
MANAGING NEW EGYPTIAN URBAN COMMUNITIES TO DEVELOP THE QUALITY OF LIFE 5TH. COMMUNITY

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Abstract:

The concept of establishing new cities depends on their management, which is one of the most important factors for their success or failure in achieving their goals. Therefore the managing methods are very important issues in various phases of setting up new cities. Whereas Egypt applies the policy of “central executive management” not the “interactive management” system. At the beginning, the Egyptian Ministry of Housing depended on its main two authorities the (NUCA) and the (GOPP) for planning implementation in managing and monitoring phases.

These management policies caused a lot of urban problems such as the acute lack of parking lots, parks and green areas, absence of public plazas and pedestrian networks, alteration in the usage of land. Such as the fossilized forest as a “Natural reserve” protected area that was changed to a housing area, and the “west Arabilla” compound which became a district park. This is in addition to features that are considered very risky for public safety such as the inappropriate positioning of lighting and advertising fixtures that hinder pedestrians from using platforms

and pathways. There are also some complications due to improper design and implementation of roads, for example the sudden narrowing of roads at critical locations and the inappropriate width of roads relevant to traffic dense areas. All these aspects affect people comfort and life quality .

Keywords: new cities, management, life quality.

Introduction:

“A city should be built to give its inhabitants security and happiness.”- Aristotle¹

The main goals of city planning have to be fulfilling (comfort, safety), (image, and sociability), (access and linkage), and (uses& activities). “William White” project for public spaces PPS. NY2

A city’s performance has to be measured as to reflect all of these concerns - the economical strength , in addition to social, and environmental conditions. Various studies have reviewed these three performance measures either separately or jointly, and ranked cities accordingly.³

Simon Eisner& A.Gallion the Urban ¹
pattern, John Wiley, Inc. New York, 1993

² William White, The social life of small urban spaces, PPS. NY.

³ the Siemens Green City Index, and the McKinsey Global Institute’s Urban Performance Index.

Cities including all their urban elements (buildings, spaces, and landscape elements) were built for the sake of people and their satisfaction, safety, and happiness. Therefore; all relevant facilities and elements should be studied very carefully, and their performance should be monitored to adopt the necessary adjustments constantly as to be able to delight its people and maintain their happiness.

The concept of establishing new cities in Egypt began in the second half of the last century to achieve specific development goals, due to increasing population and erosion of the fertile agricultural land of the Nile Valley. This is in addition to growth of the informal urbanization of the main cities due to internal migration. The Egyptian government has considered experiences of other countries in the field of cities establishment and new urban communities such as the British and French experiences and others as to benefit from their outputs.

However, the management policy of these new cities in Egypt has differed completely from those in the leading countries. The administration in Egypt has been very centralized since the decisions to establish new cities, determine their locations and development objectives in addition to preparing their strategic and detailed plans. Finally comes the construction phase, post occupation and management phases.

The Ministry of Housing has been established to carry out planning works in its various phases. This is in addition to establishing the General Authority for Urban and **Physical Planning** (GOPP) and the New Urban Communities Authority (NUCA) to assume responsibilities of constructing infrastructure networks, facilities areas, housing and others. The New Urban Communities' Authority (NUCA) has appointed the municipality councils to manage these cities after occupancy, all with one central administration that does not consider the various developmental goals of each individual city.

As a result of this administration policy, there was distortions in the detailed plans of these cities, such as: lack and inadequacy of parking

lots in many neighborhoods and facility districts, inflation in urban and population density in some districts, absence of pedestrian networks, and disproportionate of roads width with expected traffic densities. This is in addition to inaccuracy of road advertisements placement in appropriate places, together with the disproportionate of elements of roads with their locations or functions.

The current research discusses the cons that result from management methods of the detailed plans - as the central executive management lacks monitoring and adequate evaluation of its components and urban elements. This could be achieved through changing the management method to be an interactive method, and taking into consideration the specialists' development concerns.

The researcher has conducted direct interviews with officials and high-level employees of the 5th Settlement – one of the third generation new cities in Egypt – as to apply some improvements to these elements that have contributed to solving some of the problems.

Although the 5th Settlement is considered one of the third generation of the new urban settlements - which followed the experiences of establishing the first and second generations' cities - it did not benefit from the disadvantages of the previous two generations. This can be observed in construction, negative aspects of strategic and detailed planning and also in post occupancy and management phases. This is due to central management method implemented by the Ministry of Housing up to the present time.

The researcher monitors some of the negative phenomena in the 5th Settlement and tries to discuss them with the responsible bodies and tries also to provide solutions to some of them as to enable improving some of the urban distortions. This enables to prove that the interaction method of management is more appropriate than the central executive management.

Research problem:

The research discussed the managing methodologies of the new urban communities and the negative impacts caused by the central executive managing methodology. Whenever (NUCA) is responsible for decisions and authorities in all establishments' phases of the new cities, while the local city council has no authority to apply any improvements, as it is responsible only for executing decisions of (NUCA).

This would be applied through identifying the problems that arise due to defects in design, implementation, management, or lack of coordination between the bodies that are responsible for the city's facilities. This includes acute lack of parking lots, parks, gardens and green areas and the absence of public plazas and pedestrian networks, and also altering of land uses; such as the fossilized forest as a "Natural reserve" protected area which was changed to be housing area. This is in addition to features that are considered to be of high risk for people's safety such as the inappropriate fitting position of lighting and advertising fixtures, and some problems of designing and also implementation of roads like the sudden narrowing and inappropriate width of roads relevant to the traffic density, which affects safety, comfort and life quality of people.

Research objectives:

The aim of this research is to help those in the public, social, and private sectors to make informed decisions about city development strategies and to help them build skills to implement those strategies⁴

- Illustrate importance of choosing the management methods required for improving urban life of the new cities.
- Clarify importance of using interactive management methods and involving local people in making decisions relevant their cities.

- Highlight the negative impacts of following the central administration method that causes separation between real problems of the population and concepts of central management.

Research tools (observation before, observation after, and direct interviews) :

This is achieved through observing and monitoring the community's facilities, spaces, and elements, and utilization methods in this selective areas of case studies, using little "time laps filming", (observation mapping and direct interview and time laps filming are considered tools at PPS. Projects for public spaces, NY. William white& Fred Kent)⁵. This is also attained through comparing standard data -that are designed, implemented and managed according to the right standards, in order to correct their situation as to be more convenient for users and reflect development of quality of urban life in these cities, The researcher has discussed these deformities in direct interviews with official employees at the New Urban Community Authority who are responsible for these issues, as to determine the exact reasons of these bugs and suggested some solutions for some specific problems. Some of the named solutions were applied during the last year (2018-2019), where the researcher has monitored this area again after applying such modification to observe impacts of such modifications.

research methodology:

Approach to managing new cities importance.
International and local managing methods and policies
Negative impacts of central executive managing method used by (NUCA)
Development Actions
Impacts of changing policies
Monitoring changes
Conclusions

Figure (1) methodology chart

Approach: Building cities means building environment:

Urban design, or “*the art of building cities*”, is the method by which man creates a built environment that fulfills his aspirations and represents his values. One value, which is becoming increasingly important, is care for the natural and built environment for the benefit of future generations. Thus Urban design can be described as people’s utilization of an accumulated technological knowledge to control and adapt the environment in sustainable ways to fulfill social, economic, political and spiritual requirements. It is the method learned and used by people to solve the total program of requirements for a city building. The city, therefore, is an element of people’s spiritual and physical culture and, indeed, is one of the highest expressions of that culture. ⁶

Planning, implementation and monitoring process:

Planning a new city requires a large team of diverse specialties interested in elaborating their expertise in planning and designing all city’s elements and utilities.

This technical team must include urban planners and urban designers for preparing strategic and detailed planning, and landscape architects for designing public spaces elements (streets, squares, plazas, pedestrian pathways.

This is in addition to places for people’s activities in public spaces; places such as festivals and events, marketplaces, and detailed elements) as to provide people with comfort and pleasure.



Figure (2) shows bodies concerned with city planning.(APA)

A team of designers and experts in roads, transportation, and traffic is also required as vehicles have the same right as people in city roads and corridors.



Figure (3) the organizational chart of the planning team for strategic planning of a new town (the American planning association) ⁷

This is in addition to a group of psychologists and socialists for the human behavior studies as to choose the appropriate elements and materials that should be used for public spaces and means of dealing with these elements and

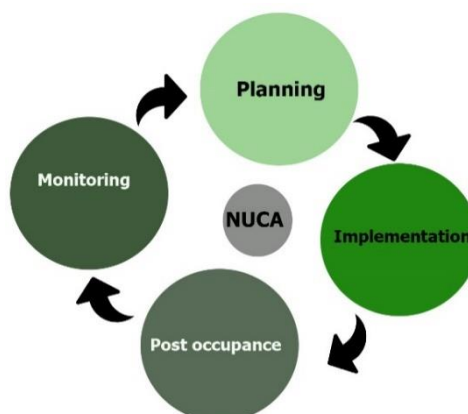
Cliff Moughtin, Urban Design: Street and 6 Square, Routledge, Jun 7, 2007

^{o7} American Planning association organization charting
<https://www.planning.org/pas/reports/report69.htm>

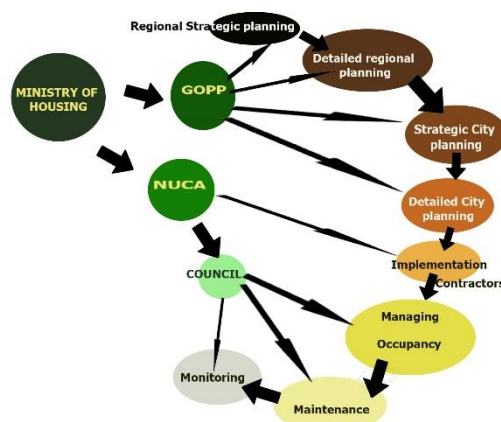
In addition to a group of agricultural engineers concerned with choosing plantations types, also a team of civil engineers for infrastructure (networks and stations), and a team of Economists responsible for relevant feasibility studies, cost control, (cash in / out), and creating job opportunities at the time of construction and in the post-occupancy phase.

Planning process of new cities is carried out according to certain criteria:

- The planning process depend on policies and methodologies of managing new communities, then it differs from central executive managing system to interactive and incremental managing one. In Egypt; as shown on the official site of (GOPP) & (NUCA) and the Ministry of Housing which is presented by the author -Figure (3) and Figure (4).



But, it is obvious that the phase of detailed planning and designing of landscape elements did not consider or follow principles and standards of urban design and planning in the city planning process (planning, implementation, Post-occupancy, management and monitoring). Additionally, participation of inhabitants and their opinions are neglected where the community will be created without providing the basic needs of people which will cause urban deterioration.



Ellahham, Nisreen, Towards Creating New ⁸
Sustainable Cities in Egypt- Critical

The second phase is the construction and implementation through a team consisting of specialized companies in all the above-mentioned fields who will apply and implement the city components according to the designing specifications using suitable and durable materials.

The most important phase is city managing and monitoring, (post occupancy) where the city management must monitor performance of the urban elements of the city and means of utilization, then determine the modifications required to achieve more comfort and pleasure. This stage becomes more important and essential as the city growth occurs to oversee behavioral or social changes.

The major role of the city management comes through a specialized department that includes observers for performance of each element as to apply required adjustments as a result of such observations based on the use or absence of an important element. This is intended to be for the users and inhabitants convenience who can be employed as observers and participants in decisions taken by (NUCA) and the city council. This management method is called interactive managing policy.

Management Methods :

Administration of new cities is applied in three formats:

1. Central; allowing coordination between the construction programs of various new cities, and enforce strict control over investments,
2. Decentralized; whereby promoting competition among regions and municipalities.
3. Central planning and decentralized implementation allowing the central government to control housing policies, expanding competences of the municipalities in a manner that allows them to apply certain policies for attracting private sector and

engaging the local community in planning and implementation phases. However, the process is carried out under the supervision and monitoring of the central government.⁹

Others classify managing methods as follows:

- **The Executive Management method:** it is a centralized managing system where all decisions are taken by the Ministry of Housing and the New Urban Communities' Authorities (NUCA) and (GOPP) in the strategic planning phase, detailed planning phase, implementation phase, managing and monitoring phase, and also the new city plan created by (GOPP) and its consultant offices and (NUCA)



Figure (6) organization chart of the Egyptian model of managing new urban communities (the official web site of the Egyptian Ministry of Housing)

Executive Management method: A central management that follows executive decisions through a very narrow margin for decision making. The time frame for construction of the new city is between 5 and 20 years. This managing body is responsible for implementing the plan in full - as it was planned - and dividing it into constructional phases according to central funding.

Ellahham, Nisreen, Towards Creating New ⁹ Sustainable Cities in Egypt- Critical

Perspective for Planning New Cities, world SB 14 Barcelona, 2014

Regardless the fact of achieving development purposes or not, and without evaluating the results, either the development goals were achieved or not.

- **The interactive management method:** is characterized by flexibility and independence in decision-making and implementation of its objectives, commensurate with variables affecting the new urban communities. Assessment is applied for each stage during the implementation process where design and implementation are only for the first phase of the city, During evaluating the success results, a description of the forms and policies of the second phase, according to the market needs and trends to maintain investments, is formulated. One of its main objectives is to balance the human, industrial and service settlements.¹⁰

In the interactive managing method, the mayor shares authorities and responsibilities with the community's inhabitants.

This method of management requires continuous monitoring, evaluation and review to change policies according to changes and developments in the market in order to achieve maximum utilization and reduce failure rates. The most important mechanisms of participation is the interaction between decision-makers and beneficiaries of the city as to expand the decision-making process to include population , developers and visitors of the city.

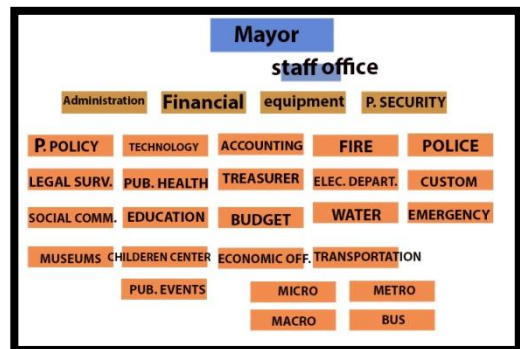


Figure (7) shows the organization chart of the local managing team of an American new community.¹¹

The role of the urban planner differs within executive or interactive management methods. Where in the first one, he prepares the strategic and detailed plans for the whole city and his tasks end at that point. While in the case of interactive management policy, the role of the urban planner starts with preparation of the master plan, follow-up and evaluation of stage results as to determine directions of the next phase, which is called incremental planning.

The Urban Development Department of New Cairo City is a central Executive Directorate, which follows the executive decisions issued by (NUCA), and the Ministry of Housing, to implement the required planning under the available funding budget. The city's municipal council does not have efficient powers to guide development processes, as it is just a central executive arm and has no representation of inhabitants participation. There is no coordination between the internal management and the administrative structure, nor a clear plan to follow up on the completion and development. There is no clear methodology for managing the funding process for various projects. where the priority is to serve the city as a community of elites.

Recently, one year ago, the performance of management has been improved through establishing "united new Cairo council" for the

Abd-Albaqi Ibrahim, The future of new urban community in Egypt between theory and application, conference of (the future of new urban communities, 1995.

<https://www.edrawsoft.com/template-city-planning-org-chart.php>¹¹

three communities (I, III, V), that has more authorities and flexibility in applying what its management deems necessary to facilitate usual activities.

But still all contracts with implementing contractors are carried out through the (NUCA) and are supervised by unqualified engineers who are not specialized in such works, therefore control of work implementation is inaccurate and undisciplined.

Recently, the fifth community municipality (FCM) began to change its management policy by communicating with the population and experts through its pages on social media to discuss issues related to management of some of the city affairs and gather population opinions regarding various urban services. These services include garbage collection mechanism, development of transportation and communication systems, monitoring and follow-up of irregularities in the construction works, as well as communicating with the relevant specialists to solve some of the solvable structural problems. These procedures are relevantly important for development of some services and administrative systems.

Tasks of (GOPP):

(GOPP) was established according to presidential decree no. 1093 year 1973 to be the sole official authority for planning human settlements in Egypt. Law 119/2008 gave GOPP the authority of formulating public planning and sustainable urban development policies; and preparing plans and programs for this development on the national, regional and governmental levels, then review and approve urban plans on the local level within framework of the objectives and policies of national, regional and local planning and sustainable urban development.¹²

The national urban development ¹²
framework in the Arab republic of Egypt,
GOPP, 2014

Tasks of the (NUCA):

Planning tasks:

Design new cities policy, preparing their development plans and programs and coordinate them with production plans.

- Selecting sites of new communities and preparation of their strategic and detailed plans, in accordance with the regional country plans.

- coordinate and exchange advices with ministries and agencies engaged in reconstruction activities and relevant fields, and also study and implement regional services and facilities for projects of the new urban communities.

- Choosing the sites of residential and industries projects, for both public and private sectors projects, in line with regional strategic plans

Executive tasks :

Constructing necessary housing projects and establishing the necessary conditions and legalization for their rent or utilization.

- Implementation of infrastructure networks investments, preparing land zoning plans and internal infrastructure networks, selecting and implementing the most appropriate development programs, such as multiple and diversified service activities.

- Importing necessary supplies, tasks, machinery, tools, parts, spare parts, and transportation in addition to commensurating with site works.

- Organizational structure of new cities' municipality council:

— The President of the (NUCA) has issued decree No. 36 for the year 1982 for establishing the organizational structure of the new city development Agency for new cities and the organizational administrative structure leadership under the supervision of (NUCA). These leadership cores are responsible for carrying out all activities and evaluating them,

coordinate works and implement plans and programs covered by (NUCA), and study the tasks of the head of the new cities' council. Whereas it is clear that :

- Head of the municipality of new city Development, does not have full authority to make quick required decisions as to confront changes, where he must report to (NUCA) for decision-making.
- His responsibilities require him to stay at the new cities and this is not achieved as he has to spend several days at the ministry in Cairo.
- The head's responsibilities do not include modification of policies that concern economical, social and urban development of the new city.
- One of the head's tasks is to study reasons of inefficient administrative procedures without actually evaluating projects in new cities.
- The organizational structure of the new cities is divided into seven sectors that belong directly to the head:
 - The first sector: the technical office that performs studies requested by the head and receives notes from the central bodies of the ministry and then sends reports to them as an executive Secretariat.
 - The second sector: public relations and information; it surveys public interest in new cities and collects required data and information. This sector does not scientifically yield the available information to manage activities that might attract people.
 - The third sector: the Legal Affairs Department, who is responsible for various legal tasks such as issuing contracts and verifying citizens' complaints.
 - The fourth sector : Security, which has many tasks to prevent administrative and financial corruption and to reduce social illegal behaviors.
 - The fifth sector: Planning and following-up ; activity of this sector is limited to applying few minor changes and new projects supervision.

Mohammed abdalbaqi ibraheem, Management '17
of the urban development operation in new

- The sixth sector: Environmental Affairs; is related to reduction of environmental pollution. and protecting public health, but in fact nothing is actually done.
- The seventh sector: Investors Service Office; was recently added to help investors and facilitate their tasks without the need to refer to the ministries.
- Disadvantages of the organizational structure of the new city¹³ :
 - The organizational structure is usually as the public administrations of other ministries, although they do not deal with usual problems. It represents the executive powers of specific and decentralized policies but does not have the authority to take actual decisions. There is also no monitoring system in place.
 - With reference to law No. 59 of 1979, which deals with the new urban communities, shows that the implementing regulations of the law have not been yet promulgated. Which are supposed to define and explain the different articles of the law and means of implementing tasks of new city development.
 - Despite availability of huge constructions that have doubled during the five years plans, the failure to fulfill the target figures for the new cities is due to:
 - Lack of construction materials
 - Lack of construction equipment
 - Lack of skilled labors.
 - Imbalance in Organizational efficiency

Selecting case study:

Vision of (GOOP) for new cities in Greater Cairo:

New urban communities in Greater Cairo are the strategic credit of the vacant lands, which can be exploited for development through attracting investments outside Greater Cairo, accommodating increased population, establishing projects to provide new job

settlements in Egypt, PhD, faculty of engineering
Ain Shams university, 1993

opportunities that contribute in the gross product of Greater Cairo, in addition to solving the problems of the insecure areas.

Vision for New Cairo is:

Activating role of the New Cairo City as a community of knowledge and interdisciplinary, especially in the fields of science, education, business, finance, health and exhibitions. The city also benefits the close location of the new government's District, where a large number of ministries will be transferred.¹⁴

The Fifth Urban community is one of the third-generation cities of the new Egyptian cities, which was accomplished by “the new Urban Communities Authority” (NUCA), it was expected that the accumulation of their expertise would contribute to avoid defects of previous generations.

Whether in the phase of detailed planning or urban design and implementation, and post occupancy phases, there were major problems resulting from shortcomings in various stages of the project, which can be traced back to several reasons, including:

- Lack of experience in detailed planning and landscape of the architectural team and also in the managing methodology of planning phase where (GOPP) depends on the central executive managing model.
- Scarceness of the quality of construction and implementation, due of employing nonqualified companies for construction, who are usually contractors for paving only not for implementing landscape architectural elements.
- Shortage of disciplined supervision on contractors during implementation stage due to poor experience of supervisors.
- Post-occupancy mismanagement due to lack of specialized management (maintenance)

- Absences of following-up and required observation of performance of elements related to public spaces and roads.

- . Misuse and lack of awareness whether from citizens or motorists.

- Overlap and collision among competencies or sometimes between different departments, and lack of efficient coordination between them.

- Central decisions from (NUCA) for all new cities communities

These are considered the main reasons that cause some physical problems such as:

Problems and challenges:

- Diminishing number of parking lots in some areas permanently or insufficient in other areas.

- Inadequate width of some roads despite existence of enough spaces for their installation and enlargement.

- Lack of places for pedestrian to cross roads at intersection points and absence of traffic signs in most intersections.

- Lack of pedestrians networks , and absence of adequate sidewalks, and also lack of appropriate sidewalks in some cases, and sometimes poor condition of sidewalks or preoccupation with advertising materials or lighting poles.

- Laying lighting poles and billboards in the middle of the pedestrians sidewalks, which completely hinders pedestrians movement and endanger their lives.

- Insufficient green areas and their inappropriate distribution, as well as lack of green areas hierarchy.

- Presence of an island in most of the streets with green elements despite narrowness of the street which are insufficient for traffic density.

The national urban development ¹⁴
framework in the Arab republic of Egypt,
GOPP, 2014, p 28

- Occurrence of sudden narrowing in some roads and in some areas that make them dangerous for motorists.
- Absences of permanent places suitable for disabled and elderly.
- There are no bus stops or taxi services that are properly operated in accordance to international standards.
- Entrances to the fifth communities on the ring road are insufficient for access to the pool especially after it became a transit point to the new administrative capital and other gatherings.
- Most details of internal and main road components are poorly implemented, making them unsafe most of the time.
- Improperly implemented Road Humble propagation can sometimes lead to accidents.

How to change managing methodology to change urban life quality the mission:

The research uses specific tools:

- Direct interviews with those who are responsible for complete planning stages of the city at the new urban communities' organization and the city council,

Direct observation and monitoring using time laps filming for defects points

- Compare between the element design principals and their actual performance on the ground.

- Direct interviews with Architect "Jamal Talat" (deputy of (NUCA)) and others:

He is the Egyptian Deputy Minister of Housing who is responsible for the new administration created to be concerned with addressing and modifying these defects (there were direct interviews with Engineer: Adel AL-Naggar - president of all the New Cairo council, and Mr. Mahmoud Huseen - president of 5th. Settlements council - and directors of roads, water supply, and sewerage networks and the director of developing sector and others .

They have explained that the defects occurring in the new cities are due to incomplete design works and details, lack of coordination in the

design process and construction documents and non-detailed landscape elements which are left to the construction companies at later stages.

They have also pointed out that there is a lack of coordination between various parties entrusted with implementation of the scheme, for example those responsible for the roads do not coordinate with those who are responsible for the implementation of infrastructure networks and other elements of the street.

The planners did not take into consideration since the outset; the impact of unexpected traffic congestion on some roads, which sometimes makes them unable to withstand the traffic densities and later on in need for expansion, as well as parking lots required in each area, but sometimes neglecting to take into consideration the existing zones that might be unsuitable for parking lots which creates a real problem with the absence of parking lots in some residential areas.

There are problems that arise due of deficiencies in the design phase such as:

- Lack of some important services such as car parks and green elements.
- Non-adherence to standard rates and dimensions such as width of some roads.

The case study: 5th Settlement is divided into smaller areas and districts, and the researcher started to determine some points and areas to inspect defects in some urban spaces and streetscape as follows:

- The city center area of the 5th. Settlement - contains the main court of Cairo, malls, coffeshops, restaurants, international schools, food markets and others, which means that it is a mixed usage area.

There are some urban defects in this area such as:

shortage in parking areas, streets design (width) is not suitable for the traffic density according to land uses, streetscape is not found (no street furniture, lighting fixtures and poles are fixed in the middle of the walking strip of the platform, advertising boards hinder pedestrians movement as well) there is no pedestrian or cycling networks, there are no pedestrian crossing points or signs, bus stops are neither designed nor implemented properly,

changes in land uses occur in some areas such as west Gulf gated compound, west Arabella housing neighborhood, the low level housing in south of 3rd. Settlement (mega mall).

The 1st. was a sewerage treatment station converted to be a gated high-level housing compound, which increased the built up and population ratio and the overloads on infrastructure networks.

The second was a park and parking areas converted to housing, which decreased the open spaces and recreational facilities.

The 3rd also was a recreational park converted to below level housing, causing the same problems.

The 90th Street is the main street of the city connecting the east (gateway to the new capital) side of the city with the west one (gateway main entrance from the ring road) which has a lot of defects such as:

- Lack of parking lots along its two sides in spite of the heavy density of administration and corporates buildings and commercial malls which causes a bottle neck of traffic at some

points (in front of downtown mall, in front of Conrad mall, NBE bank, hospital of air forces, Dusit hotel, future university, and ceramic mall)

- The road width and number of lanes are not sufficient for traffic density.

- There are no pedestrian or cycling pathways, no crossing road points or traffic signs.

- Bus stops are not designed according to design principals.

- The linkage and connectivity between ring road with the northern 90th road is disconnected - later on - (design and implementation conflict), then the northern 90th gateway has been canceled, which caused bottle neck in the entrance of southern gateway.

The gulf gateway (southern entrance from ring road)

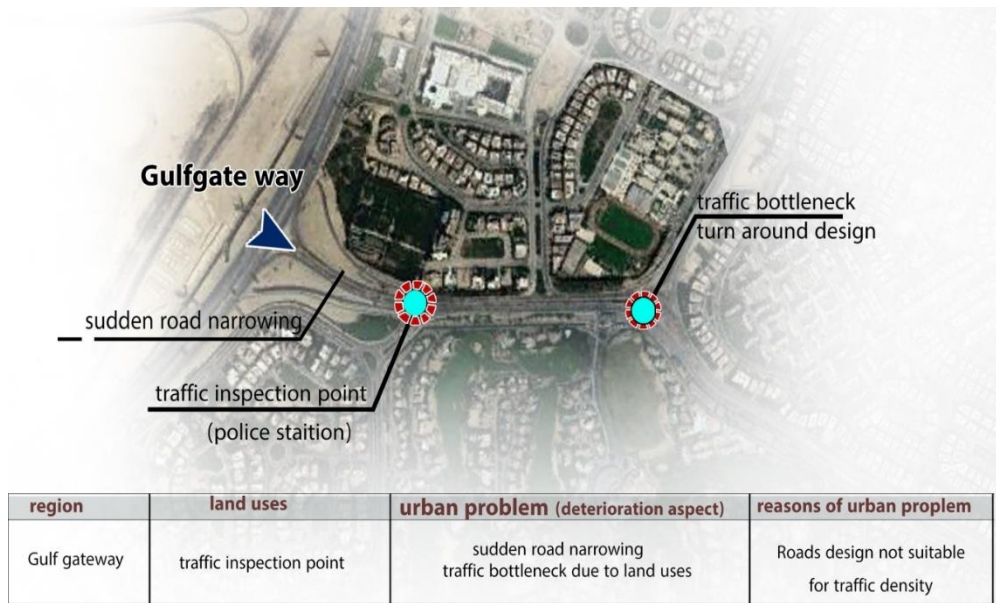
This is the main entrance for Al-shoifat, Al-Golf, west Golf, city council, and the third settlement.

The road started 15m wide and suddenly it was narrowed to be 5 m because it was divided to three road components at that spot. After 50 m there is a police check point contributing to slowing the traffic speed to less than 5km/h in this area, this makes the ring road traffic sometimes almost stops.

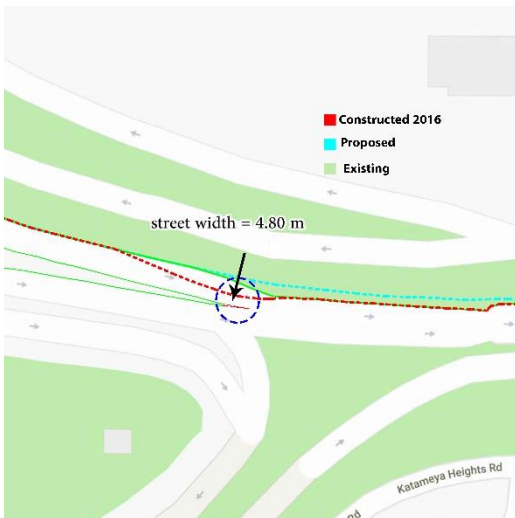
Along this entrance road there is no parking lots- even- in front of the Egyptian international school, which cause a traffic bottle neck (traffic jam) spot- specially –at rush hours.

Reasons for distorted urban details and how to be developed:

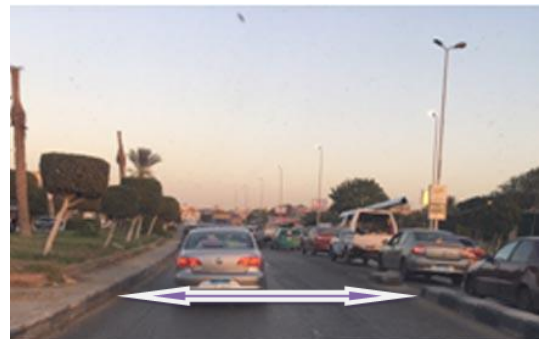
There are a lot of defected urban elements and details due to defects in design, implementation or management in the post-



Figure(9) shows two points of conflict of the southern entrance of new Cairo



Figure(10) shows the case before modifications and the proposed solution and the one implemented by the 5th. Settlement Council management.



Figure(11) in 2016 when the road width was less than 2 lanes



Figure(12) After the road width became 3 lanes, and platform became more useful for pedestrians

occupancy phase, the researcher observed this detail by little “time laps filming” for some areas in New Cairo. During the presentation of these photos analysis to the mayor of the city council, he clarified the actual reasons of every case, and if it was caused by design, implementation, managing, or conflicts among parties responsible for the city planning and managing.

The researcher and the team have suggested some solutions for some of those problems that can be developed easily without fatal damages where the

results are not impressive enough, but it is satisfactory at the moment.

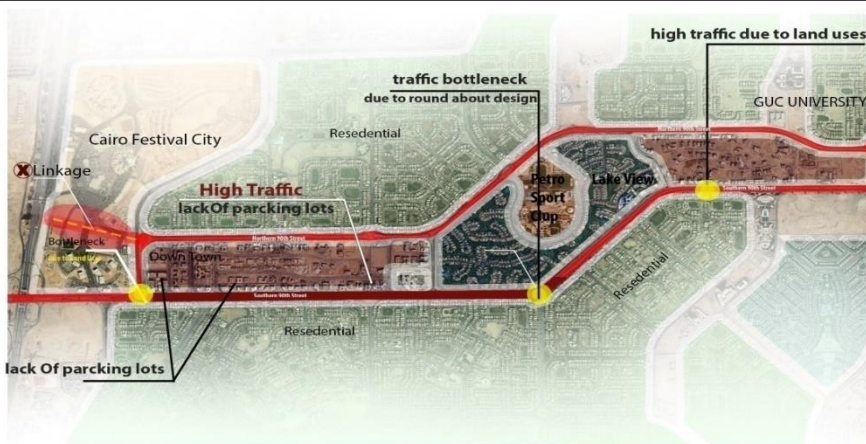
Such as:

- The golf gateway (southern entrance from ring road) , This is the main entrance for Al-Shoifat, Al- Golf, west Golf, city council, and the third settlement.

The road started with width of 15m and suddenly narrowed to be 5 m because it was divided into three road components at that spot. 50 m next to this point there is a police officer check point contributing to slowing the traffic speed to less than 5km/h in that area, that makes the ring road traffic sometimes almost stops. Figure(9,10,11,12)

Along the entrance road (Jamal Abd Elnaser axe) there are no parking lots- even- in front of the Egyptian international school, which causes a traffic jam especially at rush hours

- The 90th Street is the main street of the city connecting the east (gateway to the new capital) side of the city with the west one (gateway main entrance from the ring road) which has a lot of defects such as:



region	land uses	urban problem (deterioration aspect)	reasons of urban problem
EL 90 street	main street	lack of parking lots traffic bottleneck due to round about design	Roads design not suitable for traffic density

Figure(13) shows The 90th Street with its central corporate axe

- Lack of parking lots along its two sides despite of the heavy density of administration and corporate buildings and commercial malls which causes a bottle neck of traffic at the points (in front of downtown mall , in front of Conrad mall, NBE bank, hospital of air forces, Dusit hotel, future university, and ceramic mall)

- The width of the road and number of lanes is not sufficient for traffic density.

- There is no pedestrian or cycling pathways, no crossing road points or traffic signs.

- Bus stops are not designed according to design principals.

- Linkage and connectivity between ring road with the northern 90th road disconnected- later on- (design and implementation conflict), then the northern 90th gateway has been canceled, which caused a bottleneck at the entrance of southern gateway



Figure(14) shows that the 90th. Road. Has no pedestrian crossing path before modifications



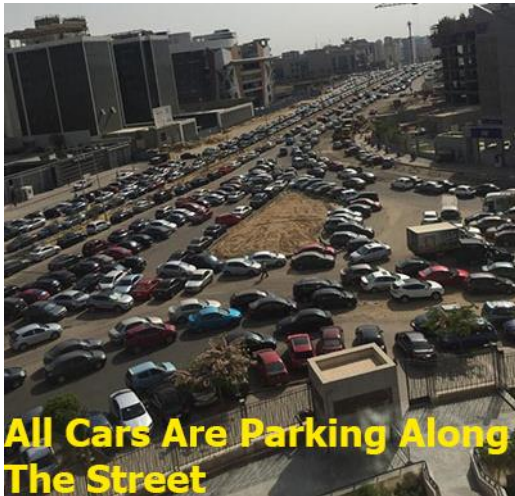
Figure(15) shows that the council started to construct a bridge for pedestrian over 90th. road.



Figure(16) the concord plaza mall uses the service road as car parking



Figure(17) the Dusit Hotel uses the service road as car parking



Figure(18)shows that the area of Banks has no parking lots, thin people used streets as parking lots



Figure(19)shows that the area of Banks has no parking lots, thus people used streets as parking lots

Case 3: - The city center area of the 5th. settlement contains the main court of Cairo, malls, café shops, restaurants, international schools, food markets and others, which means that it is a mixed uses area.

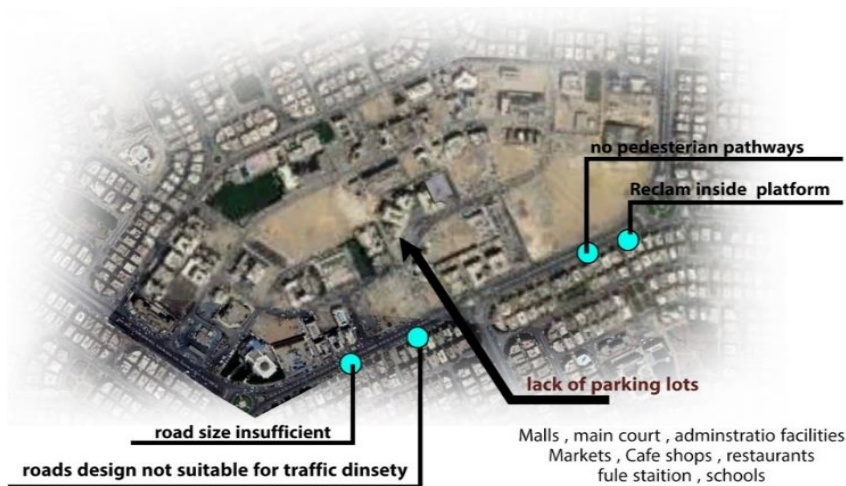
There are some urban defects in this area like: shortage of parking lots, streets design (width and number of lanes) that are not suitable for the traffic density according to mixed land uses, streetscape not found (no street furniture, lighting fixtures and poles fixed at the middle of the walking strip of the platform, advertising boards hinder



Figure(20) shows the case before modifications, when the street was squeezed and the high traffic in this area.



Figure(21) shows the case after modifications, when the street became wider and the traffic became easier in this zone and a large parking lot was activated.



region	land uses	urban problem (deterioration aspect)	reasons of urban problem
City center	Malls, main court, administration facilities Markets, Cafe shops, restaurants public station, schools	lack of parking lots	Roads design not suitable for traffic density

Figure (22) shows the central business district of 5th. Community

pedestrian movement as well) there is no pedestrian or cycling networks, there are no pedestrian crossing points or signs, bus stops are not either designed or implemented properly, and there are no green areas at this district ever.

It was suggested that widening the road and enlarging the middle island as to provide parking lots (one row perpendicular to the platform), and add 2 additional lanes on both street sides. But when they started construction they preferred to construct only one additional lane and decrease the island width to be 6 m wide only.

Impacts of changing land uses

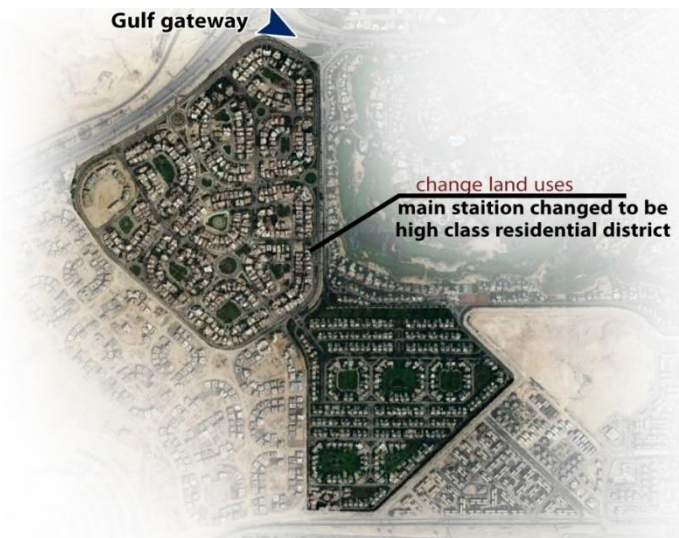
Changes in land uses occurred in some areas like west Golf gated compound, west Arabella housing neighborhood, the low

level housing in south of 3rd. settlement (mega mall), but the worst one is conversion of

the petrified forest (protectorate) to be a housing district called (Narges Extension).



Figure (23) shows that the advertising fixtures obstruct the pedestrian platform



region	land uses	urban problem (deterioration aspect)	reasons of urban problem
Gulf gateway	traffic inspection point	sudden road narrowing traffic bottleneck due to land uses	Roads design not suitable for traffic density

Figure (24)

The 1st. was a station for sewerage treatment converted to be a gated high level housing compound, which increased the built up and population ratio and the over loads on infrastructure networks. Figure (24)

.The second was a park and parking areas converted to housing, which decreased the open spaces and recreational facilities.

The 3rd also was a recreational park converted to be a low level housing, causing the same problems. Figure (25)

Figure (26) shows the change in land uses of the Petrified Forest (protectorate) to be a housing district



region	land uses	urban problem (deterioration aspect)	reasons of urban problem
Arabilla west	low class housing area	lack of parking lots	change land uses

Figure (25) shows the change in land uses of the area of west Arabilla which was a park and converted to be housing district



Table (1) shows the selected cases, their locations, reasons, impacts on the urban life,

recommendations, new managing methods and the accomplishment ratios.

N	Problems (Cases)	Location	Reasons	Impacts	Recommendation	Act. Accomplishment Ratio
1	Lack of parking lots	All over the city	Neglecting Planning norms & no-coordination between planning teams	Traffic jam & blocking	Keep basements as parking places & create parking places using unconstructed areas & keep land uses as original planning.	Acting on and following up
2	Inadequate Roads width	Main roads and gateways	Defects in Roads design & implementation	Traffic jam & blocking dangers	Expanding roads & canceling the internal islands	Acting almost finished
3	lack of pedestrian crossing road points	most intersections	Defects in design & implementation	danger	Design & implement pedestrians bridges	Acting, only one over 90 th . road
4	absence of traffic lights & signs	All over the city	Managing- post occupancy	danger	Fix signs & traffic lighting	Not yet
5	Lack of pedestrian network & sidewalks	Some places	Defect in design	Danger & uncomfortable	Design & implement pedestrians networks	adding some sidewalks
6	Neglecting Streetscape elements	Allover	Defect in design & implementation and managing	Danger & uncomfortable	Design and implement plazas & active urban public spaces	Not yet
7	lack of green areas and open spaces	Some districts	Defects in design, implementation and managing	Uncomfortable- image	design and implement parks and green areas	Not yet
8	Roads sudden narrowing	Golf entrance gateway	Defect in design & implementation	Danger	Widening critical points	done
9	Absence of disabled and elderly facilities	All over	Defect in design, implementation and managing	uncomfortable	Design & implement ramps on sidewalks & entrances	Doing some & acting others
10	No bus stops designs and implementation on coordinated with roads and sidewalks	All over	Defect in design, implementation and managing	Traffic jam, blocking Danger & uncomfortable	Design & implement bus stops separate from the right of ways	Not yet
11	Insufficient entrances & gateways	Only 2 Entrances for the 5 th . settlement (ring road)	Defect in design, implementation and managing	Traffic jam & blocking	No recommendations	no
12	Neglecting design of roads ramps	All over	implementation and managing	Danger & uncomfortable	Design & implement humbles according to design standards	Acting some on Jamal Abdelnaser axe
13	Changing land uses	3ed community central park and New Nargis	Managing	Image , uncomfortable & Traffic jam	No recommendations for lands, but for building they can	No for lands& acting for buildings

Conclusions: - The two models of managing new urban communities are: - the central, executive managing methodology, which is used in managing Egyptian new urban communities. - the second is the interactive managing method, in which the mayor shares authorities and responsibilities with the community's inhabitants

- the Egyptian new urban communities have potentials to be great cities, only if management systems were changed to be interactive system, where the mayor shares authorities with inhabitants of and people participate in decision making.

- this experimental research (the author's participation in thinking and decision making about the new Cairo community -as an inhabitant - and monitors changes with the council management proved that possibility of changing and improving the communities life quality when the official management interacts with the inhabitants and share thoughts to change their community.

Recommendations: After 4 centuries of managing new urban communities by (NUCA) until the phase of post occupancy, now it is time to change the managing method of these communities to interactive management, and create a legal authorized body that enables the inhabitants to keep their rights in a good life quality.

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إدارة المجتمعات العمرانية الجديدة بمصر لتطوير الحياة العمرانية دراسة حالة التجمع الخامس د. احمد محمد امام حماد

ملخص البحث: إدارة المدن والمجتمعات العمرانية المصرية الجديدة تؤثر على تنمية تلك المدن ، و من ثم علي التنمية العمرانية في مصر بشكل عام إذ تتبع أسلوب الإدارة التنفيذية المركزية ، حيث تقوم هيئة المجتمعات العمرانية الجديدة و هيئة التخطيط العمراني- التابعتين لوزارة الإسكان والمرافق والمجتمعات العمرانية الجديدة- بإدارة كل شؤون المدن الجديدة منذ لحظة التفكير في إنشائها و إختيار موقعها و تخطيطها في ضوء التخطيط الإقليمي- و كذلك تنفيذها و تعيين جهاز المدينة المنوط بإدارتها أثناء وبعد الإنشاء ، وهذه الإدارة المركزية لا تأخذ أحياناً في حساباتها إحتياجات السكان الحقيقية و متطلباتهم ، و قد ينتج عن أسلوب هذه الإدارة التنفيذية المركزية العديد من السلبيات العمرانية الناتجة عن عدم إعطاء الإدارات والأجهزة المحلية السلطات والإمكانات اللازمة لتنفيذ مايناسب الوضع المحلي الذي يلحظونه يومياً ، كما أنهم لا يأخذون في إعتباراتهم آراء السكان المنتفعين بالتجمع العمراني في أعمال التطوير .

و من المشكلات التي تنتج عن سوء الإدارة في مراحل المدينة المختلفة منذ إعداد المخططات التفصيلية إلى التنفيذ إلى عملية إدارة مرحلة مابعد الإنشاء هي تغيير الإستعمالات لبعض المناطق حتي لو كان لها قيمة طبيعية مثل منطقة الغابة المتحجرة التي تم تحويل جزء منها لمنطقة سكنية رغم كونها محمية طبيعية و كذلك مناطق أخرى كانت مخططة كمناطق خضراء تم تحويلها إلى مناطق إسكان نظراً لإرتفاع سعر الأرض مما يؤدي إلى رفع الكثافات السكانية و العمرانية و يشكل ضغطاً علي الشبكات ، وكذلك إنعدام وجود شبكات لحركة المشاة ، و عدم وجود إشارات المرور بمعظم التقاطعات ، و عروض بعض الطرق أقل من أن تتحمل الكثافات المرورية المتوقعه عليها رغم توافر المساحات اللازمة لذلك ، مع النقص الشديد في مواقف السيارات سواء بالمناطق السكنية أو التجارية بالمدينة ، و كل ذلك يؤثر في النهاية علي راحة السكان وأمنهم و يقلل جودة الحياة العمرانية ، و ذلك علي الرغم من أن التجمع الخامس يعتبر من الجيل الثالث للمجتمعات العمرانية الجديدة إلا أن الوزارة لم تستفد من تجاربها السابقة في تحسين أسلوب الإدارة، وفي الآونة الأخيرة إستطاع الباحث من خلال لفت نظر المسؤولين عن الإدارة ببعض تلك الأفكار العمرانية وتفصيل تنسيق المواقع إحداث نوع من التأثير المحدود نسبياً في بعض المناطق والتفاصيل أدي إلي تحسين بعض تلك التفاصيل كما أصبح هناك تحولاً جذبياً في أسلوب الإدارة بزيادة التفاعل بين المسؤولين والسكان .