

THE REVISION OF THE SNAT 2030, THE CASE OF GUIDELINE 3: CREATING THE CONDITIONS FOR THE ATTRACTIVENESS AND COMPETITIVENESS OF THE TERRITORIES

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ABSTRACT

Algeria is committed to a new policy of planning and reconfiguration of its territory SNAT 2030, it is focused on the efficient strengthening of the role of the State as guarantor of a balanced and sustainable development of the territory and its components. The last revision of the SNAT (2020-2025), presents several findings concerning the imbalance of the Algerian territory, particularly about the factor of the distribution of development and settlement. This work focuses on the third guideline which deals with the creation of conditions of attractiveness and competitiveness of the territories and refers mainly to the national land use plan SNAT 2030, it is implemented through eight (08) Territorial Action Programs (TAP). In this article, we will present the main findings of the evaluation regarding the TAPs of this guideline by identifying the new strategic axes and new issues.

Keywords: Algeria, SNAT 2030, Territorial Action Programs, attractiveness, competitiveness.

1. Introduction

Territorial competitiveness can be manifested in various forms, it can be economic, cultural and/or technological. The value of a territory is generally measured in terms of its power to attract capital, skills and people.

A strategy is highlighted to avoid the waste of resources, to fight territorial segregation, to ensure the social and spatial cohesion of the entire Algerian territory, and especially to preserve and enhance the historical and cultural heritage. *“For the territory is no longer considered as a physical support of human activities, it is also a place of meetings and exchanges of all kinds, the feeling of belonging to a given territory is forged through the ages, it is consolidated by traditions, ethics, standards, practices and collective cultural heritage”* (1). Thus, *“a strong anchoring characterizes the relationship between territory and culture and the boundaries that separate them always remain blurred”* (2).

Algeria draws up a table to control and define at best its territory. What will allow him to attenuate more the constraints and to emphasize the assets of a territory characterized by its diversity and its complexity? To redistribute in a balanced way the overloads of this vast and complex territory, a prospective and rational approach is gradually imposed.

To remedy all these territorial mutations, a work was born based on consultation and integration, the idea consisted of the adoption of a global planning policy, having at the same time a strong economic, social, environmental and cultural dimension. These principles are strongly intertwined with the new Algerian policy of reclaiming the territory. In this article, we will focus on the applications of Algerian urban planning instruments in the competitiveness clusters (POCs) proposed in the SNAT 2030, to show this new way of redistributing the territory to achieve a rebalancing and highlight its assets. This work aims to study the third guideline which deals with the creation of conditions of attractiveness and competitiveness of the territories which is implemented through eight (08) Territorial Action Programs (PATs).

2. An Algerian territory full of contrasts

Algeria is endowed with a vast territory with an area of 2 381 741 Km²; it is also characterized by its natural and mining resources; occupying a strategic place this territory and composed of three distinct zones:

- **The first zone / The Tellian zone:** "is a northern set composed largely of mountains that are separated from the sea by very narrow coastal plains (M'leta, Habra, Mitidja, Annaba) as well as the plains of the interior basin, these are interposed between the coast and the mountains in the west of the country (Tlemcen, Sidi Bel Abbès, Mascara, Chlef, Guelma)"(3). This area represents just 4% of the total area of Algeria.
- **The second zone / the Highlands:** represents a large plateau that extends from the east to the west of the country; it is represented by 9% of the surface of Algeria.
- **The third zone / the Great South:** represents 87% of the surface of the country and is characterized by its arid climate.

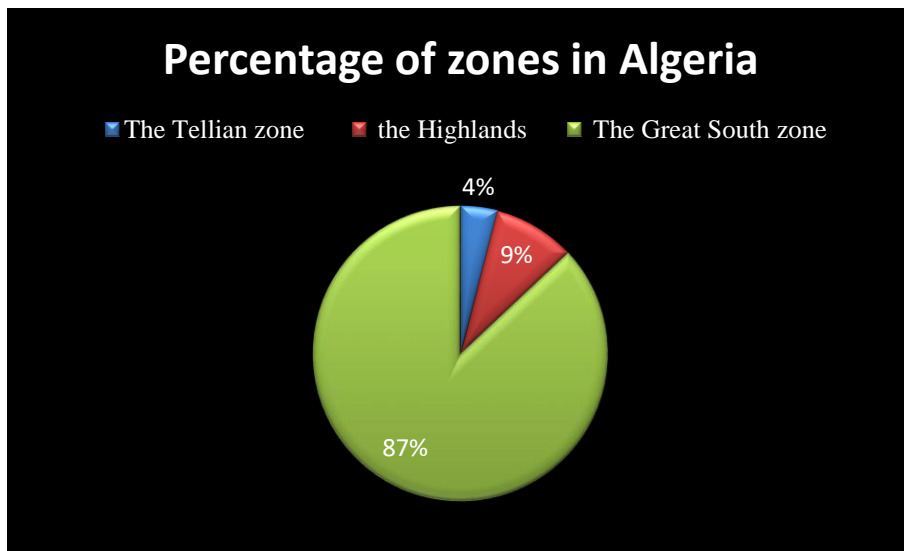


Figure 1. Distribution of the zones in ALGERIA / Realized by: R. Abada

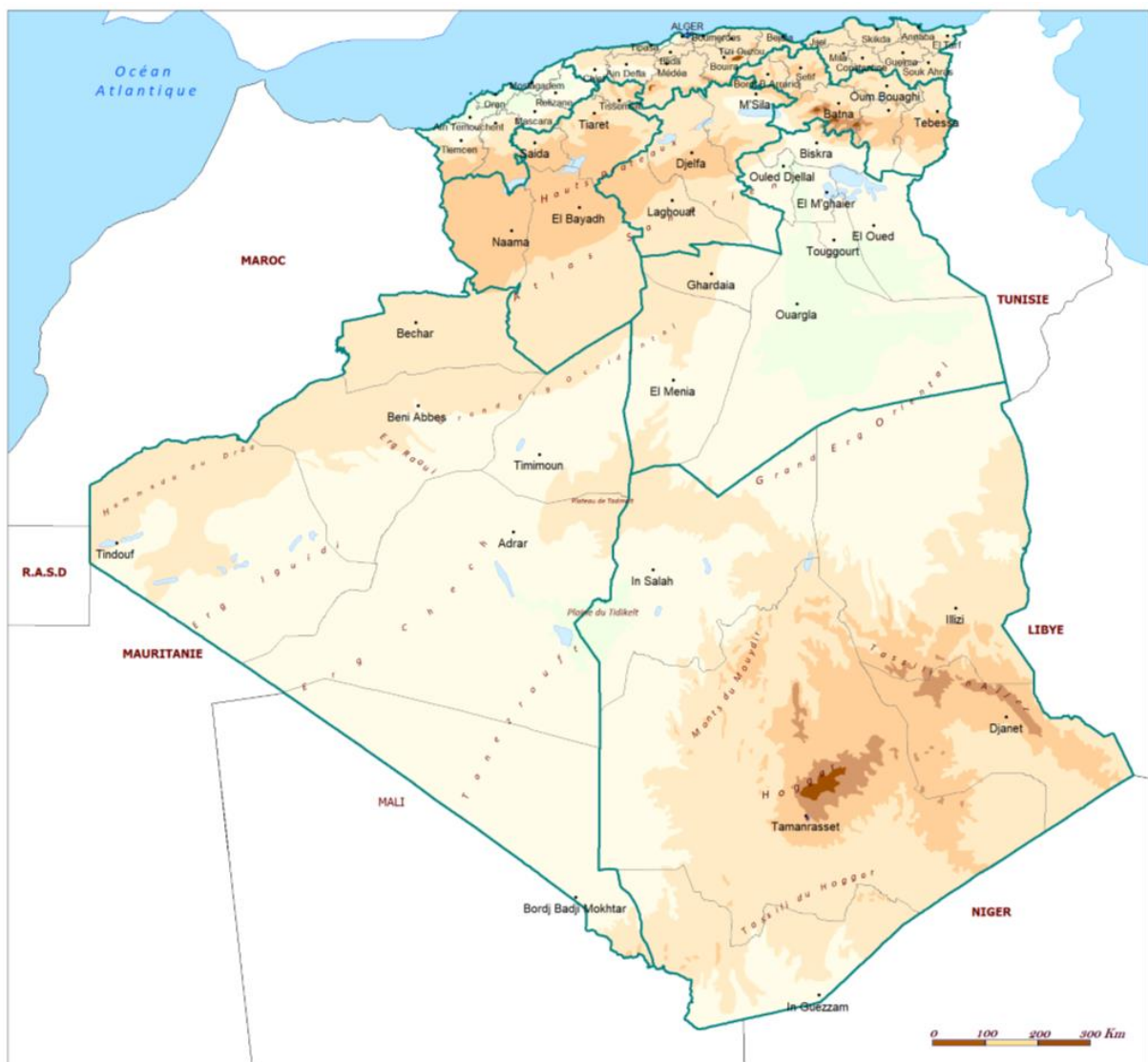


Figure 2. A huge, rich and contrasted geostrategic territory
 Source: SNAT 2030 review, ANAAT 2022 (National Agency for Territorial Development and Attractiveness) based on data from MICLAT (Ministry of the Interior and Local Authorities and Territorial Development)

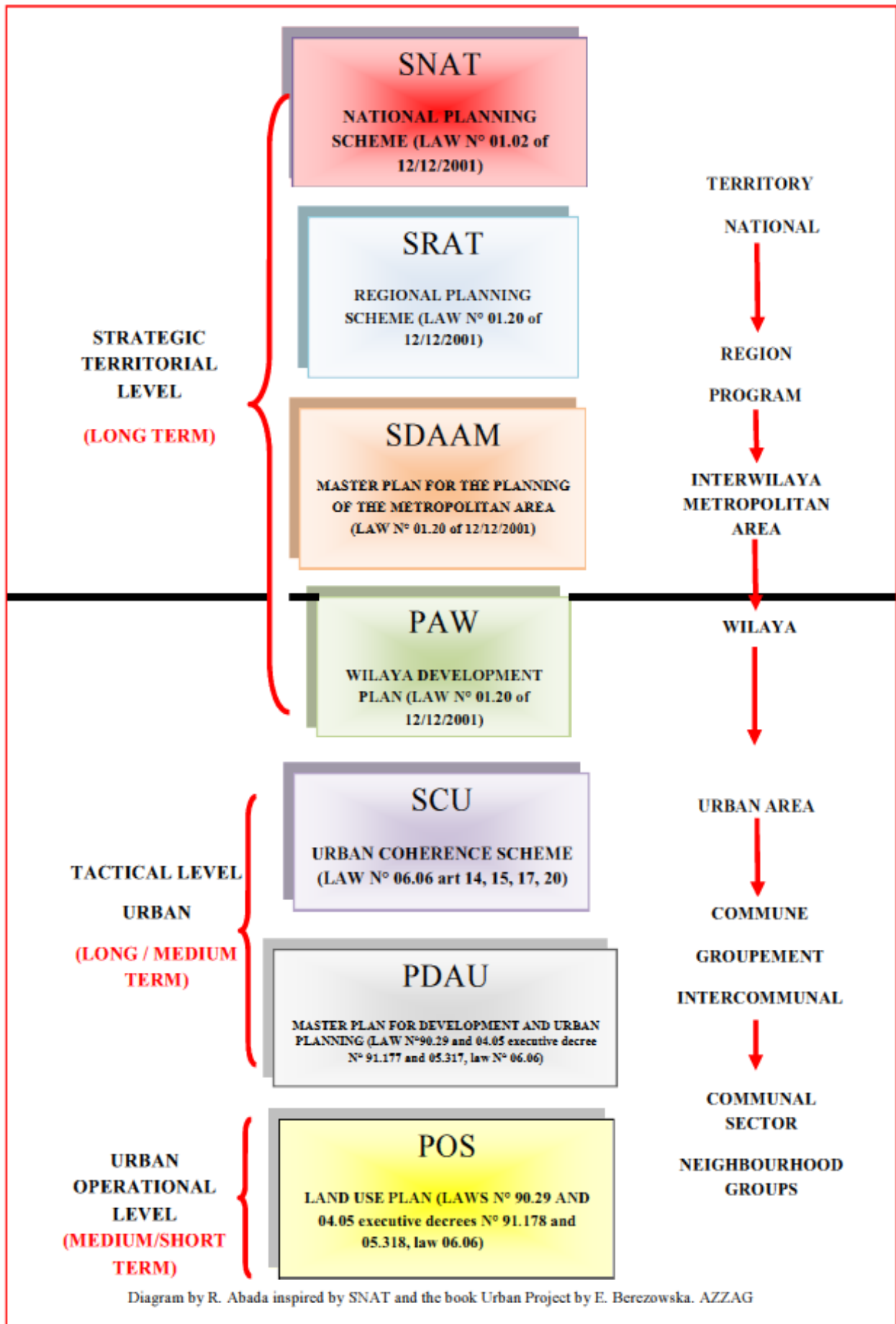
3. The SNAT is an act by which the State displays its great territorial project

“Adopted by the two parliamentary chambers and promulgated by the President of the Republic, Law 10-02 of June 29, 2010, approves the National Spatial Planning Scheme, SNAT 2030. The SNAT 2030 was developed by Law 01.20 of December 12, 2001, on land use planning and development”(3).

3.1. The SNAT 2030: a window of opportunity to join the modern world

The territories are confronted with increased globalization that is constantly changing their data; they carry both great potential and immense opportunities, but they can also represent a source of concern and threats and above all enormous challenges to be met. The new fact is that competition is no longer localized to companies alone but has gradually moved to the territories and regions.

The development of territories, their survival, and their sustainability depend largely on their ability to adapt and innovate in a globalized context, which is marked by increasingly tough competition that is difficult to catch up with, and for which territories are fighting to win the declared battle between attractiveness and competitiveness. The SNAT has revealed the weaknesses and strengths of the territory; it has also brought out the opportunities and threats, as well as the challenges that characterize the territorial dynamics in full movement.



3.2. Four (04) guidelines for the implementation of the SNAT 2030

Four (4) guidelines orientate the SNAT and respond to the challenges of the development of the Algerian territory, as identified in the diagnosis, and then declined into different possible futures in the scenarios. These guidelines are the following:

- Sustainability of resources;
- The rebalancing of the territory;
- Attractiveness and competitiveness of the territories;
- Social and territorial equity.

4. Methodology

The 04 guidelines are in turn broken down into twenty (20) Territorial Action Programmes (TAPs), into orientations and then into strategic axes, to be implemented through Territorial Development Programmes (TDPs) in a more targeted manner and on identified themes.

In this article we will study guideline 3: Create the conditions for the attractiveness and competitiveness of the territories. In this article, we will study guideline 3: Creating the conditions for the attractiveness and competitiveness of territories. This third guideline of the SNAT is implemented through eight (08) Territorial Action Programmes (TAP):

- **TAP 14:** the modernisation and networking of public works, transport, logistics and information and communication technology infrastructures
- **TAP 15:** the upgrading and modernisation of major cities: Algiers, Oran, Constantine, Annaba and Tamanrasset
- **TAP 16:** Attractiveness Poles (AP) and Integrated Industrial Development Zones (ZIDI)
- **TAP 17:** Territorial programming areas
- **TAP 18:** Local development
- **TAP 19:** and 20: Opening up territories to the world, the Maghreb and Africa
- **TAP 21:** Digital development of the territory

The idea is to expose the methodology adopted by the experts to revise the SNAT 2030, to analyse, understand and evaluate the impacts of these PATs on the Algerian territory. The assessments and evaluations carried out in the period (2015-2020) have been strongly impacted by the COVID-19 pandemic crisis, and these facts have shown the vulnerability of economic and social systems even in the most developed countries.

5. Field analysis

5.1. Guideline "3" Attractiveness and competitiveness of the territories

The objective of this guideline advocated in the SNAT is to create favourable conditions for competitiveness and attractiveness of the territories; this is done by affirming their ability to produce and especially to exchange and attract know-how, technologies and national investments, in some ways create conditions conducive to the installation of economic intelligence (EI) it is a strong axis in the policy of development of the Algerian territory, this action is organized around:

5.1.1. Modernization: of public works infrastructure, transport by highway and rail, and the installation of logistics and communication platforms.

5.1.2. The metropolization: to make of the 4 big cities of the country Algiers, Oran, Annaba and Constantine vectors of competitiveness, a business environment and generators of growth.

5.1.3. The new cities and the poles of competitiveness and excellence

Two programs announced by the SNAT are articulated around:

5.1.3.1 The New Towns: constitute a prolific source to stop the asphyxia which reigns around the big cities of the North, by the redeployment of the population and the activities towards the High Plateaux and the South they also represent a fruitful solution to succeed in the rebalancing of the urban framework and its spatial organization.

The New Towns are implemented according to three distinct categories

"New Cities of excellence to control urban expansion in the Coast and Tell: They contribute to the organized development of cities around metropolitan areas to which they will be connected by quality physical and immaterial infrastructure. The case of New Towns of Sidi Abdellah and Bouinan will host a pole of competitiveness and excellence.

-The New Towns of rebalancing the territory: They are designed as poles of activities, services and settlements capable of reversing the repulsive trends observed and boosting the attractiveness of the Highlands region, such as the New Town of Boughezoul which will host a pole of competitiveness and excellence.

-The New Cities of support to sustainable development: They are created to respond to environmental problems or industrial risks such as the New City of Hassi Messaoud and to strengthen the attractiveness of developing cities in the South (Ouargla and Ghardaïa)" (3).

5.1.3.2. The Poles of Competitiveness and Excellence (POC)

They represent an essential stake for Algeria so that it can join the emerging countries by diversifying its production and its exports, and by the preparation of its territories to the competitiveness and attractive. For that an identification of the most fertile territories where growth and excellence are on the full rise was obligatory to succeed in boosting the development of the country and to make the strategy of the poles of excellence and competitiveness a strong link; the first New Towns which was designated are Sidi Abdellah, Bouinan and Boughezoul they will host the first poles of competitiveness and excellence. Their objectives:

"To catch up in the key sectors (ICT, advanced technologies, new materials, biotechnologies) in the New Town of Sidi Abdellah and the New Town of Bouinan;

-Anticipate the problems that will be those of half the planet in twenty years and transform the material disadvantages (water stress, aridity and desertification, depletion of hydrocarbons) into comparative advantages built at the level of the New Town Boughezoul" (3).

Six (06) POC have been pre-identified is drawn up by the SNAT 2030

Algiers - Sidi Abdellah - Bouinan: Advanced technologies and ICT (Sidi Abdellah) and food biotechnologies and sports medicine (Bouinan).

Oran - Mostaganem - Sidi Bel Abbès - Tlemcen: Organic chemistry, energy and space technologies and telecommunications.

Constantine - Annaba - Skikda: Biotechnologies, metallurgy-mechanics and petrochemistry.

Sétif - Bejaia - Bordj Bou Arréridj - M'sila: Plastics, food biotechnology and production engineering;

Médéa - Boughezoul - Laghouat: renewable energies, biotechnologies, environment, health, agriculture and food, water resources and pharmaceutical industry.

Ouargla - Hassi Messaoud - Ghardaïa: petrochemistry - additional energies, renewable energies and Saharan agronomy - biotechnologies arid zones and water.

The use of a pragmatic approach, based on the existing, is set in motion to carry out the identification and development and mobilization of teams of researchers, as well as the identification of areas of activity and SMEs (Small and Medium-sized Enterprises) and SMIs (Small and Medium-sized Industry), active in these areas, the goal was to arrive at cross data and define the first clusters of competitiveness and excellence. This approach has already allowed specialists, who have worked together to identify the first Bi pole located around the Algerian metropolis, precisely in Sidi Abdellah (ICT and advanced technologies), and Bouinan (biotechnology), as well as the definition of land, and the precision of programs by the meeting of different partners pre-selected. This has enabled the successful location of several companies in the field of ICT and Pharmacy in the blocks dedicated to them and programmed in Sidi Abdellah.

Table 1. Choice and development strategy of the clusters in Algeria by R. Abada

CHOICE OF POLES (SPECIALIZATION)	DEVELOPMENT STRATEGY	CONTENT	OBJECTIVES
Petrochemicals and chemicals (fertilizers, detergents, cosmetics, perfumery, etc.), The agro-industry, The steel, mechanical and metallurgical industries, Electronics and electrical industry, Synthetic materials/replacement of materials Renewable energies (solar, wind) Genetic engineering and its applications	Industrial production activities service and research ; Coherent framework/ Community actions Community actions developed in the field of entrepreneurship, SMEs, and industrial competitiveness; Innovation, development and use of ICTs, environmental technologies and intelligent energy	Successful companies, Universities and research centres, Public/private institutions / economic development, Various associations/promotion of research and development, The entrepreneurial spirit, Reflection/relations between institutional	Create professional synergies to foster innovation; Provide new opportunities for economic growth in the region.

<p>The economy (agriculture - varieties resistant to drought, salinity, pharmacy, ...),</p> <p>NTIC (techniques of storage, transmission and analysis of information (hard and soft)),</p> <p>Industries /environment/ D.D (water saving, new technologies in the treatment and recycling of waste, eco-industry, etc.)</p>		<p>actors and civil society, etc.</p>	
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Source: SRAT (Regional Spatial Planning Scheme) / PAT N°13

5.2. Metropolization and competitiveness poles

5.2.1. Metropolization of the POC of the NER (Constantine-Annaba-Skikda)

The region "North East" has a substantial and recognized Constantine Metropole, it tries to play the card of the competition and the international Maghreb.

The economic development is concentrated in large metropolises, where we can locate the SPL (Specialized Production Systems) knowing that the phenomenon of metropolization leads to a great risk of inequalities and divergences between the territories and the metropolis.

In a system where we observe certain autonomy of dynamism, thanks to the local productive systems the territories have succeeded in organizing new opportunities for development and local development.

"The objective is to achieve the metropolization of the Northeast region within the framework of metropolitan areas of the SNAT the areas of influence of major cities in the Northeast program region inform on the metropolization in this region" (4).

Constantine and Annaba represent certain metropolises in the region, but Skikda has become over the years an attractive city especially for the Constantinois it has become a place of worship, and if this movement is intensified, Skikda will reach the rank of influential city in the region, and will undoubtedly compete with the metropolis of Annaba, particularly by its port activities. "The infrastructure under construction, including the East-West highway, will be of primary importance in the role played by one or another of these cities and therefore in the metropolization at the level of this region.

5.2.2. Arguments for the Metropolization of the POC of the North East Region (NER)

The policy of the NER cluster in Algeria according to SNAT:

Table 2. Competitiveness pole of the North-East region Constantine- Annaba-Skikda realized by R. Abada

COMPETITIVENESS CLUSTER	OBJECTIVES	STRATEGIES	ACTIONS
<p>COMPETITIVENESS CLUSTER</p> <p>THE NORTH EAST REGION (NER)</p> <p>THE COMPETITIVENESS CLUSTER</p> <p>CONSTANTINE - ANNABA - SIKKDA/ IN ALGER (CAPITAL)</p> <p>(BIOTECHNOLOGIES - METALLURGY- MECHANICS AND PETROCHEMICALS)</p>	<p>Make the 4 major cities generators of growth constituting the relays of a globalized economy,</p> <p>Make the 4 major cities the head of a chain of growth To make the 4 big cities the head of a chain of growth irrigating in depth a balanced territory;</p> <p>To make Algiers a large international city and Oran, Constantine, and Annaba large Mediterranean cities</p>	<p>Implementing a metropolitan strategy for territorial control and coherence,</p> <p>Strengthen the competitiveness and international openness of major cities,</p> <p>Strengthen the attractiveness of the metropolis,</p> <p>Define a specific sectoral and geographical positioning of the major cities Define a specific sectoral and geographical positioning of large cities,</p> <p>Establish new scales of governance and new territorial Establish new scales of governance and new territorial cooperation.</p>	<p>Upgrading of metropolitan services,</p> <p>Metropolitan hubs</p> <p>An attractive and functional urban setting,</p> <p>Accessibility and efficient services,</p> <p>An image strategy,</p> <p>Metropolitan governance.</p> <p>A typology of the four major cities</p>

Source: SNAT 2030

5.2.3. The "TRIANGLE" strategy of the North East Region (NER)

The SRAT (Regional Spatial Planning Scheme) states that metropolization will be achieved around the Constantine-Annaba-Skikda triangle, the city of Constantine, as well as the wilaya of Constantine, will have to intensify its relationship with the city of Guelma, which will take care of its development. Thanks to the road axes under construction that are more direct and faster and link the two cities, Guelma will become, shortly a kind of satellite of Constantine and will represent the relay city between the latter and Annaba, and vice versa. The metropolization will be exercised between these four cities, with different hierarchical roles of importance.

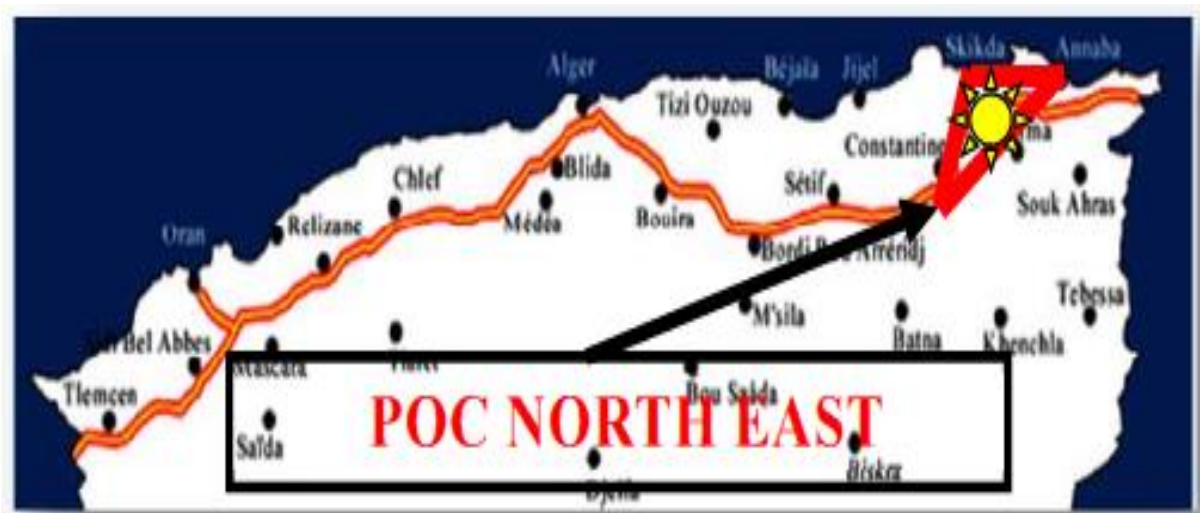


Figure 4. The Triangle of the Northeast Region/source: Google image updated by R. Abada

The policy of the NER Competitiveness Cluster in Algeria according to the SRAT

Table 3. Competitiveness pole of the North-East region Constantine- Annaba-Skikda

COMPETITIVENESS CLUSTER	OBJECTIVES	STRATEGY	ACTIONS
<p>THE NORTH EAST REGION (NER)</p> <p>THE COMPETITIVENESS CLUSTER</p> <p>CONSTANTINE - ANNABA - SIKKDA</p> <p>(BIOTECHNOLOGIES METALLURGY- MECHANICS AND PETROCHEMICALS)</p>	<p>Strengthen the region's capacity to participate in the dynamics of the global economy</p> <p>Networking the territory with a network of research institutes and technology parks for the implementation of a true knowledge economy</p>	<p>Industrial restructuring,</p> <p>A better adaptation/ production of NTICs</p> <p>Balanced international competition</p> <p>Creation of more diversified jobs,</p> <p>Creation of a favourable social, economic and cultural climate</p> <p>Creation of new wealth</p> <p>Anchoring of a dynamic economic fabric in a territory (region) consistent with the general development plan of the territory</p> <p>International industrial and/or technological visibility through the critical mass (size) of the cluster.</p> <p>Quality of the partnerships between the players (successful companies/research laboratories/education and training organizations).</p>	<p>Choice and justification of the poles;</p> <p>Synergize the skills of three fundamental partners (universities and research centres, research centres, companies, and the State) ;</p> <p>Develop synergies around common projects with an innovative character;</p> <p>Determination of funding policies and expected impacts</p>

Source: Realized by R. Abada Inspired by SRAT / PAT N°13


5.2.4. The "Top five" metropolises in Algeria according to the SDAAM

The SNAT and SRAT studies reveal, following the initial analyses, a framework of metropolises articulated as follows:

- Algiers, a national and international metropolis,
- Oran, a regional metropolis open to the international context,
- Constantine, a regional metropolis open to the international context,
- Annaba is a regional metropolis with a vocation to open up internationally.

Each of these metropolises will be at the command of an urban region that will be composed of cities, villages, agricultural areas and interstitial natural spaces, from which it will develop its networks of skills, exchanges and development. Knowing that the phenomenon of metropolization is considered a process, both quantitative and qualitative, it eventually concerns the capacity of a city centre to diffuse development towards its region, it acquires the rank of city-region or more.

Table 4. Realized the author

METROPOLES	FUNCTIONS	OBJECTIVES
	<ul style="list-style-type: none"> -A quality urban setting (services, facilities, infrastructure) / metropolitan area -Good national/international accessibility; -A concentration of production functions/innovation research capacities / higher services / economic development / Territory -Polarization / metropolitan area of influence / dense and varied exchanges -Complementarities and solidarities/ metropolis and regional cities -International openness/ the whole territory: -Services linked to openness, the nodal point of exchanges (ports, airports), -Establishment of foreign companies -Relations /Algerian metropolises/ international opening/development/ complementarities ; -services/rare facilities; -A positive image. 	<p>Algiers / international portal of Algeria; (objective: "top-five" of the Mediterranean cities)</p> <p>Oran: the metropolitan network; Annaba: metropolis of the future; Constantine: inland metropolis;</p> <p>Oran, Annaba, Constantine Mediterranean metropolises.</p>

Source : SDAAM (Schéma d'aménagement de l'Aire métropolitaine)/ Délimitation de L'Aire Métropolitaine de Constantine 20/5/2008 P.8 URBACO (Center of studies and achievements in urbanism of Constantine)

5.3. The NER Trio and its metropolitan functions

Several types of competitive clusters based on the region's specializations were selected. The idea was to articulate between the competitiveness clusters identified by the SNAT 2030 and

the Zones of Integrated Industrial Development "ZIID" (the creation of New Zones of Industrial Development (NZID) belongs to the action plan set by the state for industrial development and the creation of competitiveness), as well as specialized areas and technopoles that have been retained by the document of the revival of the new industrial development strategy developed by the government. The approach selected for the construction of competitiveness clusters is based on experiences in other countries such as France and Spain ... etc., it concerns:

- The university and research (R&D) infrastructure of the region under consideration,
- The specialization of activities,
- The degree of concentration of companies belonging to the same sector allows the emergence of a critical mass,
- The basic infrastructure and accessibility of the region,
- The possibilities for building an innovation network.

The SNAT 2025 has selected ANNABA-SKIKDA-CONSTANTINE as a competitiveness cluster for the NER. The first outlines of the metropolitan functions of these three cities highlight the main functions in the project: Constantine; Annaba; Skikda. That we will name thereafter; **THE COMPETITIVE TRIO** or **THE TRIANGLE OF THE NER**.

6. Results

6.1. Conclusions of the evaluation and identification of new strategic directions

The table below presents the main findings of the assessment for the TAPs in this guideline.

Conclusion of the evaluation		Impacts
<p>Persistent infrastructure congestion in some wilayas hinders their competitiveness.</p>	<p>The very high level of infrastructure 'congestion' in the North Central EFA.</p> <p>Access to infrastructure services is still difficult in all TPAs (Territorial Planning Areas).</p> <p>the Southern regions have seen their infrastructure provision increase between 2010 and 2015, especially for the regions of the big South.</p>	<p>Increase in travel time, fuel consumption, pollution, stress, and risk of accidents and incidents.</p> <p>Lack of improvement in the attractiveness and competitiveness of the territories.</p>
	<p>Improvement of the connectivity of the wilayas linked by the East-West motorway.</p> <p>Freezing of the High Plateaux bypass project (project frozen since 2015).</p> <p>Delay in the completion of the penetrants of less than 20%.</p> <p>Significant increase in road traffic.</p> <p>Generalization of ICT (Information and Communication Technologies).</p>	<p>Positive impact mainly on the northern wilayas.</p> <p>Improving the mobility of people and the transport of goods, particularly in the North.</p> <p>Improving communication, fighting against distances, reducing costs and delays;</p>

		Improvements for the benefit of people as well as companies and institutions.
The historic decline of rail despite the price competitiveness of rail transport	Insufficient inter-modality affecting competition from the rail.	Preference for road transport because of the flexibility offered; Congestion and overloading of the road network with all the consequences and risks (pollution, additional costs and accidents).
Poor international connectivity of the Highlands and the South, which hampers their attractiveness	Low direct flows and frequencies between the Highlands and the South with the rest of the world	Reduced connectivity and attractiveness ; Very high costs.
Insufficient intra- and intermodality reduces the efficiency of the national transport system	Missing links of intra and intermodality (High Plateau motorway, penetrators, logistic platforms).	Disruption of supply chains increased costs and delays; Negative impact on national competitiveness.
The territorialisation of productive capacities: A weakly implemented policy	The non-implementation of PAs except for the Sidi Abdellah cyber park, PAs (pole of attractiveness) in rural areas, logistics platforms, and DERs along the East-West highway corridor.	Waiver of the opportunity related to these projects and their impacts on the territory.
The internationalisation of territories is still in progress.	The security situation at our borders; Delays in the construction of certain strategic infrastructures (central port, free zones, logistics platforms, PAs.) Weak digitalisation of the territory.	Weak cross-border trade, An obstacle to taking advantage of the opportunities offered by the FTAA (African Continental Free Trade Area)

Table N° 4: Assessment conclusion and impacts. Source ANAAT, SNAT 2030 revision

7. Discussion:

We should note that for guideline 3, creating the conditions for the attractiveness and competitiveness of the territory, TAP 21: Digital development of the territory has been added, taking into account the work and online studies that have been carried out following the COVID-19 pandemic. The city of Tamanrasset, which is located in the south of the country, has also been integrated into TAP 15, which gives us four hub cities in the North and one hub city in the South, with a total of five hub cities throughout the Algerian territory.

8. Conclusion:

The update of the SNAT 2030 has been carried out in an extremely complex international context, characterised by a health crisis and a financial crisis which have impacted economies and individuals.

The conclusions of the five-year assessment revealed the importance of the achievements but also the weaknesses in terms of impacts on the territories. It can be noted that the implementation of SNAT 2030 in its second phase (2015-2020) has enabled the territory to be equipped in practically all areas, from education to water, from transport to housing and from

energy to health. However, the answers given to the questions posed by the SNAT issues have remained unsatisfactory. The volumes of investment have not had a sufficient impact on the competitiveness of the economy, nor have they produced a better balance in the distribution of the population and socio-economic activities in the different parts of the territory.

The attractiveness of the territories, outside the large urban areas of the North, remains low. The challenge is to reverse this logic through a proactive spatial planning policy that would "produce" attractive territories through their agricultural and mining potential. A policy of incentives for the benefit of identified territories must be implemented and must be as discriminating as possible to impact the decisions of local "developers" (local authorities and other specialised bodies) and public and private investors.

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