

**URBAN  
SH/FT**

**THEME #4 GOVERNANCE AND COMMUNITY  
LEADERSHIP**

主题4：治理与社区领导力

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

# INTERDEPENDENT DIMENSIONS OF GOVERNANCE 治理的相互依存层面

1. **Horizontal coordination** – across departments
2. **Vertical integration** – from city-level frameworks to neighbourhood action
3. **Community leadership** – grounded in trust, inclusion, and co-creation
4. **Empowerment** – ensuring meaningful participation of women and vulnerable groups

*“Sustainable design is about understanding who you design for, and where they prefer to be.” (Jan Gehl)*



# PART 1: HORIZONTAL COORDINATION – ACROSS DEPARTMENTS

第 1 部分：横向协调 -- 跨部门

*Smart Kalasatama, Finland.  
Source: Jon Eikifi. Creative Commons.*



# THE PREPARATION STAGE

**The preparation stage is crucial to create an effective stakeholder dialogue.**

Addressing the emissions imperative and promoting quality of life are most effective if the city has established an enabling environment with participatory planning.



*Plan for development of Stockholm Royal Sea Port. In Stockholm, the city owns the Royal Seaport land which enables it to implement stricter requirements than existing building codes and legislation. The City Development Administration established administration- and company-wide working groups to set sustainability targets for developers. These requirements are reflected in land allocation and included in development contracts. They are reviewed and audited at all phases of a project, from preliminary concepts all the way through to property management. Source: City of Stockholm.*

# ESTABLISHING A GOVERNANCE MODEL



**A governance model organizes the planning, operational, financial, risk management, and reporting processes**

- Determining factors are city powers, land ownership, financing arrangements and existing infrastructure and services.
- A lead agency should be established with the power to set the net-zero agenda.

*Waterfront Toronto (WT) is an independent, arms-length corporation with a board consisting of representation from all three levels of government: The City of Toronto, Province of Ontario, and Government of Canada, each committing \$900m to the revitalization effort. This structure streamlined funding and approval, improved coordination and defined a consistent vision for revitalization. Source: Waterfront Toronto*

# WORKING AT MULTIPLE SCALES AND ACROSS SECTORS

While nurturing specific, small-scale projects that address immediate issues, policymakers need to facilitate connections and cross-sector collaborations both within and outside of neighbourhoods.

- **The City/Local Authority**
- **Private Developers**
- **Construction Companies**
- **Utility Providers** of energy, water and ITC services to the neighbourhood and wider area
- **Local Businesses**
- **Community Groups and Residents**
- **NGOs/Development Agencies**
- **National Government**

This encourages greener and more connected solutions.

## GOVERNMENT

- Gained better data to manage urban growth
- NCC used data to secure central government funding for resilience investments

## COMMUNITY MEMBERS

- Given a voice in the process of developing and engaging in local solutions
- Participate in weekly clean up activities
- Improved relations with local governments

## UNIVERSITY

- Open Cities approach integrated into University curriculum
- Launched « Useful Holidays » programs that allows students to map nearby cities during their vacations

## LOCAL YOUTH

- Gained practical experience while serving their community
- Developed technical skills that led to employment upon graduation

*How stakeholders are contributing to increasing urban resilience in Ngaoundéré, Cameroon. Diagram showing how many local stakeholders benefited from Open Cities Africa activities in Ngaoundéré. Source: UMSCII.*

## **PART 2: VERTICAL INTEGRATION – FROM CITY- LEVEL FRAMEWORKS TO NEIGHBOURHOOD ACTION**



# REGULATORY SPATIAL PLANNING & DESIGN INSTRUMENTS

## 1. Strategic Frameworks

Cover a range of geographical scales. They define the principles for subsequent master plans and bridge policy to execution.

## 2. Master Plans

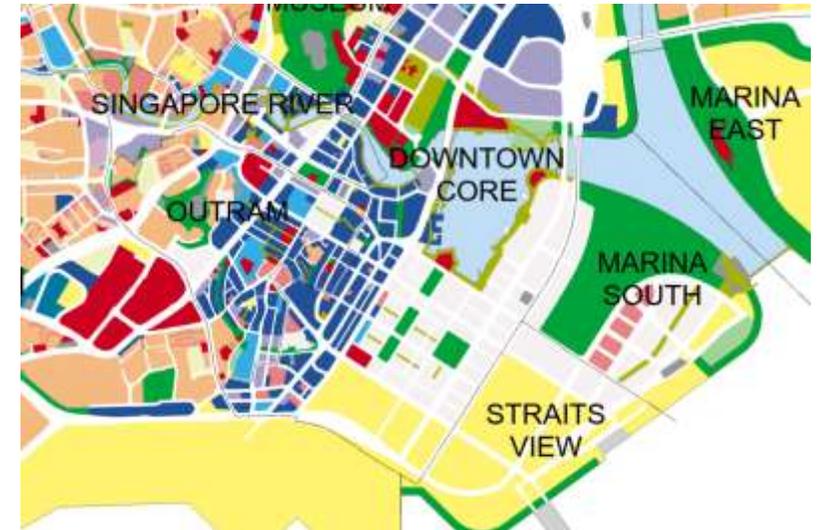
Define the public space structure and the typologies of blocks and buildings, guiding long-term spatial development.

## 3. Local Area Plans (LAPs)

Provide detailed planning guidance at the neighbourhood or small district scale, translating broader policies into locally tailored land use, design, and infrastructure strategies.

## 4. Design Codes

Guide the urban form of an area where different architectural teams intervene (e.g., street shape, blocks, massing, etc.), ensuring visual and spatial coherence.



*Singapore master plan. Source: Singapore Urban Redevelopment Authority.*

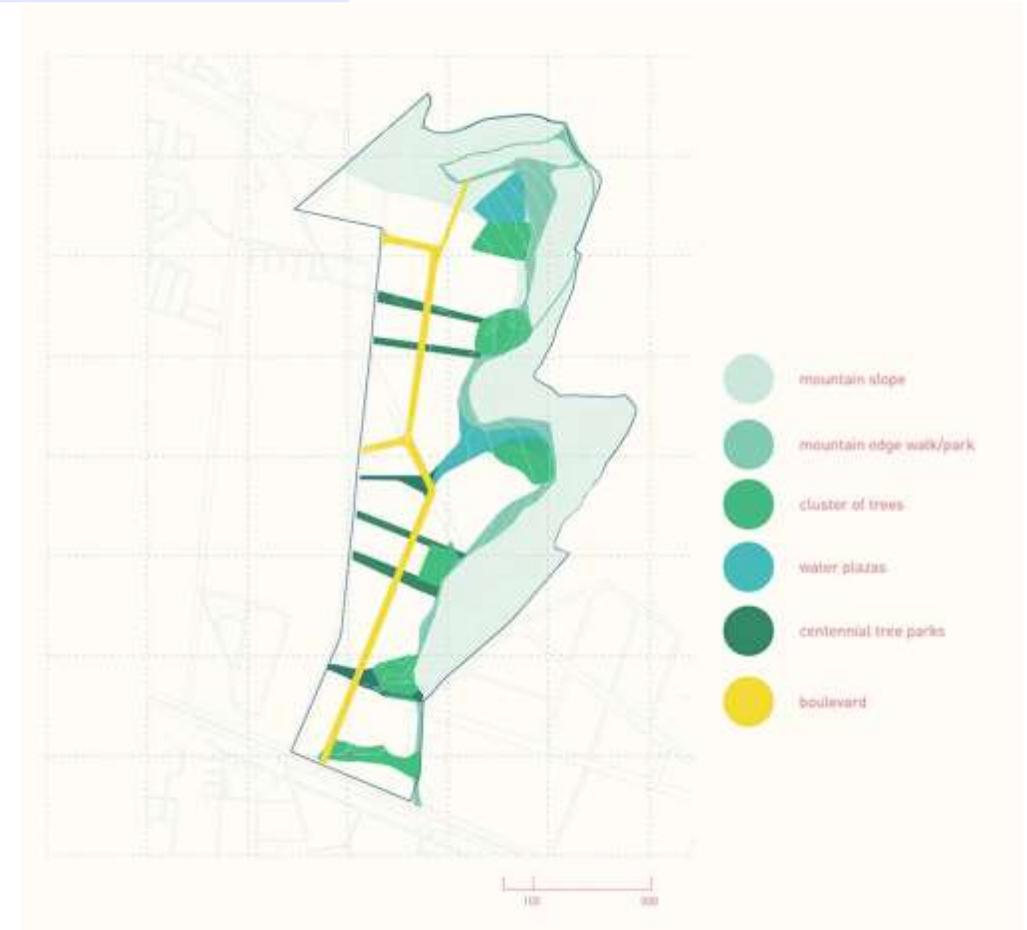
# PROJECT INSTRUMENTS

## 5. Public Space Strategic Frameworks

Define a long-term vision and coordinated strategy for the planning, design, and management of public spaces across a city or district.

## 6. Quality Programmes

Shape the project's environmental and liveability targets, ensuring consistent standards across developments.



*In Huechuraba district, Santiago, Chile, after analysing the elements of the site, the public space plan makes the landscape the base of the master plan.*

*Source: Gehl architects.*

# PART 3: COMMUNITY LEADERSHIP – GROUNDED IN TRUST, INCLUSION, AND CO-CREATION



# PARTICIPATORY TOOLS

- 🗣️ Community Workshops and Charrettes
- 👣 Walking and Talking Tours
- 🗺️ Participatory Mapping
- 📊 Participatory Budgeting
- 🎨 Tactical Urbanism
- 📱 Digital Engagement Platforms
- 🎤 Focus Groups and Interviews
- 🧩 Urban Games and Simulations



# COMMUNITY WORKSHOPS & DESIGN CHARRETTES



- **What they are:** Interactive sessions where planners, designers, and residents co-create ideas and solutions.
- **Use:** Visioning, identifying priorities, testing design options.
- **Strength:** Builds trust and ownership through face-to-face collaboration.

*Villagers from Mtanga village, Tanzania map their community using high-resolution satellite imagery.  
Source: The Jane Goodall Institute/Lilian Pintea*

# WALKING AND TALKING TOURS

**What they are:** Guided walks through neighborhoods with residents and planners to observe, discuss, and reflect on local conditions.

**Use:** Ground-truthing plans, surfacing lived experiences, identifying overlooked issues.

**Strength:** Builds shared understanding through direct, place-based dialogue.



# PARTICIPATORY MAPPING

**What they are:** Activities where residents map their environment to highlight assets, challenges, and opportunities.

**Use:** Revealing local knowledge, mobility patterns, and spatial inequalities.

**Strength:** Empowers communities to visualize and communicate their lived experience.

Source: UN Habitat, Inclusive planning workshop in Chandragiri, India.



# PARTICIPATORY BUDGETING



*Seoul City Council introduced participatory budgeting in response to public demand, vocal distrust and questioning of government spending, an inefficient public sector, and deficient or non-existent systems of fiscal transparency. Source: Participedia.*

**What they are:** A democratic process where residents decide how to allocate part of a public budget.

**Use:** Funding local improvements and priorities.

**Strength:** Gives communities real decision-making power and fosters transparency.

# TACTICAL URBANISM

**What they are:** Temporary, low-cost changes to public space to test ideas and gather feedback.

**Use:** Prototyping street redesigns, public space uses, or safety improvements.

**Strength:** Makes abstract plans tangible and encourages real-time community input.

Source: UnSplash



# DIGITAL ENGAGEMENT PLATFORMS

**What they are:** Online tools for surveys, interactive maps, and idea sharing.

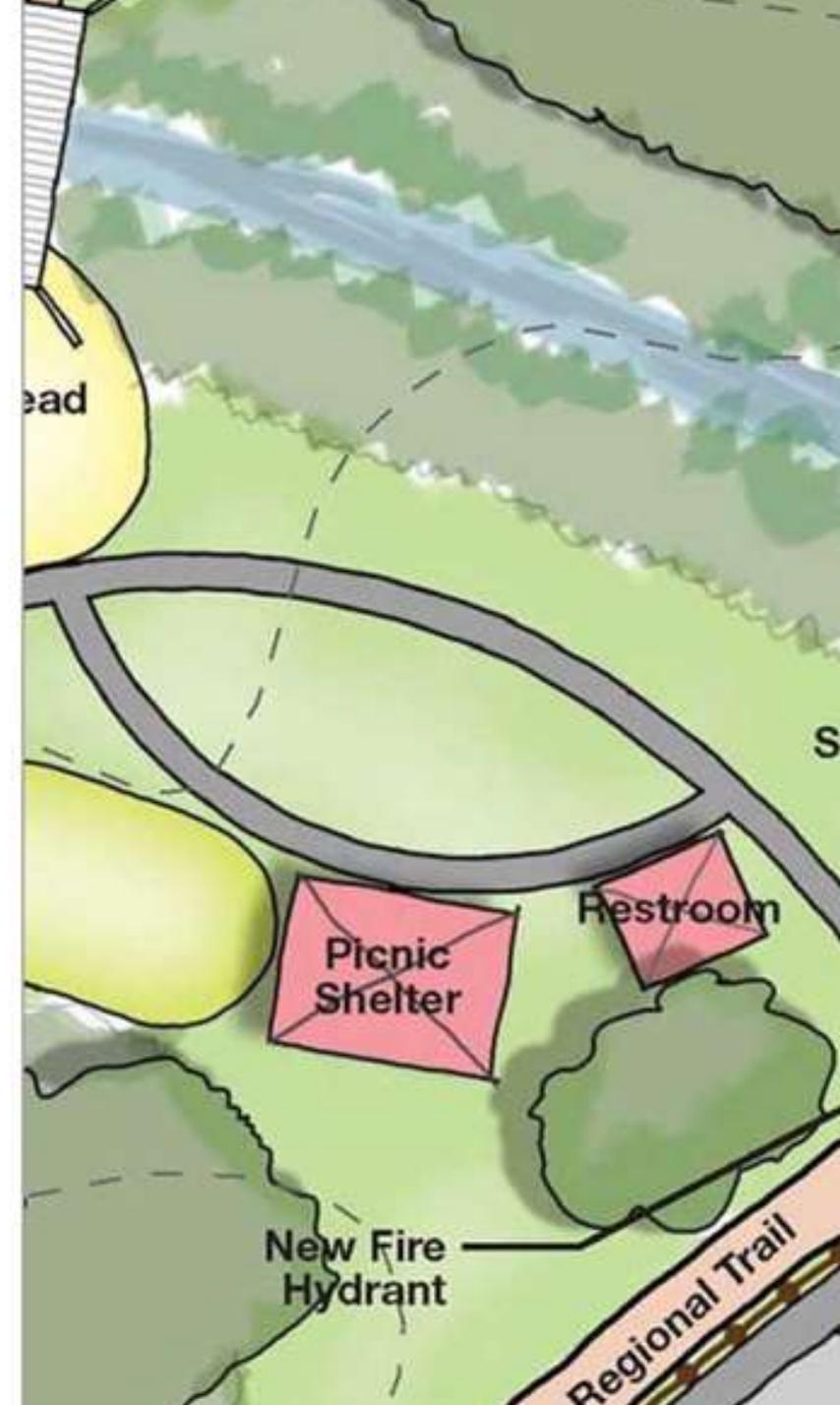
**Use:** Gathering input from a broad and diverse audience.

**Strength:** Increases accessibility and participation, especially for those unable to attend in person.



to comment  
concepts!

Source: Maptionnaire



# FOCUS GROUPS AND INTERVIEWS

**What they are:** Small, targeted discussions with specific community segments.

**Use:** Exploring detailed perspectives, needs, and concerns.

**Strength:** Captures nuanced insights often missed in broader consultations.

Source: UN Habitat

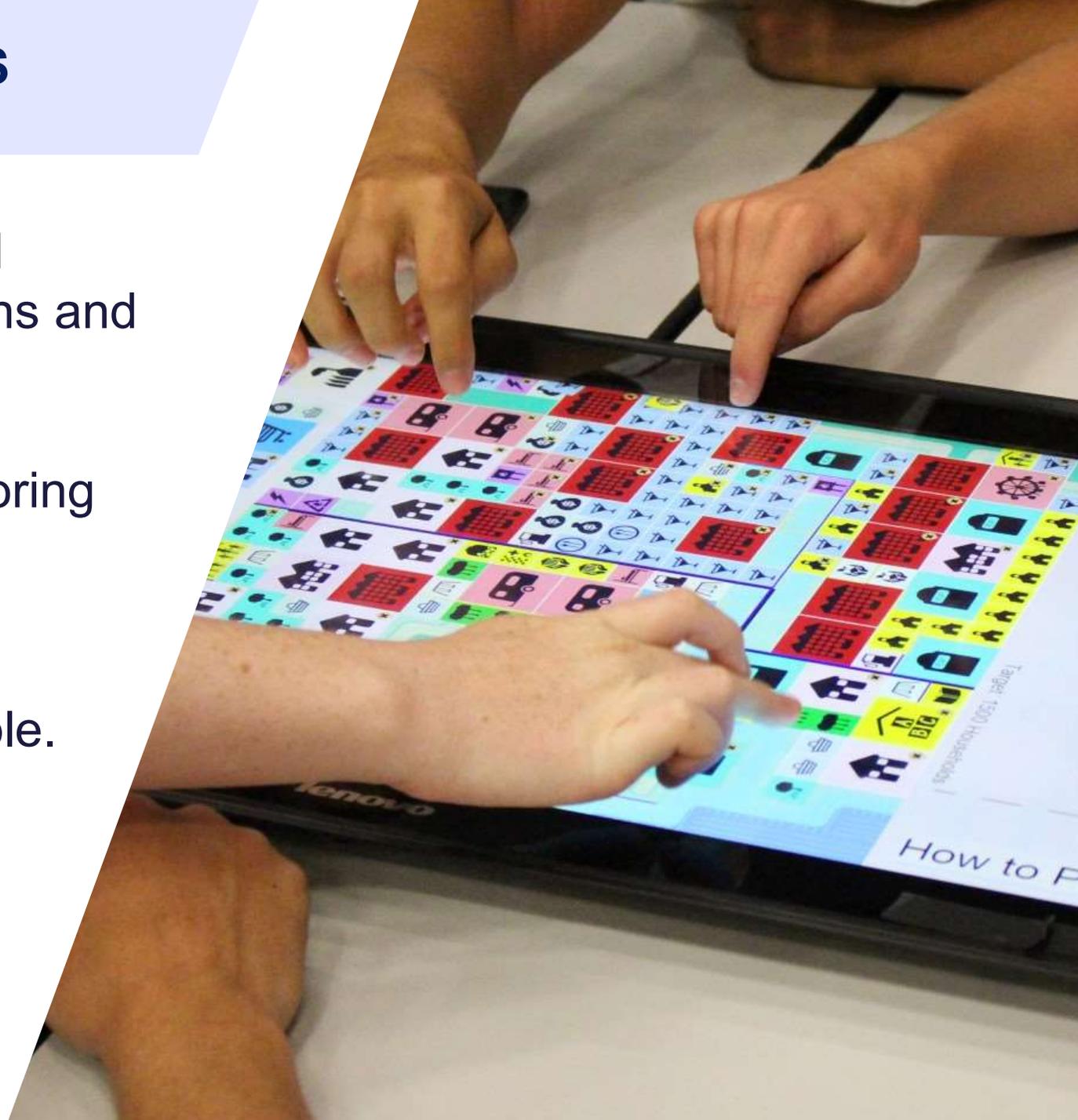


# URBAN GAMES AND SIMULATIONS

**What they are:** Role-playing or board games that simulate planning decisions and trade-offs.

**Use:** Educating participants and exploring planning scenarios.

**Strength:** Makes complex planning concepts engaging and understandable.



# PART 4: EMPOWERMENT – ENSURING MEANINGFUL PARTICIPATION OF WOMEN AND VULNERABLE GROUPS



# ENGAGING VULNERABLE GROUPS

Both vulnerable and marginalized groups have disadvantages that need to be considered. Climate change and extreme weather conditions further exacerbate disadvantages of vulnerable groups.

Ensuring that the needs of vulnerable groups are meaningfully addressed in urban planning requires a combination of:

- inclusive processes,
- targeted data,
- and equitable design principles.



Before



After

*Rethinking decision making through collaborative community planning in Chennai, India. An interesting example of how the participatory deliberation of the people can shape spaces they live in was observed in the case of the tactical urbanism intervention along the Sringeri Mutt Road, facilitated by ITDP India Programme in Chennai. The quick and cost-effective initiative that was largely community driven, was aimed at enhancing the road and personal safety of the neighbourhood, primarily women and children.*

*Source: ITDP*

# IDENTIFY AND DEFINE VULNERABLE GROUPS

Examples include: low-income households, persons with disabilities, elderly people, women and girls, children, migrants, informal workers, and marginalized ethnic or social groups.

Use disaggregated data (by age, gender, income, ability, etc.) to understand who is most at risk of exclusion.



*Source: Sri Lanka Society*

# ENGAGE VULNERABLE GROUPS

Use tailored engagement methods such as:

- Focus groups with women, youth, or persons with disabilities.
- Walking interviews or mobile workshops in informal settlements.
- Translation and interpretation services.
- Conduct participatory mapping to identify barriers, risks, and assets from the perspective of vulnerable groups.

Partner with local NGOs or community leaders who have trust and access.

*For more information, please see:  
Rapid Planning Studio (UN-Habitat, 2016)*



# APPLY UNIVERSAL DESIGN AND GENDER-RESPONSIVE PLANNING

Design public spaces, transport, and housing that are:

- Accessible (e.g., ramps, tactile paving, safe crossings).
- Safe (e.g., lighting, visibility, gender-sensitive design).
- Affordable and adaptable to different needs.

Institutionalize equity in planning processes

- Include equity impact assessments in project evaluations.
- Mandate representation of vulnerable groups in planning committees.

Track outcomes for vulnerable groups using disaggregated indicators.



*UN-Habitat promotes Inclusive Planning and Gender Equitable Cities using Technology in Jerusalem, Israel.*

*Focused on using information and communication technology (ICT) as means to engage the community in decision making, the aim is to achieve inclusive planning by giving the public an accessible tool to translate and visualize his ideas. Source: UN Habitat.*

# CONCLUSION: LESSONS LEARNED

*Nairobi, Kenya. Equal Cities Need Equal Voices.  
Source: UN Habitat.*

UNIT 4.1.1 – OVERVIEW: DEVELOPMENT PROCESS: PREPARE  
THE PROJECT WITH PARTICIPATORY DESIGN AND  
COMMUNITY ENGAGEMENT



# LESSONS LEARNED

- Addressing the emissions imperative and promoting quality of life will be most effective and achievable if the city and relevant local government agencies involve the community in the planning process.
- A long-term vision and multiple planning instruments can deliver high-quality green and connected public space and flexible typologies adapted to diverse needs and contexts.
- The planning and design process should effectively address the residents' needs and expectations, acknowledge diversity and establish trust between institutions and citizens.
- Participation strategy should be defined at the early stage of the project
- Important to consider local context and convenient way for communities to participate.
- The community can be empowered with design charrettes, participatory budgeting and participatory mapping.
- Women, vulnerable and marginalized groups have disadvantages that need to be addressed when planning and designing neighbourhoods. <sup>26</sup>



*Mapping community connections.  
Source: Paul Smith. Creative Commons.*

**Thank you !**

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