

**RAPPORTEUR REPORT FOR THURSDAY 28TH MARCH, 2024 MONTHLY
VIRTUAL LECTURE SERIES.**

**THEME: LEKKI COMPREHENSIVE MASTER PLAN (LCMP) – PRINCIPLES,
PROPOSALS AND IMPLEMENTATION TEN YEARS LATER**

Introduction:

The Nigerian Institute of Town Planners, Lagos State Chapter (NITP-LSC), hosted its Monthly Virtual Lecture Series on Thursday, March 28th, 2024. This month's theme, "Lekki Comprehensive Master Plan (LCMP) – Principles, Proposals, and Implementation Ten Years Later," aimed to critically assess the progress and challenges encountered in implementing the LCMP over the past decade. Led by TPI. Makinde Ogunleye, Managing Director of Corporate Castles Limited, the lecture featured insightful discussions from TPI. Bisi Ogunlewe, Managing Director of Terraview Solutions Limited, and TPI. Lateef Oladeinde, a Retired Director with the Lagos State Government. Moderated by TPI. (Dr) David Olawale, with TPI. Iorise Mvendaga Paul serving as rapporteur, the lecture looked at the complexities of urban planning and development in the dynamic Lekki subregion 10 years after the implementation of the LCMP. This report provides a summary of the lecture's key points, including background information, initial proposals, implementation challenges, recommendations for improvement, and notable discussion points.

Background:

The lecture series organized by NITP-LSC serves as a platform to advocate for the implementation of operating development plans in Lagos State. Recognizing the rapid urbanization and developmental challenges in the Lekki corridor, the March lecture focused on evaluating the LCMP's efficacy since its inception. The historical evolution of master plan preparations in Lagos, spanning from regional to sub-regional plans, paved the way for the formulation of the LCMP.

Proposals

Crafted in 2008, the LCMP aimed to address pressing urban issues such as traffic congestion and unplanned development within the Lekki subregion. Its vision encompassed the establishment of township centers, robust transportation networks,

and diverse residential, commercial, and industrial zones. Notable proposals included the creation of township centers along the Atlantic and Lagoon, the development of open spaces and parks, and the expansion of transportation infrastructure to accommodate the region's projected population growth.

The Plan (LCMP) put forth several ambitious proposals aimed at guiding the development of the Lekki subregion. These proposals encompassed various aspects of urban planning, including infrastructure, zoning, and economic development. Key proposals outlined in the plan include:

1. **Township Centers:** These centers were envisioned as vibrant urban hubs with mixed land uses, including residential, commercial, and recreational facilities. The aim was to create self-contained communities that catered to the diverse needs of residents while promoting sustainable urban living.
2. **Transportation Networks:** LCMP emphasized the enhancement of transportation networks to improve connectivity and alleviate traffic congestion in the Lekki subregion. This included the development of new road infrastructure such as the Coastal Road, Lagoon Express Road, and regional link roads. Additionally, the plan advocated for the integration of mass transit systems to provide efficient public transportation options for residents.
3. **Green and Open Spaces:** LCMP proposed the creation of parks, gardens, and natural reserves throughout the Lekki subregion. These green spaces were intended to provide recreational opportunities, promote biodiversity, and mitigate the adverse effects of urbanization on the environment.
4. **Mixed-Use Development Zones:** The plan advocated for the establishment of mixed-use development zones to promote economic vitality and reduce commuting distances. These zones would integrate residential, commercial, and industrial land uses, fostering vibrant urban communities where people could live, work, and play nearby.
5. **Industrial Areas:** LCMP identified designated industrial areas within the Lekki subregion to accommodate manufacturing and industrial activities like the Free Trade zone. These areas were intended to support economic growth and trade, job creation,

and industrial diversification while minimizing land use conflicts with residential and commercial zones.

6. Digital Centers: These centers would serve as hubs for technology-based businesses, innovation, and entrepreneurship, contributing to the region's economic competitiveness and technological advancement.

7. Infrastructure Resilience: LCMP emphasized the need for resilient infrastructure systems capable of withstanding environmental hazards and climate change impacts. This included the development of robust utilities, drainage systems, and telecommunications networks to support the region's growing population and economic activities while safeguarding against natural disasters.

These proposals aimed to provide a comprehensive framework for sustainable development and urban growth in the Lekki subregion, addressing the diverse needs of residents while fostering economic prosperity and environmental stewardship.

Principles

The Lekki Comprehensive Master Plan (LCMP) was developed based on core principles aimed at addressing urban challenges and fostering sustainable development in the Lekki subregion. The principles guided the formulation of the plan and influenced its key proposals. Some of the core principles underlying the LCMP include:

1. Sustainable Urban Growth: The plan sought to manage urban growth in the Lekki subregion in a sustainable manner, ensuring that development activities are carried out in harmony with environmental preservation and resource conservation.

2. Integrated Township Centers: Proposed along both the Atlantic coastline and the Lagoon, these centers were envisioned as focal points for residential, commercial, and recreational activities, promoting mixed land use and vibrant urban communities.

3. Transportation Network Enhancement: An integral aspect of the plan was the enhancement of transportation networks to alleviate traffic congestion and improve connectivity within the Lekki subregion. This included the development of new road infrastructure, such as the Coastal Road and Lagoon Express Road, as well as the

integration of mass transit systems to facilitate the efficient movement of people and goods.

4. Green and Open Spaces: Towards enhancement of liveability and environmental quality. The plan proposed the establishment of parks, gardens, and natural reserves to provide recreational opportunities, promote biodiversity, and mitigate the urban heat island effect.

5. Mixed-Use Development: LCMP advocated for the creation of diverse land uses within the Lekki subregion. This included the integration of residential, commercial, and industrial zones to promote economic vitality, reduce commuting distances, and foster social interaction.

6. Infrastructure Resilience: Considering the importance of resilient infrastructure systems capable of withstanding environmental shocks and stresses, the plan proposed the development of robust infrastructure networks, including utilities, drainage systems, and telecommunications, to support the region's growing population and economic activities.

Implementation Issues:

Despite the ambitious goals, the implementation of the Lekki Comprehensive Master Plan has encountered significant challenges over the past decade. The lecture identified implementation challenges such as:

1. Phased Implementation: The plan was designed to be implemented in three phases, but there has been limited progress, particularly in the first phase from Lekki Phase 1 to Ajah or Lagos Business School.

2. Infrastructure Development Delays: Critical infrastructure projects outlined in the plan, such as the construction of an International Conference Center, have not materialized as envisioned.

3. Limited Stakeholder Involvement: There has been a lack of sustained engagement and involvement of stakeholders in the implementation process beyond the initial planning stages, which hampers effective execution.

4. **Weak Institutional Frameworks:** The absence or inadequacy of robust institutional frameworks for enforcing and monitoring plan implementation has been a significant challenge.

5. **Poor Coordination among Government Ministries:** Insufficient coordination among various government ministries, departments, and agencies (MDAs) involved in the implementation process has led to disjointed efforts and suboptimal outcomes.

6. **Revenue Prioritization over Plan Execution:** There is a tendency for government priorities to lean towards revenue generation rather than the effective execution of the master plan, leading to inconsistencies in resource allocation.

7. **Inadequate Information Acquisition:** During the creation of the LCMP, there was a lack of comprehensive data acquisition on existing developments in the region, leading to discrepancies between the plan and actual conditions on the ground.

8. **Inconsistent Implementation Strategies:** The adoption of inconsistent implementation strategies and the approval of developments that conflict with the LCMP have undermined the plan's effectiveness.

9. The absence of effective mechanisms for information acquisition on existing developments further complicated implementation efforts.

These challenges have collectively contributed to the deviations from the original master plan and the slow pace of implementation of key projects outlined in the LCMP.

Discussion Points:

The lecture sparked engaging discussions on various aspects of LCMP implementation related to the challenges and strategies. The discussions were around addressing concerns such as:

1. **Adherence to Planning Process:** Participants highlighted challenges associated with adhering to the planning process, emphasizing the importance of following the details of infrastructure planning and sharing information effectively among stakeholders.

2. **Delayed Infrastructure Development:** Concerns were raised about the government's delayed infrastructure development, which has resulted in inconsistencies in land allocation and hindered the effective implementation of the master plan.

3. **Significance of the LCMP:** The significance of the Lekki Comprehensive Master Plan as a guiding document for development was reiterated, emphasizing the need for reorienting Ministries, Departments, and Agencies (MDAs) to prioritize plan execution and integrate existing developments.

4. **Prioritizing Plan Execution:** Participants emphasized the importance of prioritizing plan execution over plan creation, highlighting the need for collaborative efforts between the Ministry of Physical Planning, MDAs, and the public to ensure successful implementation.

5. **Integration of Existing Developments:** There were discussions on the necessity of integrating existing developments into the master plan framework to address infrastructure deficits and ensure cohesive urban development.

These discussion points underscored the complexities and challenges associated with implementing the Lekki Comprehensive Master Plan while emphasizing the need for proactive measures and collaborative approaches to overcome these hurdles.

Conclusion:

The lecture series offered valuable knowledge on the Lekki Comprehensive Master Plan's goals, principles, proposals, and the hurdles faced in its implementation over the past ten years. Developed in 2008 to address traffic and create a well-planned Lekki subregion, the plan has faced challenges despite its promising vision. Limited stakeholder involvement, weak institutions, and a focus on revenue over the plan's goals were identified as key roadblocks. The discussions highlighted the need for strong institutions, good governance, and public-private partnerships to move forward. Ideas for improvement included dedicated implementation units, informed leadership, and increased public participation.

Recommendations for Improvement:

To overcome the challenges hindering the Lekki Comprehensive Master Plan implementation, the lecture proposed a series of recommendations.

The recommendations provided to address the challenges and enhance the efficacy of implementing the Plan were as follows:

1. **Establish Robust Institutions:** There is a need to establish dedicated institutions with clear mandates for overseeing and implementing the master plan (as well as other master plans and model city plans in Lagos). These institutions should have the authority and capacity to enforce plan compliance.

2. **Promote Stable and Informed Governance:** Stable governance structures that prioritize urban planning and development, coupled with informed decision-making processes, are essential for effective plan execution.

3. **Encourage Public-Private Partnerships (PPPs):** Leveraging PPPs can facilitate the development of critical infrastructure outlined in the master plan, as well as promote private sector involvement in urban development projects.

4. **Revisit the Master Plan Implementation Committee:** Reconstituting or strengthening the master plan implementation committee could help streamline coordination efforts and ensure accountability in plan execution.

5. **Create a New Department for Monitoring:** Establishing a dedicated department within relevant government agencies tasked with monitoring and evaluating plan implementation progress can enhance oversight and accountability.

6. **Facilitate Public Involvement:** Encouraging active participation and engagement of the public in the physical planning processes which can foster community ownership of the master plan and promote transparency.

7. **Implement a Mayoral System for Lagos:** Introducing a mayoral system for Lagos that could streamline decision-making processes and enhance accountability in urban planning and development initiatives.

8. **Integrate New Road Proposals and Prioritize Mass Transit:** Incorporating proposed road networks into the master plan (especially by the consultants reviewing the master plan) and prioritizing the development of mass transit systems can improve connectivity and mobility within the region.

9. Conduct Sensitization Programs for MDAs: Educating officials within government ministries, departments, and agencies on the significance of the master plan and their roles in its implementation can enhance collaboration and coordination efforts.

Moving forward, there is a need for collaborative efforts between government agencies, private stakeholders, and the public to ensure the successful execution of the LCMP. By implementing the recommendations and developing a culture of accountability and transparency, it is hoped and believed that stakeholders in the plan review and implementation can overcome existing challenges and realize the vision of sustainable development outlined in the LCMP for the benefit of both the present and future generations.

Rapporteur: TPI. IORSE, Mvendaga P.