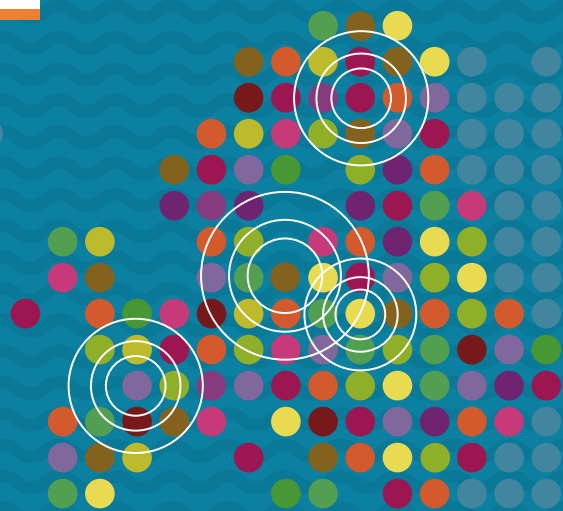
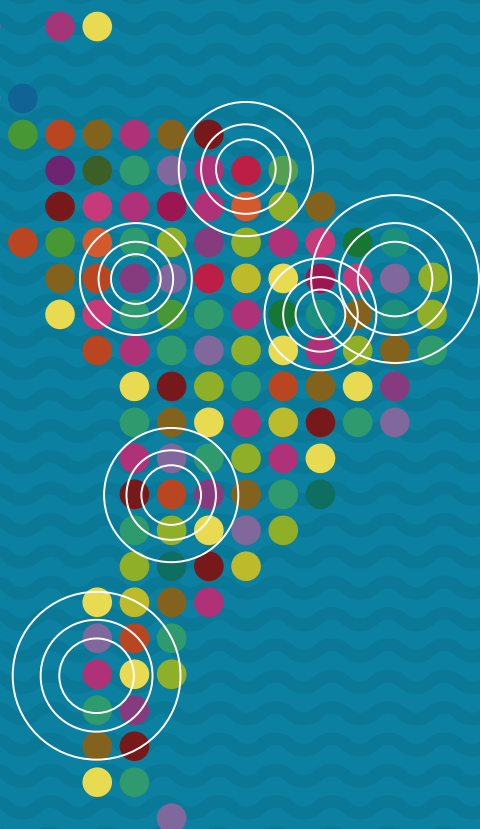




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## **URBELAC**

Network of European,  
Latin American and  
Caribbean cities for  
integrated and sustainable  
urban development  
2010-2013

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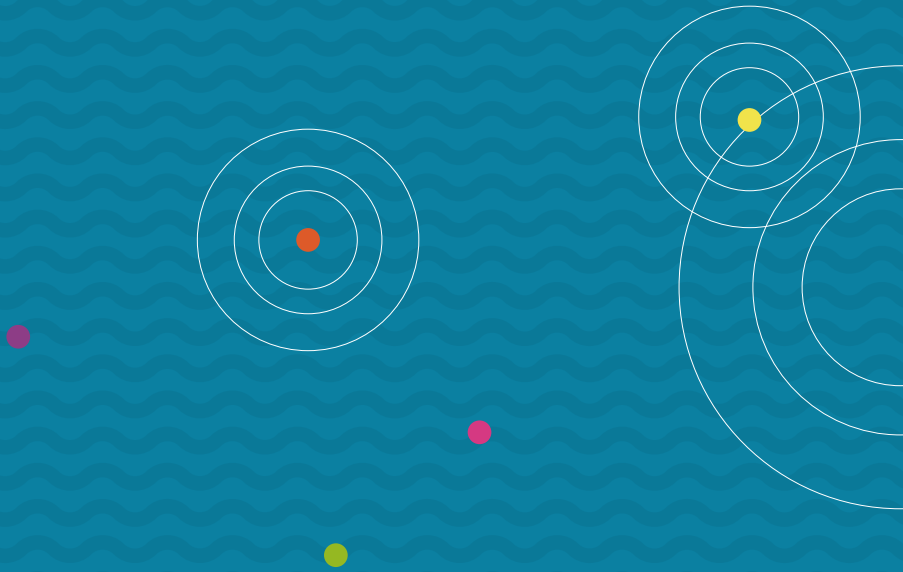
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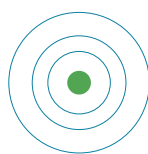
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# Glossary

IDB	Inter-American Development Bank
DG REGIO	Directorate-General for Regional and Urban Policy of the EC
EC	European Commission
ESCI	Emerging and Sustainable Cities Initiative
GDP	Gross Domestic Product
LAC	Latin America and the Caribbean
PPP	Public-Private Partnerships
URBELAC	Urban European and Latin American and Caribbean Cities Network





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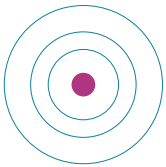
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# 1. Background



**The Inter-American Development Bank (IDB) and the European Commission (EC) are convinced that strengthening cities is a key factor in promoting sustainable development at global, regional and local levels. Their action plans therefore include expanding cities' participation in sustainable development and social cohesion policies and developing more dynamic cooperation among them through the organisation of networks.**

The URBELAC network was created in November 2010 on the basis of the interest held by both organisations in helping national, regional and local governments face the challenge of harmonising social development, urban productivity and environmental protection in the context of the increasing concentration of population in urban areas and the central role played by cities in development processes.

Within the framework of its [Cohesion Policy 2014-2020](#), one of the European Commission's priorities is to foster integrated strategies to improve and boost sustainable urban development, with a view to strengthening cities' resilience in the face of interconnected urban challenges

and guaranteeing synergies among investments backed by European structural and investment funds (ESIF). To achieve this goal, the Commission's proposal is organised along the following main axes: i) integrated investment strategies, with a more strategic and holistic focus; ii) a more effective focus on urban development in the context of European programming; iii) more opportunities to address urban challenges with funding by investment priorities; iv) improved tools for performing integrated actions<sup>(1)</sup>; v) possible extensive use of financial instruments<sup>(2)</sup>; vi) mandatory minimum funding for integrated sustainable urban development; vii) greater responsibility in the hands of urban authorities; viii) innovative urban actions; and ix) stronger networking<sup>(3)</sup>.

One of the pioneering actions taken by the EC through DG REGIO has been the URBAN community initiative, which has involved 200 cities. It promotes an integrated approach to the physical, social, economic and environmental dimensions of urban development<sup>(4)</sup>. In addition, the URBACT programme has led to the network exchange of knowledge and good practice, and the JESSICA initiative funds projects in cities by offering loans. These mechanisms enable the European Commission and the

1. Integrated Territorial Investment (ITI) is a tool for implementing territorial strategies in an integrated fashion. ITI will give Member States the flexibility they need to design Operational Programmes and enable the efficient implementation of integrated actions through simplified financing. The key elements of an ITI are: i) a designated territory and an integrated development strategy; ii) a package of actions to be implemented; and iii) governance arrangements to manage the ITI ([http://ec.europa.eu/regional\\_policy](http://ec.europa.eu/regional_policy)). Community-led local development (CLLD) is a tool for promoting the implementation of bottom-up, local development strategies prepared and implemented by local action groups involving representatives of all sectors of local interest. It is an extension of the LEADER approach into urban areas promoting community ownership and multi-level governance. CLLD allows for needs-based capacity building activities, networking and stimulating innovation already at neighbourhood level in order to empower communities to fully exploit their potential ([http://ec.europa.eu/regional\\_policy](http://ec.europa.eu/regional_policy)).
2. The European Commission proposes further expansion and strengthening of the use of financial instruments in the new programming period as a more efficient and sustainable alternative to complement traditional grant-based financing ([http://ec.europa.eu/regional\\_policy/what/future/publication/index\\_en.cfm](http://ec.europa.eu/regional_policy/what/future/publication/index_en.cfm)).
3. The Commission will establish an Urban Development Network comprising urban authorities that implement sustainable urban development strategies in line with Article 7(1) of the ERDF Regulation and those that implement innovative urban actions. This Network will act as a forum for capacity building and exchange between the cities pioneering new techniques and developing integrated investments. The Network is not a funding instrument but a way for cities to share feedback on the use of these new approaches. Under the European Territorial Cooperation (ETC) objective, the exchange and learning programme for cities will continue to provide them with networking opportunities in order to share and develop good practices in urban development (Article 2 of the ETC Regulation 2014-2020). In particular, cooperation between urban authorities will continue under the URBACT III programme ([http://ec.europa.eu/regional\\_policy/what/future/publication/index\\_en.cfm](http://ec.europa.eu/regional_policy/what/future/publication/index_en.cfm)).
4. URBAN promotes innovative strategies for sustainable economic and social regeneration of small and medium-sized towns and cities or of distressed urban neighbourhoods in larger cities. It also supports the exchange and enhancement of knowledge in relation to sustainable urban regeneration and development. See the Commission Communication of 28 April 2000 to the Member States laying down guidelines for a Community initiative concerning economic and social regeneration of cities and of neighbourhoods in crisis in order to promote sustainable urban development – Urban II, at [http://europa.eu/legislation\\_summaries/regional\\_policy/provisions\\_and\\_instruments/g24209\\_en.htm](http://europa.eu/legislation_summaries/regional_policy/provisions_and_instruments/g24209_en.htm)

cities to benefit from one another's experience of how regional and cohesion policies can help to consolidate the economic and political integration process and promote sustainable development<sup>(5)</sup>.

The IDB supports the construction of sustainable cities through loans and technical assistance, in order to build capacity in terms of planning and urban regulation, investment in the rehabilitation of central and historic areas, modernisation of infrastructure and improvement of urban services. In an inclusive approach, it also funds projects to expand urban public transport, promote local economic development, provide homes for low-income families and create parks and green spaces.

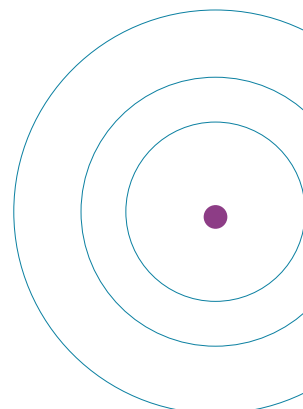
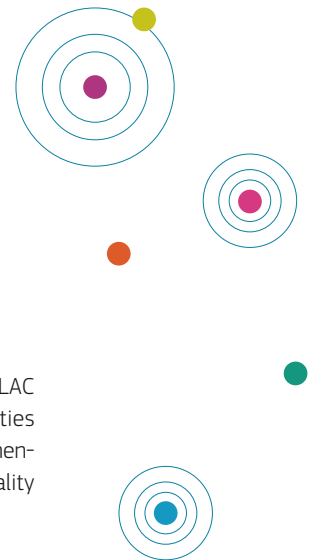
The Bank highlights capacity building for local authorities in its urban development programmes, in order to improve their fiscal, financial and planning systems. It provides loans and subsidies to selectively back projects that help to strengthen the ability of countries to meet the challenges posed by the region's rapid urbanisation. Not only is it a financial institution, but it also generates, disseminates and coordinates knowledge in terms of socio-economic and institutional development<sup>(6)</sup>.

Against this background, the IDB is sponsoring URBELAC and, since 2011, the Emerging and Sustainable Cities Initiative (ESCI)<sup>(7)</sup>. The two programmes are complementary and share the general aim of improving the quality of life in Latin American and Caribbean cities.

The first edition of URBELAC was structured around the three thematic pillars of ESCI – i) environmental sustainability and climate change, ii) sustainable urban development, and iii) fiscal and governance sustainability. At the request of the participating cities, URBELAC II has recast these pillars as three thematic axes, so that they can bring together their interests and problems.

The network cooperates with local authorities on the challenges of urban growth. URBELAC has a two-pronged specific objective: the application of new approaches and methodologies to urban interventions and, through the exchange of information on integrated and sustainable urban development between Europe and LAC, to help the cities' political leaders, professionals and metropolitan directors to define technical, theoretical and practical measures and approaches. These will be the concrete outcomes of the cooperation programme that cities will adopt to improve the way they target their investment in sustainable urban development.

5. JESSICA (Joint European Support for Sustainable Investment in City Areas) provides support through non-grant financial instruments for integrated, sustainable urban-renewal projects. See: <http://www.eib.org/products/jessica/index.htm>  
URBACT coordinates exchanges between its many and varied, geographically separated members and helps them prepare a relevant and efficient local action plan. Each project focuses on specific issues; e.g. urban heritage [http://urbact.eu/fileadmin/Projects/HERO/projects\\_media/HerO\\_Strategy\\_Paper\\_web.pdf](http://urbact.eu/fileadmin/Projects/HERO/projects_media/HerO_Strategy_Paper_web.pdf) There are specific sectoral initiatives, such as ELENA (European Local ENergy Assistance), which supports the preparation, implementation and financing of investment programmes. See: [http://www.eib.org/products/technical\\_assistance/elena/index.htm](http://www.eib.org/products/technical_assistance/elena/index.htm) or CIVITAS ('City, Vitality and Sustainability' or 'Cleaner and better transport in cities'), the purpose of which is to help cities adopt transport and policy measures aimed at sustainable urban mobility. See: <http://www.civitas-initiative.org>
6. For further information on the IDB's general and specific objectives in the field of urban development, see: <http://www.iadb.org/en/about-us/urban-and-housing-development,6228.html>
7. For further information on the Emerging and Sustainable Cities Initiative (ESCI), see: <http://www.iadb.org/en/publications/publication-detail,7101.html?id=45926&dclLanguage=es&dcType=Discussion%20Papers%20%20Presentations&doctype=Discussion%20Papers%20%20Presentations&docTypeID=DiscussionPP&searchLang=&keyword=&selectList=All&topicDetail=0&tagDetail=0&jelcodeDetail=0&publicationCover=1&topic=SUST> (in Spanish).





## 2. Conceptual framework

**The aim of URBELAC is to promote sustainable development in cities in the two regions – Europe and LAC – by establishing networks and encouraging the various public players, with their similar problems, to exchange experiences, best practice and lessons learnt in relation to sustainable and integrated urban policies and measures.**

Unlike other networks, and in recognition of the fact that ‘good ideas’ need a ‘good promoter’ if they are to be put into practice, one of its special features is that it talks directly to municipal politicians and technicians. It focuses on developing measures that can be applied in the short term, taking advantage of the politicians’ interest and commitment, since cities generally change their mayors every three or four years, especially in LAC. Other networks include a number of local players (academia, civil society, employers’ organisations, etc.), thereby generating open discussion, which can be highly useful at another level but makes it difficult to develop activities in the short or ‘political’ term.

The main benefits of the programme include: i) the analysis, evaluation of performance and identification of strategies and concrete best-practice solutions implemented by other cities; ii) the provision of tools and knowledge useful for identifying measures with integrated approaches to development; and iii) access to international cooperation programmes, such as the IDB’s ESCI. To have access to these benefits, the cities involved in the network are organised into beneficiaries and tutors. Beneficiary cities are those that request information and best practice in relation to specific issues. Tutor cities provide that information. In URBELAC II, these roles have become more interchangeable among the cities in both regions.

The first version of URBELAC targeted medium-sized cities<sup>(8)</sup>, but the experience showed there was a need to assess whether it should remain focused only on that kind of city, since some of the cities that took part are large for their countries and have considerable influence over their metropolitan surroundings, such as Cochabamba and Port of Spain in LAC and Florence, Madrid, Porto and Venice in the EU.

Although both versions had the same organisational structure, the intervention approaches were modified as required during implementation. The first version was designed to be an instrument for the unilateral exchange of experiences from Europe to LAC, so that the European cities were always tutors and the LAC cities were always beneficiaries. In URBELAC II the exchange was in both directions, because all the Latin American and European cities were able to benefit from the identified and analysed best practice at the same time, and could be either tutors or beneficiaries without distinction. Latin American practice was of great interest both to the cities from that region and to the European cities. Based on that requirement, URBELAC II was designed to promote mutual exchange and therefore the same number of cities was selected from each continent.

URBELAC’s implementation methodology is based on activities with high levels of stakeholder participation, using the following working tools:

- **Round tables.** Workshops bringing all the participants together to discuss the topics covered. Essential for the exchange of ideas, policies and development strategies and for strengthening cooperation.
- **Working groups.** Organised by topic according to the problems and needs of each city, to optimise participants’ experience. At a local level, each participating city sets up its own group of municipal staff and possibly other regional organisations interested in the programme.
- **Continuous exchanges.** A constant flow of information both centrally and bilaterally between participants.
- **Field visits.** Visits organised by topic groups to cities achieving best practice to examine the key factors in their success. They are also an additional means of contact, not least with local public and private enterprises working in the sector.
- **Newsletters and electronic information.** Participating cities keep in permanent contact by sharing a store of information and distributing newsletters to consolidate the information at every stage of implementation.

8. Cities that can be considered medium-sized for their countries in terms of their populations.



## Phase 1. Launching

Between April and June 2012, the IDB used a set of selection criteria<sup>(9)</sup> from the URBELAC I methodology to select the Latin American cities that had identified experiences of interest to them in European cities and had expressed certain preferences. The EC in turn identified other cities with successful practices in the same areas, in order to make the final selection of European cities.

All the participating cities were then invited to set up internal working groups, establish their objectives and expectations and carry out an overall analysis of their participation, taking account of the network's axes and the characteristics of the identified cities, together with

the issues of interest to be debated in URBELAC. All the information was shared. Table 2 summarises the issues that the participating cities chose for this phase.

The cities focused their attention on the areas of environmental sustainability, including climate change and energy efficiency, (pillar 1) and urban sustainability (pillar 2), in contrast to the participants in the first edition, in which topics relating to all three pillars were addressed. The cities preferred to deal with topics concerning the fiscal/economic sustainability pillar transversely, in relation to each project.

**TABLE 2.**  
**URBELAC II**  
Issues  
of interest  
selected  
by members  
*(European cities  
in italics)*

City	Topics
<b>Cochabamba</b>	Integrated urban development.
<b>Cuenca</b>	Improving the environmental quality of the city's urban and suburban areas.
<i>Edinburgh</i>	Its historic centre is well protected and in a good state of preservation and its buildings are generally fully occupied by residents, visitors and the workforce. However, public spaces and traffic, amongst other areas, require attention. The city centre faces competition from other areas in terms of commercial opportunities. The city has not yet achieved a satisfactory balance between these demands.
<i>La Laguna</i>	Management of municipal street markets. Collection of domestic solid waste. Automatic traffic control in pedestrian areas, with controlled access for residents.
<b>Manizales</b>	The occupation model requires projection and improvement in living conditions, focusing mainly on the types and locations of shanty towns, interaction and mobility – primarily urban – together with a process of integration with neighbouring cities.
<i>Málaga</i>	Implementation of sustainable urban models as a basis for social and territorial cohesion. Focus of interest on the complete restoration of the city, accessibility to basic services, energy efficiency and introduction of new technologies. Urban model capable of mitigating the effects of climate change.
<b>Mar del Plata</b>	Sustainable urban development in tourist destinations and coastal areas.
<b>Pereira</b>	Development model generating unemployment in the primary and industrial sectors (businesses and services of little complexity). Territorial occupation model lagging behind economic growth. Urgent need to address demands for the preservation of strategic ecosystems. Consistency between economic growth, a fairer distribution of income, more and better jobs, poverty reduction and a healthy environment.
<i>Venice</i>	Sustainable urban development for tourist destinations (historic centres and coastal areas). Increase participation by investors and citizens in urban planning decision making.

9. Including the city's interest in participating, activities completed or in progress, medium-sized cities, and activities performed along the URBELAC axes, amongst others.

## Phase 2. Identification of best practice and analysis

This phase comprised two stages between July and October 2012. The main activities carried out were: (i) exchange of information, and (ii) identification of the problems faced by the cities in the network, with a view to defining reference cases of best practice.

The specific issues identified were analysed in detail during the first stage in order to identify the recommended best practice corresponding to each.

### BOGOTÁ (23-25 OCTOBER 2012) First URBELAC meeting

The second stage culminated in the first workshop, which was held in Bogotá from 23 to 25 October 2012. Eighteen representatives from the participating cities, the IBC and the European Commission took part.

Under the title *Lessons from Experience in Sustainable Urban Development*, the objectives of the meeting were to clarify the working methodology and to enable the cities to introduce themselves, get to know each other and identify the specific needs and best practice that they could exchange in the subsequent activities.

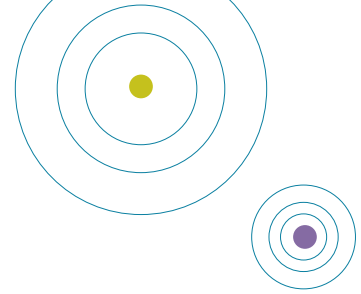
In parallel, the URBELAC II participants attended the opening of the meeting of URB-AL cities and were also able to take part in their workshops<sup>10</sup>. They thereby fulfilled the network's aim of exchanging experience as a key aspect of territorial cohesion and sustainable urban development, and also strengthened the coordination and cooperation between the two initiatives.



The large number of requests for best practice reveals a high level of cooperation between the LAC and EU cities that goes beyond their size, geographical location and level of development. This was a tangible demonstration of how cities find that their collaboration needs intertwine so they can cut the cost of studies and implementation by sharing lessons case by case in an open forum. This kind of synergy is of great interest, because it enables planners and leaders in the requesting cities to make more effective decisions when planning and implementing projects.

Each city stated its information needs and named the cities that could provide it with that information (strategic partners). On the basis of these topics, the cities drew up specific, concrete projects that they wished to implement in the short term, thanks to the exchange of experiences with the other URBELAC II participant cities.

10. The topics analysed by URB-AL included the institutional, civic, social, territorial, and productivity and employment dimensions. URB-AL is a regional cooperation programme of the European Commission with Latin America, the aim of which is to increase the degree of social and territorial cohesion in regional and local communities. The specific objective of the programme is to consolidate or promote processes and public policies on social cohesion that can become benchmarks for discussion and to suggest possible solutions for regional and local authorities in Latin America that wish to stimulate the dynamics of social cohesion. For the conclusions of the URB-AL dialogue in Bogotá, see: [http://www.urb-al3.eu/uploads/urbsocialdocumentos/agenda\\_bogota\\_final.pdf](http://www.urb-al3.eu/uploads/urbsocialdocumentos/agenda_bogota_final.pdf) (in Spanish).



## Phase 3. Learning: best practice explored in greater depth and visits

From November 2012 to June 2013 the participating cities exchanged their experiences of the best practice discussed at the Bogotá meeting. Each one prepared information on the topics to be explored in greater depth at the workshops held in Copenhagen (December 2012) and La Laguna (June 2013).

### COPENHAGEN (3-5 DECEMBER 2012) Second URBELAC meeting

All the cities except Manizales attended the Copenhagen meeting, from 3 to 5 December 2012. The meeting took place in parallel with the annual forum of URBACT, a programme funded by the Commission's European Regional Development Fund, the aim of which is to help urban players learn about topics relating to sustainable urban development<sup>(11)</sup>. During the opening ceremony of the forum, the IDB presented URBELAC and its participating cities, describing its objectives and the activities performed in its two editions. The URBELAC cities also took part in the URBACT workshops on this occasion.

#### Three key thematic axes in URBELAC II

The specific objective of the Copenhagen meeting was to activate the participating cities' learning process, which was made possible through thematic round tables in which they discussed the selected examples of best practice with guests specialising in one or more topics of interest to the cities<sup>(12)</sup>. The conclusions of the Copenhagen meeting focused on three main thematic axes, which guided the work done in the final months of the second edition:

- **Axis 1. Management models for specific urban areas.** The participating cities referred to the following specific areas: urban centres/sectors and specific districts (Mar del Plata); historic centres (Cuenca, Edinburgh, La Laguna, Porto, Venice); special tourist areas (Mar del Plata, Venice); special monument areas (Cuenca); or areas of high environmental risk (Manizales).

- **Axis 2. Compact city.** This axis includes a number of topics of interest to all cities, particularly regarding traffic and transport; urban planning; public spaces; and the links between all areas of the city, especially between the city centre and the suburbs.
- **Axis 3. Management of tourism as a political decision with repercussions on the city model.** This critical axis includes topics such as managing the pressure of tourism on the city; capitalising on the value of the land and public spaces; modelling the expansion of tourism in the region; managing the impacts of tourism on the city's social and historical structure (loss of authenticity and falsification of identity, etc.).

Each city identified specific projects along the main thematic axes in order to explore their interests in greater depth. They include the following in particular:

#### Axis 1.

##### Management model for specific areas:

1. Impact of a tramway system on the centre and project management mechanisms.
2. Management models for specific areas (historic centres and established districts).

#### Axis 2.

##### Compact city

1. Trends in the Spatial Management Plans for specific areas (or revision of existing spatial plans). There was general agreement among participants about the need to have efficient planning instruments in order to create a sustainable city; therefore, the concern about planning was also related to the topics discussed in URBELAC II on the *Compact and complex city as a model of sustainability with an inclusive view of the city*: management and control of mobility, selective waste collection, public participation mechanisms, risk management initiatives, etc.<sup>(13)</sup>

11. See for instance the Handbook on Developing Local Action Plans for the Operational Programmes of the European Union Structural Funds for Cities and Managing Authorities Engaging in URBACT II Projects: [http://urbact.eu/fileadmin/Projects/MILE/outputs\\_media/mile\\_handbook\\_Es.pdf](http://urbact.eu/fileadmin/Projects/MILE/outputs_media/mile_handbook_Es.pdf)

12. The organisations taking part were Fuel Cells and Hydrogen, Joint Programming Initiative Urban Europe and the European Environment Agency (EEA).

13. These are merely examples of the projects identified by the various cities.



### Axis 3. Management of Tourism

1. Regulation and management of sustainable tourism. Seeks to define a model that will not change the city's traditional dynamics; in other words, it should be 'liveable before visitable'. That implies that tourism must be managed – as a political decision taken at municipal level – at the same time as control mechanisms and procedures are put in place in line with spatial planning and management measures, so as to achieve a balance between the residential and the tourism functions of the city.

2. Participation of the public in risk management. Several cities showed an interest in specific projects and instruments, including the preparation of a Local Agenda 21 <sup>(14)</sup>.

### LA LAGUNA (4-5 JUNE 2013) Third URBELAC meeting

The second milestone in this phase comprised the La Laguna meeting and the field visits to European cities; the first round of visits for LAC representatives took place between 27 May and 3 June 2013.

The La Laguna meeting, held on 4-5 June 2013, was organised in the form of thematic round tables, each of which began with an open discussion to answer questions about the examples of best practice that had been visited.

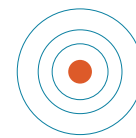
The first round table discussed the Local Agenda 21, the compact city model, links with the community in historic centre management models, and public-private partnerships (PPP). The second round table dealt with the development of tourism. It addressed the impacts of tourism, tourist pressure on historic centres, tourism monitoring systems, preserving residential use in historic centres, tourism development groups, and climate change and energy efficiency. The third session was devoted to public spaces and infrastructure and examined in depth the areas of transport, public spaces, pedestrian areas, and the enhancement and restoration of historic centres.

Examination of the schedule of field visits to the European cities reveals the correlation with the work carried out in the previous phases, which enabled the cities' representatives to work with their counterparts *in situ* to explore the quality of the required experiences in greater depth.

Table 3 summarises the examples of best practice identified by each city along the three thematic axes. From these were chosen the specific projects for the exchange of experiences among all the URBELAC II participants, as summarised in Table 4.

14. Local Agenda 21 has its origins in the United Nations Agenda 21, which was adopted at the Rio de Janeiro Conference in 1992. The process involves a municipality seeking to implement an agreement of the various sectors of the local community to carry out a long-term action plan for sustainability, by means of objectives, targets, instruments, actions, assessments, criteria and methods.




**TABLE 3. URBELAC II**
**Best practice proposed by each participating city**
*(European cities in italics)*

City	Axis 1. Management models for specific urban areas	Axis 2. Compact city	Axis 3. Management of tourism
<b>Cochabamba</b>		Integrated action in urban development processes ( <i>heritage preservation; development of services – inclusive policing, markets, green spaces, schools</i> ).	
<b>Cuenca</b>	Integrated river basin management to protect water sources (water source management).	Climate change and adaptation in planning for urban models Traffic and Transport Master Plan.	Barranco 2011 Urban Action Programme (Tourism and spatial planning: <i>control of growth and measures to revitalise the central area or to create centres with a better quality of life</i> ).
<b>Edinburgh</b>	Managing World Heritage Sites.	Energy efficiency and green areas in the urban context. Construction of a tramway system through the city.	Local community involvement, commitment and inclusion.
<b>La Laguna</b>	Special Protection Plan Historic Centre Management Bureau.	Construction of a tramway system through the city. Master Plan for the pedestrianisation and public spaces programme.	
<b>Málaga</b>	Long live the street: actions for the complete restoration of Málaga's historic centre.	Comprehensive promotion of sustainable urban models: CAT-MED Platform. Local Agenda 21: System of indicators.	
<b>Manizales</b>	Government in the street: a government model that is close to people.	Fiscal and governance sustainability (modern, participatory public management). Urban sustainability (sustainable mobility, public transport). Environmental sustainability and climate change (spatial management and land use). Governance and safety. Social and economic sustainability (technology park, digitisation, etc.).	
<b>Mar del Plata</b>	Management model involving citizens' participation.	Integrated solid waste management.	
<b>Pereira</b>		Integrated Mass Transit System (Megabus).	
<b>Porto</b>	Participation of the people in the restoration of the historic centre. Management plan for Porto's historic centre and monitoring system (World Heritage). Porto Vivo (Urban Restoration Company).	Construction of a tramway system through the city.	Restoration, sustainability and economic development.
<b>Venice</b>	UNESCO in Venice: participatory methodology.	General Regulatory Plan for the Historic Centre.	Urban development and management of mass tourism. <i>Development of a mobility system for huge numbers of people with low environmental impact.</i>



## Phase 4. Action and implementation

In this phase, each participating city chooses specific projects identified during the exchange of experiences, which it can implement in the short term by means of specific actions.

The set of best practices chosen by the cities showed them how to foster concrete solutions to their problems in the short term and also stimulated the creation of exchange networks outside URBELAC.

The participating cities identified seven specific projects and organised a standing group for each one so that they could continue to work together and exchange experiences after URBELAC II. Similarly, the LAC countries also had the opportunity to continue working and exploring solutions through their participation in the IDB's ESCI. The specific projects that were chosen to be implemented jointly in the near future are summarised in Table 4.

### Axis 1. Management model for specific areas

**TABLE 4.**  
**URBELAC II**  
Specific projects identified by the cities on each axis

(European cities in italics)

Project	Lead city with best practice	Cities interested
Sustainable mobility, especially regarding the development of cycleway and tramway systems, etc.	Mar del Plata	<i>Edinburgh, Cuenca, La Laguna</i>
Management of the historic centre, including development of a one-stop shop	<i>La Laguna</i>	<i>Edinburgh, Cuenca, Mar del Plata, Venice</i>

### Axis 2. Compact city

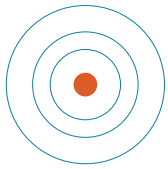
Project	Lead city with best practice	Cities interested
Participation by the public in managing the historic centre	<i>Edinburgh</i>	<i>Cuenca, La Laguna, Pereira, Porto, Venice</i>
Local Agenda 21	<i>Málaga</i>	<i>Cochabamba, Cuenca, Pereira</i>
Climate change: mitigation plans	<i>Edinburgh</i>	All the cities
Risk management	Pereira	<i>Cuenca, Edinburgh, Málaga, Manizales, Mar del Plata, Porto, Venice</i>

### Axis 3. Tourism

Project	Lead city with best practice	Cities interested
Definition of a model to measure the negative/positive impact of tourism on the social and economic fabric of historic centres	<i>La Laguna</i>	<i>Venice, Mar del Plata, Edinburgh, Porto, Málaga, Cuenca</i>



## 4. Results



**URBELAC is an invaluable tool that cities can use to identify ideas and solutions to concrete problems. The exchange of experiences and transfer of knowledge, in particular, have stimulated and improved the implementation of specific actions in all areas.**

URBELAC I and II have had a major impact in terms of the results achieved. While the network activities were taking place, the participating cities organised special working groups composed of key players from the various institutions in each municipality.

Since main beneficiaries in the first edition were the Latin American and Caribbean cities, the reported impact in terms of concrete actions refers essentially to them. In the second edition, almost all the cities embarked on a specific plan through ESCI, which formed the basis for planning and prioritising concrete actions. As a result, URBELAC I cities successfully implemented concrete actions during URBELAC II, notably:

- **Santa Ana.** It is working on a project to restore the historic centre. The IDB expects to fund the measures and is providing technical assistance, bringing in the experts who manage the historic centre of La Laguna.
- **Port of Spain.** It is carrying out a programme of investment in several areas of the city; the IDB is providing funding and technical assistance, in which European experts are involved.
- **Goiânia.** It has changed its road management model on the basis of URBELAC's recommendations. The experiment has been very successful, to the extent that the mayor used the implemented recommendations in his re-election campaign.
- **Trujillo.** It has implemented a new waste collection and recycling system accompanied by educational and awareness-raising programmes, in line with the scheme developed during URBELAC, based on the experience acquired by the Swedish city of Malmö.

The principal general outcomes of URBELAC II are:

- **Creation of bilateral agreements.** Some cities have made bilateral agreements to exchange information and experiences on specific topics. One example is the cooperation agreement between Málaga and Pereira to transfer the Spanish experience of defining and implementing Local Agenda 21.



- **Long-term planning.** Each of the LAC cities has identified and detailed one or more priority projects with the support of their European counterparts. These projects could be implemented by the cities themselves, which could continue to benefit from the IDB's financial and/or technical support through some of its many instruments.
- **Identification of new opportunities.** Some cities made the most of the presence of guest organisations – the European Environment Agency and the Fuel Cells and Hydrogen Joint Undertaking (FCH JU) – at the meetings to identify new cooperation and funding opportunities. One example is the cooperation between FCH JU and Venice for the use of new technologies in the city's public maritime transport.

A number of specific outcomes may be highlighted on each axis, based on the examples of best practice selected by the cities. The following boxes describe the cases of La Laguna and Edinburgh on axis 1, Pereira and Málaga on axis 2, and Cuenca and Venice on axis 3.

**BOX 1.****Axis 1. Management model in specific areas**

### LA LAGUNA Special Protection Plan and Historic Centre Management Bureau

The Historic Complex of San Cristóbal de La Laguna, which was declared a World Heritage Site in 1999, has had a Special Protection Plan (PEP) in place, approved by all the political groups in the municipality, since July 2005. It has been administered from the start as a Strategic Management Plan, which sees protection as the outcome of revitalisation processes ('you protect what is alive, and what is alive is what is used by the community'). The PEP focuses on ensuring that 'things happen' in the historic complex and, above all, on giving back to the people a space that they had abandoned years ago.

Its four strategic lines of action specify that the historic complex must be a *place that is lived in* permanently by families; *liveable*, with a very high level of environmental quality; *accessible*, in that it welcomes all and rejects nobody; and *with economic opportunities*, to set up businesses and create jobs.

The PEP is administered by the Historic Centre Management Bureau (Oficina de Gestión del Centro Histórico – OGCH), a one-stop shop where people can sort out anything and everything relating to the Historic Complex. The volume of matters dealt with and the amount of investment both from public sources and from the private sector – which matches the public funding – testify to its great public acceptance and its ability to manage the revitalisation of the historic complex.

**URBELAC's impact**

URBELAC has enabled the city of La Laguna to understand its shortcomings in terms of managing tourism and all the tertiary activity it generates (like Málaga and Venice); the fragility of its current system of resident participation, especially in comparison with the way residents' associations work in Edinburgh; and the need to have representative, well-structured and coordinated associations.

### EDINBURGH Managing World Heritage Sites

From the 1970s onwards a joint effort led by the Edinburgh New Town Conservation Committee was able to preserve and restore the city, moving on to the medieval Old Town in the following decade.

In both cases the aim of the work was to create suitable conditions for investment and to support the restoration of buildings by offering grants to organisations and residents.

These organisations merged to form Edinburgh World Heritage (EWH) in 1999. The city's inscription as a UNESCO World Heritage Site in 1995 was recognition of their achievements – over 1 200 projects had been carried out by 2013 – with the result that the city centre has been turned into a successful mixed-use space.

Edinburgh is aware of the importance of its citizens. Although governed by a Board of Trustees, EWH actively seeks citizens' participation through ongoing public consultations: it works in conjunction with the community.

The World Heritage Site Management Plan is an example of this attitude, and includes awareness-raising activities and examples of best practice. EWH uses heritage as a tool to achieve a number of objectives including education and social inclusion, by promoting the idea of the World Heritage Convention as a set of shared values.

**URBELAC's impact**

URBELAC offered Edinburgh the opportunity to learn strategic lessons from the experiences of Venice, La Laguna and especially Málaga.

Venice shows the impact that can be made on a city when it is designated a national priority in terms of achieving long-term protection. The United Kingdom Government will only exceptionally declare a city a national priority and devote specific funding to it.

La Laguna convinced Edinburgh through the way its management model works that a small office, but one without restrictions on its authority, is the appropriate model for a city centre where there are many competing interests, as in the case of Edinburgh.



Málaga's example was key to understanding how a small, well-managed municipal office can attract major EC investment and transform a run-down historic centre into a well-planned and restored area. In particular, the results of the Platform for Sustainable Urban Models (CAT MED) for Málaga reinforced the value of having an efficient planning system in Edinburgh and supported the city authorities in being more active in seeking EU funds as part of its own system of local planning.

Many of these outcomes are fundamental for improving the way in which Edinburgh will approach its management in future. It is also an important tool for making LAC cities more visible in Europe and for getting to know their work, thereby opening up possibilities for cooperation, partnerships and exchanges between professionals in urban management and innovation.

## BOX 2. Axis 2. Compact city

### **MÁLAGA** Comprehensive promotion of sustainable urban models: CAT-MED Platform

The Platform for Sustainable Urban Models (CAT MED) brings cities and regions together at a multi-level scale (top political representatives, technicians and key players) with a view to developing sustainable urban models based on the compact and complex classical Mediterranean city, where the proximity of public services is measured on the scale of the pedestrian.

Its methodology is based on developing an urban model that draws on a pilot building project – the Green Apple – a symbol of territorial, social and technological cohesion. Participation and public debate are encouraged through the creation of a platform for cities. The project is developing a system of common indicators to monitor cities as the model is applied, with the support of the metropolitan groups, and key stakeholders are involved in decision making on operational matters. The group achievements are registered in the Málaga Charter.

**An urban model.** The proposal hinges on three concepts: compactness, complexity and proximity of basic services. Adoption of this model helps to reduce the average distance travelled to carry out an activity and improves urban mobility and accessibility, resulting in lower energy consumption and greater energy efficiency, reduced air pollution and more time available for personal or social activities. This improves social cohesion and reduces the environmental impact outside the city.

**The Green Apple.** This is a prototype of how to participate both in the development of a sustainable area or district and in its materialisation at an individual building construction level. Apart from the intrinsic value of sustainability, the area should also fit into its

surroundings, and therefore these models are seen as being part of the urban complex. A fundamental point is that this is an innovative pilot project in terms of sustainability and in relation to the urban model defined by CAT MED, and will result in a better quality of life for the whole population of the area in which it is located.

**Common system of indicators.** This system is being developed in a similar way by the founding cities and will make it possible to understand how urban systems evolve over time. It is organised along four axes: i) territorial management and urban design; ii) mobility and transport; iii) natural resources management; and iv) social and economic cohesion. It sets 'desirable ranges' in line with the common strategy. The indicators are calculated with the aid of a gvSIG software kit, a tool that covers the methodology, display, editing and automatic calculation of each indicator.

**Metropolitan Groups.** The key players that make up the Groups have the task of discussing the actions to be implemented to put the project philosophy into practice. Operationally speaking, therefore, their role is to determine the actions that will ensure that the desirable ranges agreed by the partners are achieved across all the Green Apples.

**The Málaga Charter.** This is a statement of commitment in which political representatives confirm that the new urban projects can be vectors of transformation for the whole city. By adhering to the CAT MED approach, they confirm that they wish to go further in exploring the potential for transforming their cities' existing complex urban fabric. By signing, the mayors reaffirm the importance they attach to international cooperation and their commitment to this network of cities. By lending their support to this methodology, they also confirm that the qualitative leap afforded by cooperation projects can strengthen local dynamics and bring added value to the urban policies of partner cities.



### URBELAC's impact

The city model developed in La Laguna has inspired the proposal put forward for the Moroccan city of Tetouan in a project within the Operational Cross-Border Cooperation Programme for Spain's External Borders (POCTEFEX). It was basically a practical application of Málaga's urban model, in which the complexity of uses and services was dealt with perfectly.



### PEREIRA Integrated Mass Transit System (Megabus)

The Integrated Mass Transit System in Pereira is a bus rapid transit (BRT) system, which involves providing dedicated routes for high-capacity articulated buses, which connect at intermodal stations with smaller buses called interchange feeders.

Construction of the system began in 2003 with the creation of the company Megabus S.A. In October 2006 it brought its first line into operation early, adding to it in the following month. This system, which was the first to be installed in a middle-sized city in Colombia, connects three municipalities with some 700 000 inhabitants. It accounts for 47% of all public transport movement in Pereira and Dosquebradas.

### URBELAC's impact

In the context of environmental sustainability, based on the alternative mobility experiences of the other cities participating in URBELAC, Pereira decided to develop a system of cycle lanes included within the Spatial Management Plan and coordinated with the integrated transport system and other projects set out in the Mobility Plan.

In addition, Pereira municipality has used the exchange of experiences to develop other actions that will help establish a sustainable city:

- Based on the experiences of measuring urban compactness (and assessing its benefits) – which in other cities has resulted in the formulation of urban occupation models, leading to the densification of areas with infrastructure within the city limits and a brake on indiscriminate expansion – Pereira's new Spatial Management Plan has set out action and management strategies for urban land and expansion since 2000 and 2006. The aim is to steer the city's growth into the most suitable areas for development and thereby achieve better land use, rather than opening up new areas for expansion that would have an impact on the municipality's rural land.
- The municipality used the experience of restoring historic centres to commission a Plan for the Restoration and Revitalisation of the Traditional Centre (PRRCT), which will provide a clear line of action in the projects to be implemented to restore the livability of the central area and thereby stop economic activities and residents from being forced out to the suburbs.
- In connection with the PRRCT, the Planning Secretariat supports and disseminates the special protection plans for properties declared to be local or national architectural heritage buildings, based on the experiences shared in the round tables on urban development in harmony with heritage in historic centres.
- In relation to risk management, the municipality is making progress in establishing its inventories of homes for relocation and risk mitigation. In parallel, it has set up a project to study the city's resilience in the face of a catastrophic event, and it is seeking funding to put it into practice.





## BOX 3. Axis 3. Tourism

### CUENCA Tourism and spatial planning. Barranco 2011 Urban Action Programme

The consolidation of Cuenca as the tourist development centre in southern Ecuador is key to the development and economic expansion of the city. The municipality has therefore implemented a number of projects to revitalise the historic centre as a competitive tourist attraction.

One of the most outstanding of these is the Barranco 2011 Urban Action Programme. The area in question, known as the Barranco de Tomebamba, covers 127.33 hectares of the Historic Centre of Cuenca. The proposal seeks to enhance the intrinsic value of the area by improving its liveability through a multiprogrammatic understanding of the land, allowing people to use the space in accordance with their backgrounds, customs and desires.

For the plan it is crucial to examine the qualities of the Barranco del Tomebamba through a spatial planning process that enhances the special character of the area, combining liveability with development, based on its exceptional physical and heritage features, and taking its residents as an active part of the whole. The area in question was therefore looked at in three ways:

- As urban habitat par *excellence*, with housing as the basic function of the space;
- As an area for the management, production, dissemination and consumption of cultural assets: the tradition and examples of contemporary culture that coexist in the public space;
- As the neighbourhood for sensory experience.

Projects have been carried out to revitalise the historic centre, starting with the restoration of public spaces (squares, streets and pavements), such as the renovation and restoration of the 9 October Market or the renovation of the Craft Market. Footbridges have also been built to give better access to and from the centre, supplemented with a network of urban cycle lanes. With other measures such as the refurbishment of the Parque de la Madre, the new Planetarium and other projects in the Barranco area, the city was awarded winner of the Jean-Paul L'Allier prize by the Organization of World Heritage Cities (OWHC).

One of the projects being built is the tramway, linked to the integrated transport system, which will reduce traffic through the city centre and cut exhaust pollution. Other Latin American cities are watching its progress closely.

#### URBELAC's impact

The network has enabled the city to exchange experiences, particularly with La Laguna – starting with its Special Management Plan for the Historic Centre – with which it shares common aims of keeping homes in the historic centre. Based on a similar model, La Laguna's experience of providing a one-stop shop has been implemented in Cuenca with good results.

It is important to build a network of contacts to allow technicians to relate directly with one another, especially with those who have been regular advisers on the management and implementation of the one-stop shop and the management of the historic centre.

Visits to regenerated parts of the historic centres of other cities have also proved to be valuable experiences, since the criteria used in the restoration may be different but they can be copied in cities with similar conditions in their urban structure.

Venice is another highly important experience for the topic of tourism in historic centres because of its focus on the impact of tourism and its consequences, and the management model implemented to prevent the mass influx of tourists, which combines the management of historic sites that have been declared UNESCO World Heritage Sites, its guidelines for developing the plan and the preservation of homes in the area.

## **VENICE** Management plan for the Historic Centre

The management plan for Venice and its lagoon involved a long, complex process of consultation between the urban planning authorities and the community, to agree on the development of more dynamic and effective forms of coordination between the bodies responsible for the Heritage Site.

The main problems and priorities were identified in autumn 2010 during the preparatory stage of the consultation phase of URBELAC I. The primary aim – the conservation of values of the heritage site so as to highlight its historic features – was only achieved thanks to the extensive participation of civil society representatives.

**Methodology, consultation procedure and working groups.** A Memorandum of Understanding (MoU) signed in 2007 by UNESCO and civil society representatives named Venice Municipality as the body responsible for developing the plan. In 2010, with the support of the local UNESCO office, the municipality commenced thematic consultations with the signatories of the MoU to identify the critical topics and opportunities of the Heritage Site and to assess the expectations of all stakeholders. These discussions with the institutions and principal players formed the basis for finding a shared vision for management of the Site.

The eight advisory thematic groups used the European Awareness Scenario Workshop (EASW) and Consensus Conference methodologies<sup>(15)</sup>. In a context of strategic decision making, the procedure allowed for knowledge exchange together with scenario building and shared visions, prior to the preparation of the plan, which also made it possible to assess and select alternative solutions to the problems.

Each group's topic was set at the beginning of the exercise and each one concentrated on reaching an agreement with proposals and recommendations. The thematic groups covered the following areas: regional marketing; climate change; communication with residents and tourists; strategic inter-sector participation and public participation; exchange of knowledge and data on the Heritage Site. This work resulted in eight thematic reports involving 250 public bodies and principal civil society representatives. The procedure took three months and 136 proposals were drawn up, forming the basis on which the plan was developed.

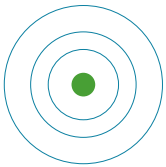


### URBELAC's impact

URBELAC was significant for confirming the importance of the methodology used in the management plan. The experiences of Edinburgh, Porto, La Laguna and Cuenca included forms of civil society participation (associations, NGOs, local communities and private sector), which helped to improve the plan's methodology. Edinburgh's experience, in particular – with its emphasis on the participation of civil society and the private sector – was of great interest to Venice, as it showed the impact that private investment can have on the sustainability of the management process. Cuenca's experience, which also had the same focus, was very useful because of its use of the 'broad participation' methodology, which was easily incorporated into the development strategy for the plan. The 'one-stop shop' in La Laguna served as inspiration for including the same procedure in Venice's management process. The establishment of local technical offices in Edinburgh and Porto was an example of good practice for the local UNESCO office in Venice.

15. Both methods were developed by the Danish Board of Technology in the 1990s and have been adopted by the EU as virtuous practices for deliberative democracy.

## 5. Lessons learnt



The experience of running the first two editions of URBELAC reveals critical points of relevance for improving actions and impacts with a view to achieving its main objectives. The lessons learnt by the LAC cities help to make it feasible for them to implement solutions more quickly than in the European cities, since they can identify the key steps without having to repeat the whole process, thereby increasing their effectiveness.

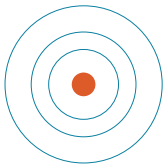
These lessons may be summarised in the following critical points:

- **Comprehensive exchange of experiences.** The initiative is an effective means of generating cooperation and knowledge transfer in several directions, not only from Europe to Latin America and the Caribbean, but also from LAC to the EU and horizontally between cities within each region. The comprehensive exchanges (north-south, south-north, north-north and south-south) seen in URBELAC II enable all the participating cities to benefit from one another's experiences.
- **Funding.** Since the network's primary objective is the documented exchange of experiences, the participation of other European bodies, such as agencies and specific or international programmes, is crucial not only for adding greater depth to the topics that interest the cities, but also for identifying sources of funding that the cities can use to put the chosen actions into practice.
- **Integration and synergies with other programmes** URB-AL and URBACT have allowed URBELAC participants to exchange contacts and experiences with other member cities of other programmes overseen by the EC. In particular, having their meetings arranged during the World Cities Summit (Mexico City, 2011), the URB-AL annual forum (Bogotá, 2012) and URBACT (Copenhagen, 2012) enabled the network's cities to explore the various topics in greater depth and set up new partnerships.
- **Duration of the programme and meetings.** The annual duration of the programme and the uncertainty surrounding the implementation of the actions formulated act as major constraints for the participating cities to plan long-term collaboration. Meetings have lasted

an average of two days. All the cities have called for longer meetings (4 or 5 days) so that they can analyse the priority topics better. Specific recommendations are: (i) not to leave too much time between one meeting and the next, so that the cities can make more rapid progress; (ii) to add a follow-up phase for each city to implement its actions, even after the exchange phase has finished. This includes IDB support and the possibility of continuing to work with partner cities that have good practice in specific topics.

- **Institutional experience on thematic axes.** The wide experience acquired by the IDB and the EC on the three thematic axes of URBELAC II is of great interest to the participants, especially for setting up the working groups, processes and actions during the programme phases and the possibility of international technical support. URBELAC is a far-reaching tool for disseminating knowledge about the sustainable urban development policies and strategies adopted by both organisations, as well as for fostering mutual cooperation among cities.
- **Exchange of good practice.** The face-to-face exchange of the European experiences was decisive in showing how to incorporate actions relating to those particular topics into the cities' management plans and how to implement them cheaply, quickly and effectively. The presence of mayors from LAC in the meetings made it easier to draw up programmes or activities based on this key topic of sustainable development.
- **Forums for dialogue between national, regional and local government.** Including this mechanism proved important, especially in the discussions on specific topics such as housing programmes, urban projects and metropolitan regions.
- **Staff turnover.** The inevitable turnover of staff in the cities of both regions during the implementation of URBELAC made it difficult to exchange information and good practice, although the representatives maintained a high level of professionalism and commitment to the development of their cities. This point will warrant special attention when the methodological procedures are prepared during the formulation of the next editions of the programme.

## 6. Recommendation for URBELAC III



**The solid experience of the first two editions of URBELAC has helped to consolidate exchanges of best practice on the key topics and issues of urban development, such as those examined on the three thematic axes of URBELAC II.**

The network should include other topics that have an influence beyond the city. The design for future editions should include the aim of sharing the benefits of the EC's experience on the ways in which the regional and social cohesion policies provide concrete support for improving regional development capacities and diminishing the problems of regional and local governance.

The IDB regards URBELAC as a tool for supporting Latin American and Caribbean cities interested in making their urban development more sustainable. Both the IDB's Fiscal and Municipal Management Division (FMM) and the EC are interested in transforming this pilot initiative into a longer-lasting programme for the period 2014-2020. In the meantime, URBELAC III should collect responses and international experience on the challenges of globalisation, recovery from the economic crisis and demographic changes, such as ageing of the population or family composition. These challenges have a strong territorial dimension and require action at both regional and local levels simultaneously.

Based on their experiences, the participating cities have drawn up suggestions for the short, medium and long terms, including the following:

- Design and implement a long-term activity in which cities that cooperate have greater weight, with more rounds of calls for proposals, with working groups and longer-lasting meetings (three to four days) on more focused and structured topics to be defined in conjunction with the cities.
- Include an activity related to the signing of memorandums of understanding or other long-term collaboration agreements among the participating cities.
- Add a technical assistance mechanism to be implemented by the European cities, with the aim of helping their counterparts in LAC with the selected examples of good practice, so as to reduce the uncertainties of collaboration in the long term.

- Promote a participatory planning approach using the URBACT methodology as a reference, to make it feasible to involve local communities throughout the whole process of project design, preparation and implementation.
- The participating cities believed that it is more beneficial in URBELAC to deal with the topic of fiscal matters in a cross-cutting fashion, in relation to the fiscal sustainability of the actions. Nevertheless, it should be stressed at the outset that it is important to secure financial sustainability for urban development and to weigh up converging views.
- Include opportunities for dialogue with central government on specific topics that generally need to be supplemented with measures at that level, such as taxation, housing or the environment.
- Include a dimension of large cities and/or metropolitan regions, which could better cater for cities such as Cochabamba, Porto and Edinburgh, which took part in URBELAC II and are large in their respective contexts.
- Keep the structure of mutual exchange between the regions with an equal number of cities from each.
- URBELAC I was structured around the three main pillars of ESCI. At the cities' request, and as a result of the bottom-up dynamic – with high levels of participation – this format was adjusted in URBELAC II to three thematic axes, which were identified as strategic by the cities themselves. It is advisable to keep both these thematic axes and the dynamic, which makes it easier to incorporate new topics.
- Organise the work by thematic areas from the outset, so as to avoid the dispersion of topics and facilitate exchanges.
- Agree thematic or strategic axes and their topics with the cities every year, incorporating the thematic axes defined in URBELAC II.
- It is essential not to lose the comprehensive focus of the urban actions: the relationship between cities and between a city and its hinterland; the impact of new technologies on urban development; new demands by citizens; the need to reverse polarised and exclusive city models and to put forward more equitable models that emphasise solidarity and efficiency; competition between cities; and the need to create cooperation mechanisms to find solutions equal to their problems.



## ANNEX 1.

# Summary of participating cities

Two editions of URBELAC have been organised since 2010, each lasting an average of 14 months. The total number of participants in the two editions is 24 cities. The first edition included 14 cities<sup>(16)</sup> (eight from Latin America and

four from Europe), while 10 cities (five each from Latin America and Europe) took part in the second.

Key facts about the cities participating in URBELAC II:

## COCHABAMBA

Country	Bolivia
Area (km <sup>2</sup> )	309.00 km <sup>2</sup> (city) 3 984.00 km <sup>2</sup> (metropolitan area)
Population	608 286 (city, 2008) 1 178 500 (metropolitan area, 2009)
Economy	Agriculture, industry (vehicles, cosmetics, chemicals), services and construction
GDP per capita	USD 2 760

## CUENCA

Country	Ecuador
Area (km <sup>2</sup> )	67.71 km <sup>2</sup> (city) 3 754.43 km <sup>2</sup> (metropolitan area)
Population	330 000 (city, 2010) 505 585 (metropolitan area, 2010)
Economy	Agriculture, tourism and crafts, industry (timber), commerce and services
GDP per capita	USD 5 311 (national/local value)

## EDINBURGH

Country	Scotland
Area (km <sup>2</sup> )	259.00 km <sup>2</sup> (city)
Population	477 600 (city, 2011)
Economy	Finance, tourism, services and government, education (university), green economy
GDP per capita	GBP 20 400

16. URBELAC I: eight Latin American cities: Bucaramanga, Colombia; Concepción, Chile; Goiânia and Manaus, Brazil; Port of Spain, Trinidad and Tobago; Rosario, Argentina; Santa Ana, El Salvador; Trujillo, Peru; and four European cities: Bilbao, Spain; Florence, Italy; Madrid, Spain; and Malmö, Sweden.



### © LA LAGUNA

Country	Spain
Area (km <sup>2</sup> )	14.57 km <sup>2</sup> (city) 102.06 km <sup>2</sup> (metropolitan area)
Population	27 000 (city, 2010) 153 187 (metropolitan area, 2011)
Economy	Services and tourism, high-tech industry, construction
GDP per capita	EUR 19 782.00 (2008)

### © MÁLAGA

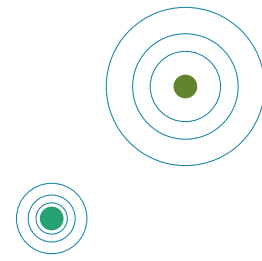
Country	Spain
Area (km <sup>2</sup> )	397 km <sup>2</sup> (city) 1 016 km <sup>2</sup> (metropolitan area)
Population	577 095 (city, 2010) 824 888 (metropolitan area, 2010)
Economy	Services and tourism, high-tech industry, construction
GDP per capita	EUR 12 349.00

### © MANIZALES

Country	Colombia
Area (km <sup>2</sup> )	407.86 km <sup>2</sup> (city) 441.54 km <sup>2</sup> (metropolitan area)
Population	362 881 (city, 2011) 390 984 (metropolitan area, 2011)
Economy	Agriculture (coffee), industry (vehicles, food industry) and education (university)
GDP per capita	USD 4 927.80 (2011)

### © MAR DEL PLATA

Country	Argentina
Area (km <sup>2</sup> )	79.48 km <sup>2</sup> (city) 174.41 km <sup>2</sup> (metropolitan area)
Population	699 460 (city, 2010) 719 260 (metropolitan area, 2010)
Economy	Tourism, sport, port (fishing industry, maritime transport), industry (textiles, food, polymers)
GDP per capita	USD 7 690.00



### ◎ PEREIRA

Country	Colombia
Area (km <sup>2</sup> )	604.00 km <sup>2</sup> (city) 702.00 km <sup>2</sup> (metropolitan area)
Population	462 230 (city) 687 069 (metropolitan area)
Economy	Services and commerce, industry, agriculture (coffee)
GDP per capita	USD 7 690.00

### ◎ PORTO

Country	Portugal
Area (km <sup>2</sup> )	41.66 km <sup>2</sup> (city)
Population	237 559 (city) 1 816 045 (metropolitan area)
Economy	Agriculture (wine, dried fruit, nuts, etc.), industry (textiles, footwear, furniture, ceramics, metallurgy), tourism and services
GDP per capita	EUR 15 702.20 (national/local value)

### ◎ VENICE

Country	Italy
Area (km <sup>2</sup> )	414.57 km <sup>2</sup> (city 156.84 km <sup>2</sup> – lagoon 257.73 km <sup>2</sup> )
Population	270 632 (2010)
Economy	Industry (energy, chemical, mechanical, metallurgy, steel, refining, naval), crafts (artistic glassware, shoes), tourism, commerce, high-tech services
GDP per capita	EUR 23 293.00 (2009)

