

Urban Economics

Lecture 5

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A settlement hierarchy

a chart used to model the relationship between various human population centers based on

size

population

available services

Medical services
Shopping services
Transport services
Educational services

**A settlement
hierarchy**

- Conurbation
- Metropolis/ large city
- Town (large/small)
- Villages

Conurbation / Megalopolis (Supercity):

- A group of large cities and their suburbs, consisting of three to ten million people.

Metropolis/ large city

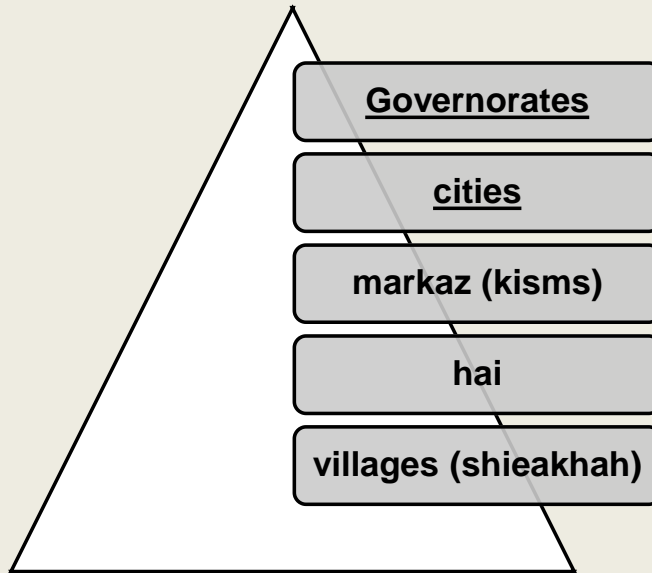
- A city is generally an extensive human settlement with a sophisticated system of transport, communication, sanitation, and housing, among others. A city with a large population and many services. The population is <1 million people but over 300,000 people

Town

- A **place** where people have settled and is **larger** than a village but **smaller** than a city in different entities.
- **Towns**, on the other hand, may share some **geographic** and **demographic** similarities with **cities**, but in **smaller** sizes.
- They tend to be **less densely populated** than cities and have less diversity in terms of people's **ethnicities**. Towns also have smaller **geographical** areas.
- Towns have smaller economies usually driven by local small and medium enterprises.
- They have no major employers and the circulation of money is **not** as active as in **cities**.
- **Towns** do not usually grow to merge with other towns except in rare cases and, although they have plans, these plans are not as sophisticated as in the case of cities. Generally, towns have the ability to grow into cities.

Egypt

■ Five types of Local Units

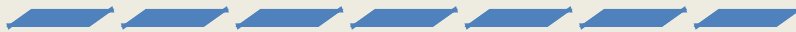


An Introduction to Urban Strategic Planning

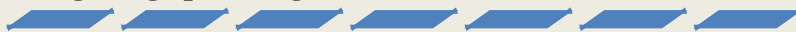
- A document that establishes the **direction** of a **work unit**, i.e. a country, a governorate, a municipality, a city, a district, a suburb, a village or town, a firm.

Different time frames

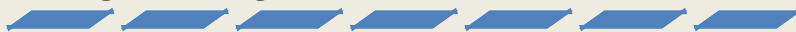
Short-range planning



Long-range planning



Strategic Planning



Short-range planning

- **Operational planning**
- Processes that show results within a year (**annual objectives**)
- Examine main **characteristics** of the institution (skills of labor, condition of education, condition of health care centers, infrastructure quality)

Long-range planning

- what the organization **wants to look like** at the end of a specified period of time (3-5 Ys), then use that vision to establish multi-year goals and objectives.

Strategic Planning

- What the organization intends to be in the future and how it will get there (**develop a vision**).
- determine the necessary **priorities, procedures, and operations** (strategies) to achieve that vision.

Measurable goals (**realistic and attainable**, but also **challenging**)

The differences between strategic and long-range planning is that “strategic planning generally places emphasis on how the organization will achieve its vision – while long-range planning places emphasis on determining the vision”.

Importance of Planning

- A critical component of good **management** and **governance**
 - **Good management**: provide services to the community in an **appropriate, efficient, equitable, and sustainable** manner.
 - **Good governance**: ensure **predictable, open and enlightened** policy, together with a **bureaucracy** imbued with a **professional ethos** and an **executive arm** of government accountable for its actions.
(a strong civil society participating in public affairs)

- Ensure an organization remains **responsive** to the **needs** of its **community** and contributes to **organizational stability** and **growth**.
- Provides a basis for **monitoring progress**, and for **assessing results** and **impact**.
- It enables an organization to look into the future in an **orderly** and **systematic** way.
- It enables the **stakeholders** to set **policies** and **goals** to guide the organization.

Example,

Strategic plan for a country (country-level Strategic Planning)

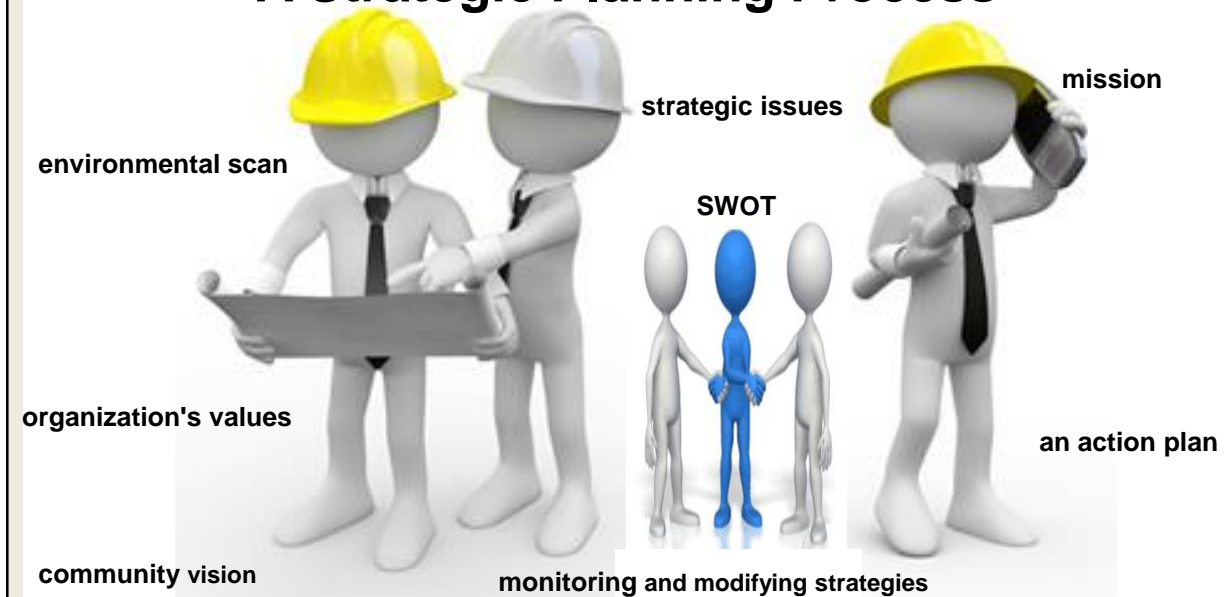
The Environmental Scan

Egypt

- ❑ Divided into two regions:
 - ✓ **Lower Egypt** (Wagh al-Bahari), north of Cairo,
 - ✓ and **Upper Egypt** (As-Sa'id), south of the capital.
- ✓ Under the local government system established in 1960, Egypt is organized into 26 governorates

- ❑ The governorates are responsible for **social, health, welfare, and educational** services and for the social and economic development of their region.
- ❑ Governorates are also required to **supervise** the city and village councils.
- ❑ **Real authority** resides in Cairo in a highly centralized regime, heavily burdened by bureaucracy.
- ❑ Since **1994**, village mayors, who were previously elected, have been appointed by the Ministry of the Interior.

A Strategic Planning Process



(1) Agree on a strategic planning process

- ⑩ General discussions (importance of planning, evaluating readiness of the organization for the planning)

(2) Carry out an environmental scan

- ⑩ The relationship between the organization and its external environment.
- ⑩ "SWOT": strengths, weaknesses, opportunities, and threats.

(3) identify strategic issues

- ⑩ Identify key issues, questions, and choices to be addressed as part of the strategic planning

(4) Define or review the organization's values, community vision, and mission.

Core beliefs-your vision-public statement
(promises)

(5) Develop a shared vision for the organization

(6) Develop a series of goals statements which describe the organization in a specified number of years

(7) Agree upon key strategies to reach the goals and address key issues identified through the environmental scan

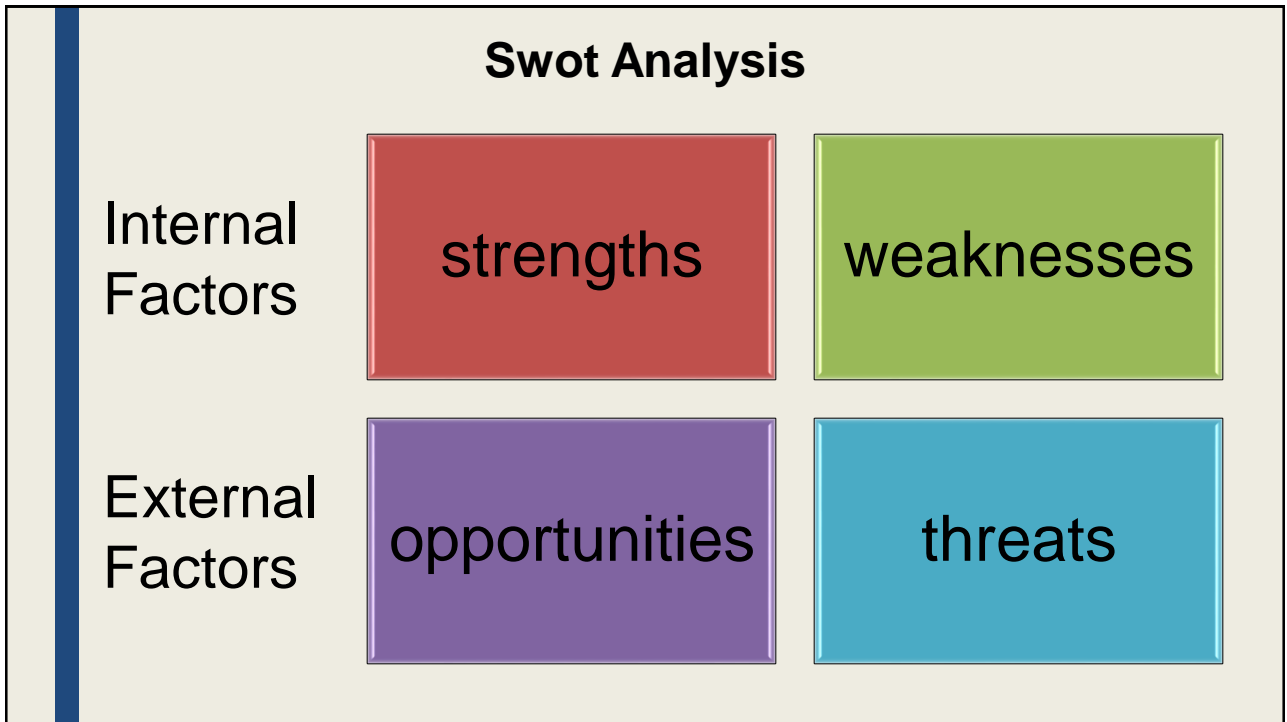
(8) Developing an action plan

Ⓢaddresses goals and specifies objectives and work plans on an annual basis.

(9) Finalize a written strategic plan that summarizes the results and decisions of the strategic planning process.

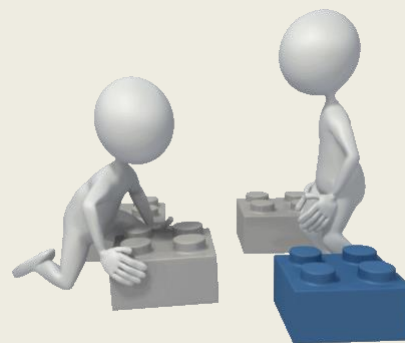
(10) Build in Procedures for monitoring and modifying strategies

based on changes in the external environment



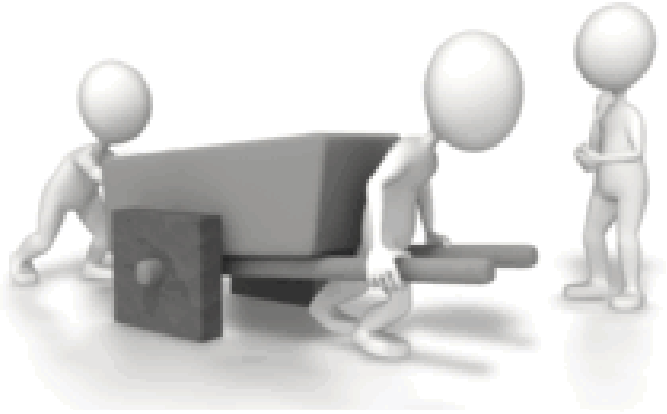
Strengths

- **Positive** tangible and intangible **attributes**, internal to an organization.
- They are within the **organization's control**.



Weaknesses

- Factors that are within an **organization's control** that detract from its ability to attain the core goal.
- Which areas might the organization improve?



Opportunities

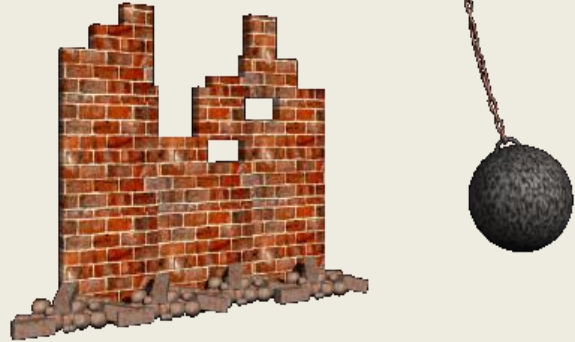
- External **attractive factors** that represent the **reason** for an organization to exist and develop.
- What opportunities exist in the environment, which will propel the organization?



Threats

- External factors, **beyond** an organization’s **control**, which could place the organization mission or operation at **risk**.
- **Classify** them by their “**seriousness**” and “**probability of occurrence**”.

Contingency plans.



Brainstorming Questions

What opportunities exist in our external environment?



What threats to the institution exist in our external environment?



What are the weaknesses of our institution?



What are the strengths of our institution?



