Governments
- Long-term:
 - Transfer capacities to local governments, by Congress

Barrier/Challenge of Implementation of Plan

1. Fragmented local capacities & counselling bodies
2. Metropolitan governance & institutional design
3. Limited consultant pool & guideline for PDUs
4. Short term local administrations & officer reelection
5. Over specified financing mechanisms & Updating rules of procedure



Fuente: estimaciones del CONEVAL, con base en el II Censo de Población y Vivienda 2005 y la Encuesta Nacional de Ingreso y Gasto de los Hogares 2005.



<Country> Support Needed

- World Bank:
 - \$\$\$\$\$\$
 - Support for Urban Development Plans
 - TDLC Program
 - Urban Regeneration Workshop for Mayors
 - Guidelines for inner urban redevelopment projects (\$\$ + technical)
- Knowledge Products (Case Studies, Policy Notes, etc.)
 - E-learning resources in Spanish
 - Uniqlo + Muji in Mexico



Karachi Action Plan

Technical Deep Dive on Urban Regeneration
February 13-17, 2018
Tokyo

Karachi Key Takeaways from TDD

1. Similar challenges facing all over the place, Karachi is not alone!
2. The importance of execution and implementation, timeline with concrete implementation plan is very important!
3. Don't be too ambitious – start with smaller scale investment, make it a continuous process
4. Importance and benefits of public space, conservation of cultural heritage in urban redevelopment project
5. Political commitment and leadership is crucial
6. Promote vertical growth to create more public/green space, and to support more parking space

Karachi Accomplishments Needed

1. In redevelopment area, update and provide adequate infrastructure/service in the area
2. Public awareness and consultation for upcoming redevelopment and upgradation of areas
3. Coordination at high level with all the relevant stakeholders for redevelopment projects
4. Urban redevelopment should give priorities to existing cultural heritage buildings and address informal settlement (Katchi Abadis), especially in the neighborhood of water front

Karachi Actions to be Taken

- **Short-term:**
 - Report the findings from TDLC to Ministry of Housing and Development
 - Select 10-15 smaller and medium scale redevelopment schemes to focus and start to negotiate with stakeholders in parallel
- **Medium-term:**
 - Ensure the implementation of guidelines provided in Strategic Development Plan for Karachi and convene special development board meetings periodically
 - Put in place an effective, collaborative consultation process with key stakeholders.
- **Long-term:**
 - Redeveloping informal settlement is crucial for urban regeneration in Karachi (about 52% of population live in Katchi Abadis)
 - Ensure no redevelopment projects will be interrupted/stopped/slow down because of change in government

Barrier/Challenge of Implementation of Plan

1. How to encourage/give incentives to private sector financing and their financing securities (private sector is reluctant to participate in PPP due to sudden changes in policy)
2. Interruption on redevelopment projects because of political and policy changes
3. Removal of encroachment in redevelopment project areas
4. Lack of proper urban public transport system/parking in the redevelopment areas

Karachi Support Needed

- World Bank:
 - Support urban redevelopment schemes and capacity building under the ongoing project (Karachi Neighborhood Improvement Project, 80\$ mil) and upcoming project (Karachi Urban Mgt Project, 200\$ mil)
- TDLC Program
 - Share all the presentation materials/documentations and participants information
 - Get more advice from professionals/city representatives of Yokohama for Karachi waterfront redevelopment, urban design and landscaping, and regulations
- Knowledge Products (Case Studies, Policy Notes, etc.)
 - Case studies covered under this workshop.

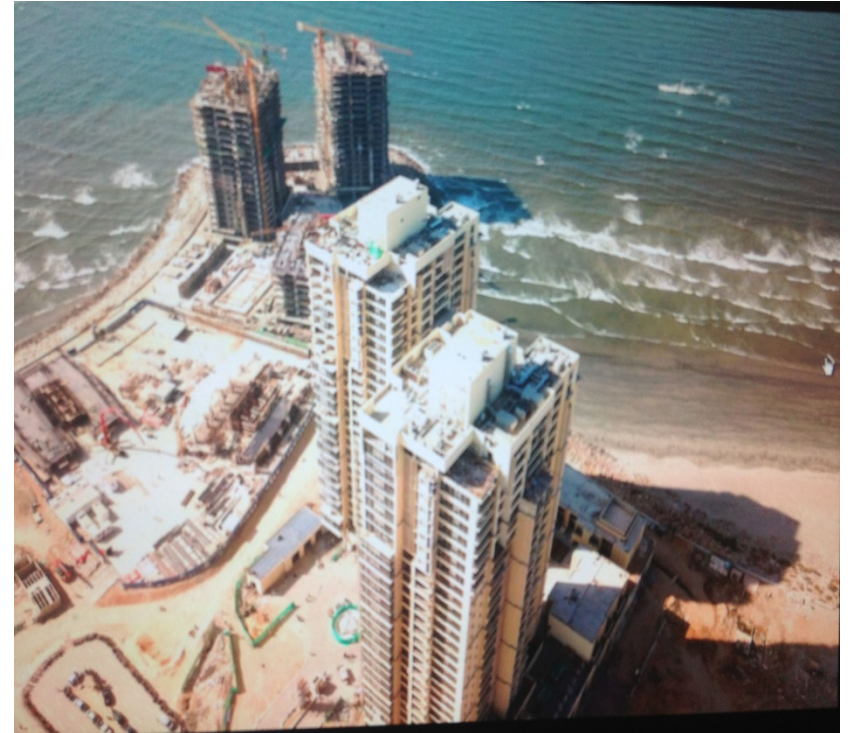
What Karachi looks like today



What Karachi looks like today



What Karachi looks like



<https://youtu.be/yw5A2A3NAaI>



Brasov Action Plan – the new and the old

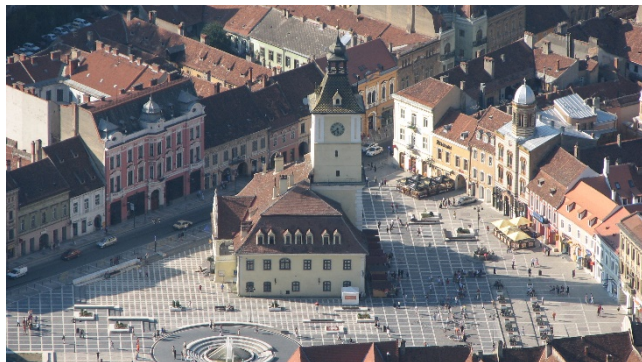
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Romania, Brasov

Key Takeaways from TDD

1. Different relationships/partnerships that exist between public and private sector
2. Repurposing public infrastructure (landfills and highways) for public space (Korea)
3. Use of land based financing tools to fund public projects
4. Land readjustment and replotting to achieve better urban efficiencies
5. Using unique city opportunities (Yokohoma urban design v Tokyo densities)
6. New interest poles of attraction



Brasov, Romania

Accomplishments Needed

Goal 1: Have a General Master Plan for Brasov that harmonizes the old and new, and promotes a high quality of life for residents (holistic and not driven by specific interests)

Goal 2: Buy-in / agreement between private and public sector on growth / urban development goals.

Goal 3: Having an enabling regulatory / legislation environment to implement allow public-private cooperation – in planning and implementation



Brasov, Romania

Actions to be Taken

- Short-term (0-1 yr):
 - Draft terms of reference for consultant for new urban plan – City, TDLC, WB
 - Better communication – city hall and developers
 - Draft terms of reference for research on various forms of municipal PPPs available globally (TDLC, City, WB)



Brasov, Romania

Actions to be Taken

- Medium-term (1-4):
 - Adopt Urban Plan – by City
 - More targeted capital budgeting for public infrastructure to guide development path – city, TDLC assist on research.
 - Clarify legal framework for implementation of PPPs by City, Ministry of Land Development, Ministry of Finance



Brasov, Romania

Actions to be Taken

- Long-term (4+):
 - Urban Plan: Implement and monitor results
 - Improve legislation for PPPs – Ministry of Land Development with Romanian cities, Ministry of Finance



Barrier/Challenge of Implementation of Plan

1. “Good” urban plan: <- technical resources for development of urban plan by city hall; acquiring best planning skills – legal/procurement challenges (“know-how”) - engaging with WB for technical assistance
2. Public-Private Cohesion around plan: changing mentality of the public and private roles in urban development: open dialogue with private sector on current and future projects.
3. Joint Implementation by public-private of urban plan: clarify the implementation procedures for PPPs in municipal transactions. Currently: negotiations in current projects



Brasov, Romania

Support Needed

- World Bank:
 - Urban masterplan: consultancy / technical assistance in terms of reference and for preparing of the public tender
 - Technical assistance for municipal PPP transaction types
- TDLC Program
 - Decision tools for structuring public-private municipal transactions
 - Japanese advisory for TOR
- Knowledge Products (Case Studies, Policy Notes, etc.)
 - EU-based case studies and expertise
 - Case studies for various transaction types



Primăria
Municipiului
București



MINISTERUL JUSTIȚIEI

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<Justice District - Bucharest> Action Plan

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THE GOVERNMENT OF



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SOCIAL DEVELOPMENT

Key Takeaways from TDD

1. Develop a shared vision of the project within the main stake holders
2. Build-up a communication strategy in order to make the people of Bucharest sharing the vision of this great project.
3. The importance to have a dedicated team to manage and implement the project

Project Accomplishments Needed

1. Straightening institutional communication
2. Understanding the legal status of the overall land



Actions to be Taken

- **Short-term:**
 - Drawing up the concept of the project
 - Development of socio-economic and environmental impact studies;
 - Clarifying the legal situation of land
 - Preparation of the Zonal Urban Plan
- **Medium-term:**
 - Carry out expropriation procedures / acquisition of the land parcels owned by private owners
 - Carry out the necessary studies for the implementation of the project
(Feasibility Studies; Architectural & Engineering Design)
- **Long-term:**
 - Construction implementation

Barriers of Implementation of Plan

1. Multiple decision makers on various decision-making levels
(coordination mechanisms needed)
2. Complex legal situation of land

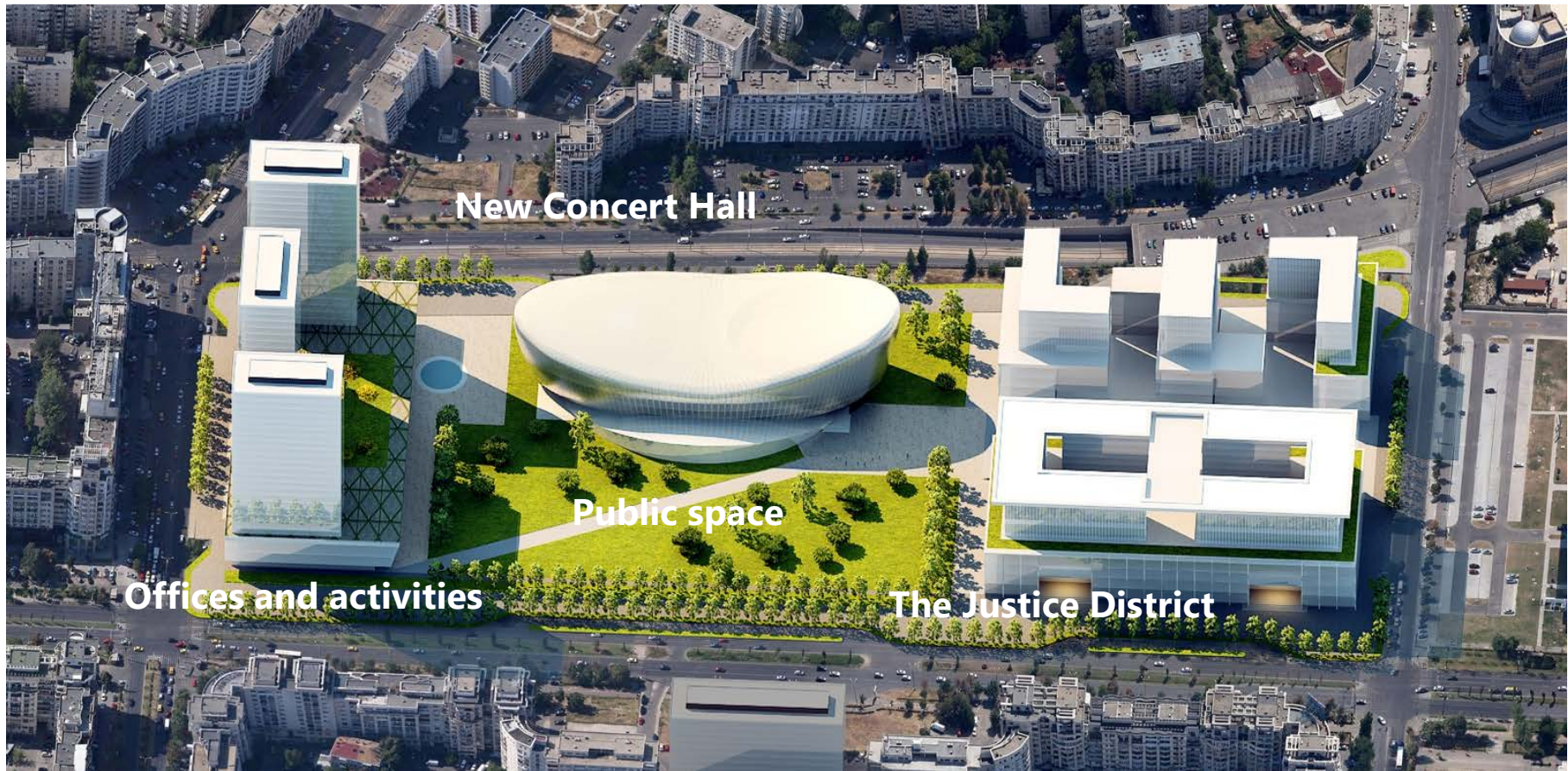
Support Needed

- World Bank / TDLC Program

Technical consultancy in:

- *Urban planning* - strategic planning, urban regeneration to better define the concept;
- *Engineering* – specific technical expertise for the analysis of existing foundations with a view to finalizing development scenarios;
- *Environment studies* – to carry out environmental impact analysis;
- *Architecture* – for the development of scenarios and design themes.

Project Visuals



Thank you!





SRI LANKA - COLOMBO Action Plan

Technical Deep Dive on Urban Regeneration
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Tokyo

SRI LANKA-COLOMBO Key Takeaways from TDD

1. Public Private Partnerships on Urban Regeneration
2. Land Value Capture Methodology
3. Best Practices in the City of Yokohama
4. Brownfield Redevelopment Scheme



SRI LANKA-COLOMBO Accomplishments Needed

- Development of Housing for the people living in under-served settlements (USS) to make the city an inclusive, safe, resilient and sustainable place.



Sri Lanka Actions to be Taken

- **Short-term:**
 - Settlements Survey by Colombo Municipal Council (CMC), Urban Development Authority and Ministry of Megapolis
 - Awareness Programs for the Communities
 - Coordinate with other service providers such as Water supply, Transport, Electricity, Telecommunication etc.
 - Exchange Best Practices with other countries
- **Medium-term:**
 - Engage Private Sector to initiate Public Private Partnerships (3Ps) by CMC
 - Institutional Development for the management of Underserved Settlements(USS) by CMC, NHDA and UDA
- **Long-term:**
 - Preparation of issue of Municipal Bonds for Housing financing by CMC

Barrier/Challenge of Implementation of Plan

1. Lack of Finance
2. Unwillingness of the community to Change the used location
3. Scarcity of Land to relocate the people
4. Lack of knowledge on USS



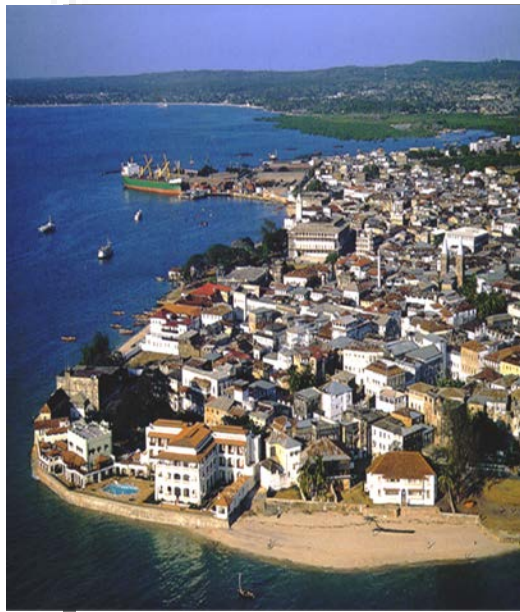
<Country> Support Needed

- World Bank:
 - Financial Assistance
 - Help on Strategic Development
 - TDLC Program
 - Special Technical Dive on Low Income Housing
 - Detailed exchange with Yokohama or another similar city in Japan on the issue of scarcity of Land
- Knowledge Products (Case Studies, Policy Notes, etc.)
 - Case Studies and Policy Notes on USS
 - Video and Multimedia Products



Thank You and
Welcome to
Sri Lanka





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ZANZIBAR Action Plan

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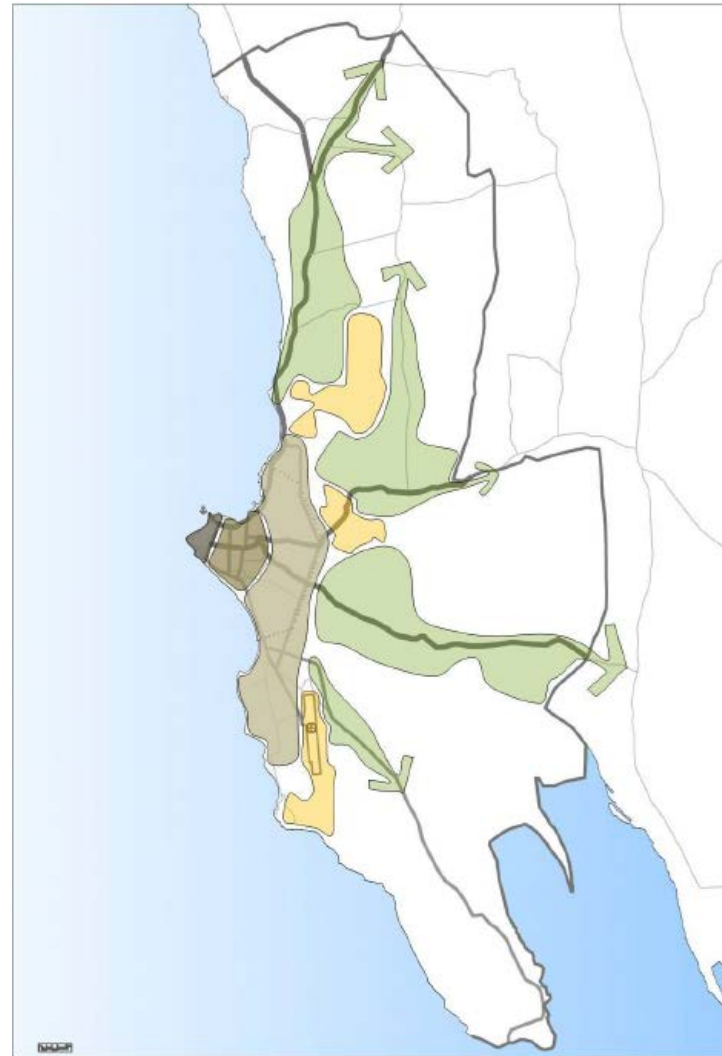
5 Take ways

1. **Tape** current dynamism to unlock economic potentials
2. **Strive** to influence political commitment and engagement
3. **Communicate** to buy-in wide stakeholders and Communities
4. **Start** from small to scale
5. **Develop** Awareness and Branding through competition projects



3 needs

1. **Strategy** for Urban Regeneration
2. **Profile** of Pilot projects for competition
3. **Assessment** for Capacity Needs



Zanzibar Actions to be Taken

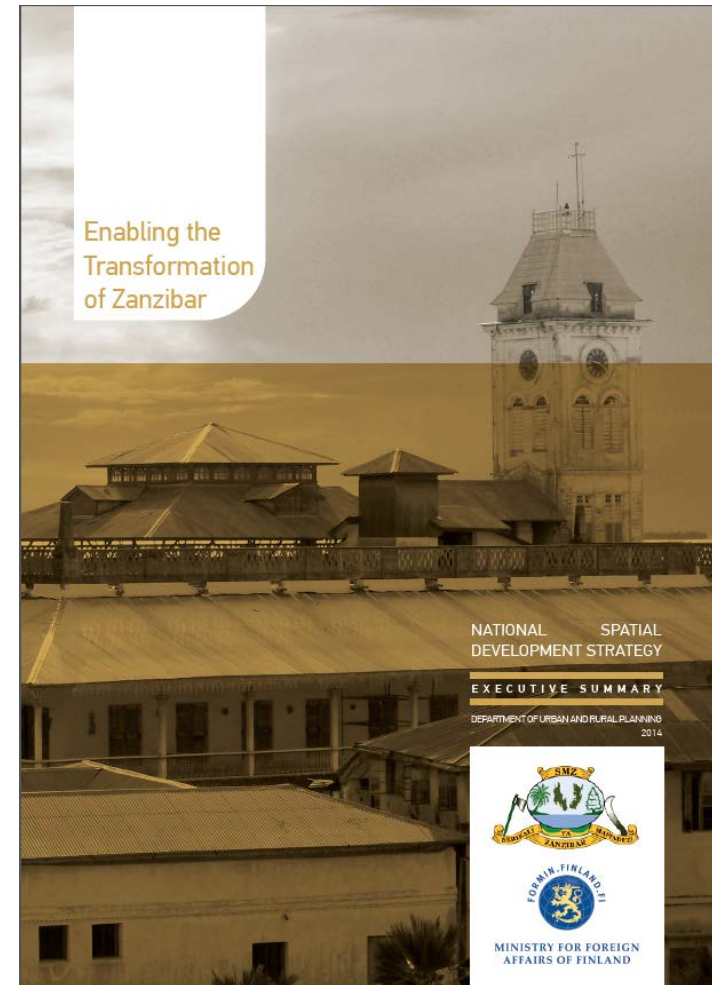
6 Actions



- Short-term: (3 months)
 1. Conduct: **Situation Analysis** - Taken by TDLC and Japanese Experts
 2. Propose: **Recommendations and TORs** - taken by TDLC and Japanese Expert
- Medium-term: (6-months)
 3. Develop: **Urban Regeneration Strategy** -Taken ongoing WB project
 4. Design: **Profile of Competition projects** –Taken TDLC and Japanese Expert
 - 1.Sea Front (Old Port location)/ 2.TOD (New Bus Terminal / 3.Mixed use Housing/Commercial project)
- Long-term: (12 months onward)
 5. Implementation: **Urban Regeneration Strategy** -Zanzibar Government; World Bank, (TDLC) and Japanese Government
 6. Launching: **Competition Process**: Zanzibar Government/
3 TDLC

3 Areas

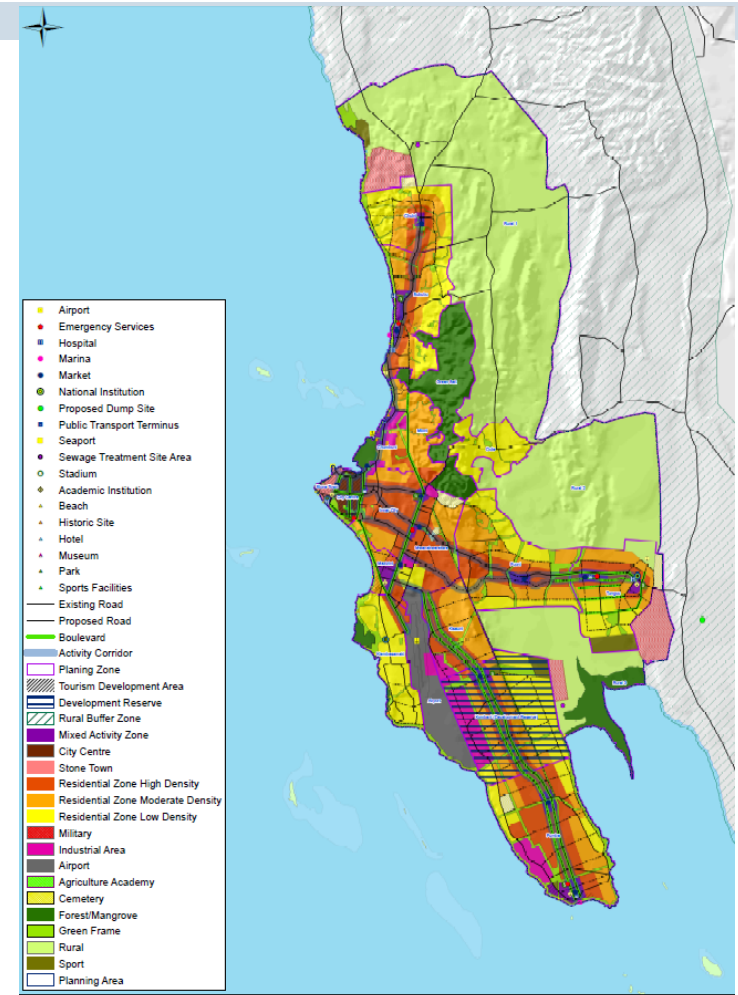
1. **Technical capacity** (Real estate analysis, Buildings Regulations; Urban design, land Value Captures...)
WB/TDLC: Japanese Government
2. **Financing Capacity** (Land development, Taxation, Land adjustment...) B/TDLC; Japanese Government/ Experts
3. **Institutional Advise** (Restructuring, Development, Partnership...) WB/TDLC: Japanese Government



Zanzibar Support Needed

5 supports

- World Bank:
 1. **Urban Regeneration Strategy**
 2. **Implementation of the Pilot project**
- TDLC Program
 3. **Situation analysis assessments**
 4. **Recommendations and TOR development**
- Knowledge Products (Case Studies, Policy Notes, etc.)
 5. **Development Strategy** (Institutionally; Statutory/ Financially ...) **for Land Development and Management in Zanzibar**



SHP- ROM

ZanPlan

1:50,000 29/09/2014



ZanPlan Proposed Land Use

0 5 Km



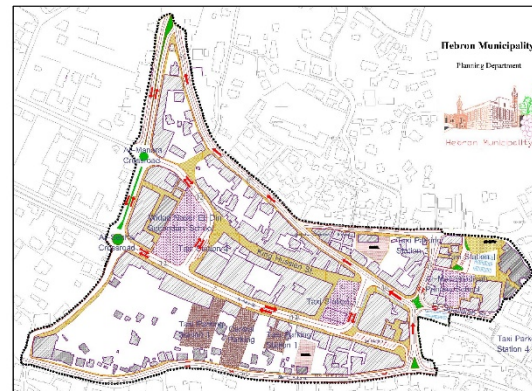
Palestine Action Plan

Technical Deep Dive on Urban Regeneration
February 13-17, 2018
Tokyo



<Palestine> Key Takeaways from TDD

1. Prior assessment of the zones/areas to be redevelop is essential – master (strategic) planning is key
2. Private sector participation is critical
3. Optimize use of scarce land
4. Leadership and strong commitment to program/project/idea are fundamental to successful implementation
5. Ensuring that agreement is binding despite political changes is impt
6. Sustainable zoning important for optimizing land use
7. Participation and collaboration with stakeholders is very important
8. Integrating greenery, pedestrian facilities and open spaces should be impt components of redevelopment projects.



<Palestine> Accomplishments Needed

1. Prepare a proposal to have a preliminary concept and cost of the project
 - A) Beit Jala: Redevelopment of surrounding area of St. Nicholas Church.
 - B) Hebron: Regeneration of Bab Azawye city center.
2. Prepare a financing plan
3. Look for funding sources
4. Meetings with the related stakeholders
5. Establish a committee between the different public and private stakeholders to follow up and finalize the proposal, implementation and management.
6. Finalize the design documents and details.
7. Implementation of activities.



<Palestine> Actions to be Taken

- Short-term:
 - Preparation of the ToR of the FS - municipality.
 - Preparation of a feasibility study and financing plan - municipality and private consultant.
 - Establish a stakeholders committee to arrange the different meetings to solve all technical problems by the municipality.
 - Finalize design and tendering documents for implementation by a private consultant contracted by the municipality.
- Medium-term:
 - Look for funding sources - municipality.
- Long-term:
 - Implementation of the projects activities by a subcontractor.
 - Operation of the project by the private sector and supervised by the established committee.

Barrier/Challenge of Implementation of Plan

1. Finding the financing sources for the implementation phase.
2. Acquisition of land in Hebron case,
3. Lack of experience in negotiating with private sector.
4. To elaborate a design that is compatible with the context.
5. Pedestrianization of the street and finding alternative routes.
6. How to attract diaspora investment
7. Advocacy for the project.



<Palestine> Support Needed

- World Bank:
 - Advice on project design and implementation.
 - Financing of part of the project.
- TDLC Program
 - Sharing of PPP for similar projects in Japan.
 - Sharing of experience with transport management and maximizing land benefit.
 - Capacity building of municipal staff of the above subjects.
- Knowledge Products (Case Studies, Policy Notes, etc.)
 - Toolkits and case studies of the relevant projects.