



Tokyo
Development
Learning
Center

Santa Fe Action Plan

Planning for Safe, Inclusive and Resilient Cities TDD
Tokyo, Osaka - Japan
April 23-27, 2018



JAPAN GOV
THE GOVERNMENT OF JAPAN



WORLD BANK GROUP
Social, Urban, Rural & Resilience

Santa Fe / Key Takeaways from TDD

1. Citizen engagement and bottom-up approach is key to deliver a successful project.
2. Early and clear articulation between different government levels accelerates project implementation.
3. Any project, even though must have outcomes at short term, has to belong to a long term vision .
4. Considering history and context for project design favors the later ownership by citizens.
5. Neither shocks nor chronic stresses can defeat an organized and determined society.



Santa Fe / Resilience Strategy vision

We want Santa Fe to be a thriving city that innovates and transforms itself, leads regional development and creates growth opportunities for all. A city capable of learning from its problems and overcoming them, with an active community that values life and coexists with its rivers.

Santa Fe / Accomplishments Needed

1. Pre-feasibility studies completed and delivered (May 2019)
2. Key stakeholders for project design identified and engaged (ongoing)
3. Project stages and timeline defined (Sep 2019)
4. Design of first project stage completed (Dec 2019)
5. First project stage completed (2021)



Santa Fe / Actions to be Taken

- **Short-term (end of 2018)**
 - Identify Japanese cities with similar projects (SFC's Resilience Office and TDLC)
 - Support in ToR preparation and identification of funding sources for pre-feasibility study (World Bank)
- **Medium-term (end of 2019)**
 - Establish the North Park Committee (NPC) and define a work agenda (SFC's Resilience Office)
 - Define the management model for North Park project (eg. PPP) (SFC's Resilience Office)
- **Long-term (end of 2021)**
 - Draw lessons from first stage process to inform second and third stages (SFC's Resilience Office)
 - Initiate second stage (SFC's Resilience Office and NPC)



Barrier/Challenge of Implementation of Plan

1. Access to funding for Pre-feasibility studies / Networking with potential donors and Cooperation Agencies
2. Coming elections / Accelerate achieving of key milestones
3. Some stakeholders oppose to the project / Early engagement
4. No interest from local private sector / Develop diverse portfolio of PPP options



Santa Fe / Lending and TA Active or Needed

- **Technical Assistance Work Planned:**
 - Pre-feasibility studies / USD 300,000
 - (development scenarios, environmental assessment, impact on infrastructure)
 - Project design (first stage) / USD 2,000,000
- **Investment Work Planned:**
 - Works (first stage): land acquisition, basic infrastructure, social facilities, green spaces / USD 40,000,000
 - Institutional strengthening: USD 1,000,000

Santa Fe / Support Needed

- World Bank:
 - Pre-feasibility studies (social, environmental, economics)
- TDLC Program (Japan)
 - Connect Santa Fe with Japanese city/ies with similar projects
 - Recommendations for project development process
- Knowledge Products (Case Studies, Policy Notes, etc.)
 - Policy note for Parque del Norte Resilient District creation

