

Metropolis Commission 3 - Integrated Urban Governance

2nd Working Meeting, Barcelona, 5 - 6 October 2010

Results / outcomes

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The second Commission 3 meeting was held in conjunction with the Board of Directors meeting in Barcelona. The meeting had three basic aims:

- to acquire additional information and case studies to be included in the final version of the manual on Integrated Urban Governance (the core product of the Commission's work),
- to discuss the first draft of the manual,
- to exchange experience on Integrated Urban Governance.

1. Programme structure

The Commission meeting may be divided into five parts (sessions):

Part 1: Opening speeches

Part 2: Keynote presentations by international experts (Tuesday, 5 October, 9:30 - 10:30)

Part 3: Case study presentations from Latin America, USA, Barcelona and Berlin (Tuesday, 5 October, 10:30 - 11:10; 14:30 - 15:10)

Part 4: Panel discussion (Tuesday, 5 October, 11:30 - 13:00)

Part 5: Study visit to the Raval Social Services Centre (Tuesday, 5 October, 16:00 ff)

Part 6: Discussion on the draft manual (Wednesday, 6 October)

2. Topics and content

2.1 Topics in opening and keynote speeches and case study presentations - relevance for the Commission's work

Relevance to the topic of 'Integrated Urban Governance'

The meeting opened with speeches by representatives from the Commission Vice Presidents - Josè Fortunati Both, Mayor of Porto Alegre, and Marcela Velasco Gonzáles, Secretary of Urban Development, State of Mexico. Both opening speeches stressed the importance of new, integrated governance approaches in cities. This view was underpinned by examples and approaches, explaining characteristics, actors involved, aims and objectives, as well as the challenges that had (and have) to be met while implementing projects and programmes. Both speakers also analysed the importance of the Commission's work in establishing procedures and instruments which can help cities in their goal to develop projects able to integrate different stakeholders and actors, from initial conception and planning up onwards to project start up and management.

Success conditions, hindrances and pitfalls

Integrated Urban Governance is a complicated or complex, lasting process, requiring not only new determination in the relationships between government, public authorities and civil society, but in addition structural changes and new ways of thinking within public authorities. The prospects for success in these processes depend on a wide variety of internal and external factors (e.g. administrative structure(s), legal framework conditions). In guiding these processes and in implementing integrated projects it is therefore not possible simply to transfer lessons learnt in other cities. They need to be adapted accordingly. In this context there are many and varied hindrances and pitfalls which need to be considered.

Case studies

In addition to the introductory and keynote presentations, case studies formed a further basis for the discussion phase of the Commission meeting. They were intended – if possible – to refer to questions in social area neighbourhoods. The following cities / organisations presented case studies:

UN-HABITAT: Case studies and experience from Latin America

Citisclope Project: Case studies from New York and Chicago

Berlin: Case study on Neighbourhood Mothers' project

Barcelona: Case study on Care network for homeless people

2.2 Content of the contributions

2.2.1 Keynote presentations

Tools and instruments in Integrated Urban Governance

Jochen Hucke, Senate Department for Urban Development, Berlin

This presentation did not focus on the mere description of specific tools and instruments. Having in mind that there is a multiplicity of already existing tools and instruments for integrated urban governance this presentation aimed to give guidance for the discussion in cities on how to distinguish the most important and appropriate ones for each goal which is intended to be reached. For this purpose tools and instruments in implementing integrated policies, programmes and projects can be distinguished by and targeted towards the following tasks and action fields:

- organising responsibilities, structures, and processes
- rules and regulations on rights, duties or behaviour
- property rights (private, cooperative, public)
- public infrastructure and services
- financial incentives
- information

For reaching tasks within these fields there is a wide variety of different tools and instruments available (which will also be described in the manual). Of assistance in making a selection may be the following decision matrix (collated by the present writer on the basis of the presentation; the matrix may if required be incorporated into the manual):

	low	medium	high
leeway in metropolitan decision making	property rights regulations	organising financial incentives	information infrastructure
degree of freedom for individual stakeholders / potential to stimulate 'positive action', win-win-situations, innovation etc.:	regulations private property rights	organising cooperative property rights infrastructure	information positive financial incentives public property rights

availability	property rights financial incentives	infrastructure	information organising regulation
potential to change prevailing development trends	private property rights information organising	regulations financial incentives cooperative and public property rights infrastructure	???

Governing sustainable cities - success conditions, hindrances and pitfalls

Bob Evans, Sustainable Cities Research Institute, Newcastle upon Tyne

The rapid changes connected with globalisation, but at the same time with declining availability of resources confront cities with new challenges. These changes will if anything speed up during the coming years; will be non-linear, unstable, unpredictable and volatile. Cities therefore need to adapt to this change and to related challenges. Sustainable integrated governance is the means to do this, as it contributes to decision making, urban processes and structures that are flexible and resilient, i.e.

- can withstand shocks
- can rebuild itself when necessary
- can identify uncertainties
- has high adaptive capacity

Capacity building is -as the presentation argued - not only the key to reach these goals but, at the same time, the key to avoiding pitfalls, overcoming barriers or at least learning from mistakes. One has to distinguish between institutional and social capacity which have different dimensions:

Dimensions of institutional capacity:

- administrative capacity
- governance capacity
- political capacity
- intellectual capacity

Dimensions of social capacity:

- resources – time, energy, knowledge, finance
- resilient social networks – ‘community’
- trust in local government institutions
- confident, innovative and effective local community organisations
- social capital etc.

Based on these considerations some examples were presented dealing with the following issues:

- civic engagement - harness the energy, resourcefulness and ingenuity of local communities through partnership
- building trust and consent through transparent decision making
- local government organisation - breaking down 'silo' mentalities and embedding new ways of thinking and working to address new realities
- letting people know – 'this is the way we do things here'

2.2.2 Case studies

Upgrading disadvantaged neighbourhoods and settlements - experience from Latin American and Caribbean cities

Cecilia Martinez Leal, UN-HABITAT Office for Latin America, Rio de Janeiro

At the heart of this presentation was the "Integral Intervention Project" in the district or suburb of La Quebrada in Medellin, Columbia, which is funded by UN Habitat.

Marginalisation, social fragmentation, insecurity and violence, welfare deficiency, drug addiction, illegal land tenancy, lack of infrastructure (water, electricity, sewerage) - these are only some of the problems this community has been (and to some extent still is) facing.

The project was - and is - designed to mitigate these problems by means of participatory, integrated action. Stakeholders in the project are the community of Nuevo Sol de Oriente, seven local government departments, two state-owned enterprises and the national Ministry of Environment, Housing and Urban Development. Housing issues were used as a trigger also for other necessary fields of action. The project is by now consolidated and has shown - besides the housing sector - positive results in other fields as well (for instance, training for income generation in community enterprises and economic activities, food management, support to private enterprises etc.).

The approach and lessons learnt from the project have been transferred to other projects in Latin America (for instance to Rio de Janeiro and Buenos Aires).

Seeing the big picture: case study example of US cities holistically planning their futures

Neal Peirce, Citistates Group and Editor-in-Chief, Citiscope.org, Washington D.C.

Integrated Urban Governance has been something of a stepchild in the United States. Only in the last few years have some cities begun to think through governance, infrastructure and economies, physical environments, relations to private industry on the one hand and disadvantaged communities on the other, in what can be called truly comprehensive ways. Two of these cities are New York and Chicago.

"PlaNYC" for a "Greener, Greater New York" is - as the presentation argued - the most comprehensive plan any American city or state has formulated. It includes putting all the city road and transit routes in good condition, new or renovated power plants, cleaning up contaminated brownfields, creating space in the city, with a healthy environment, for a quarter

of a million new housing units, and putting recreation space in close distance for every New York citizen, creating public spaces for every community and opening 290 schoolyards as public playgrounds. Though implementation has not been 100 per cent successful, the programme has been a startling breakthrough for New York City. A 15-member city advisory board, with a cross-section of top business, civic, labour, environmental and foundation senior personnel, played a role in shaping PlaNYC in the first instance. Now the group meets regularly to watch over the process, with working groups conferring frequently with city department heads. The result is constant conversation among heads of often very independent departments.

Besides other cross-cutting projects and programmes Chicago inaugurated a climate action plan based on careful scientific research and broad community consensus building. It features 452 steps cross-cutting major segments of Chicago geography, economy and living patterns. There is strong follow-through, including quarterly accountability meetings of department heads.

Case study Berlin: 'Neighbourhood Mothers' - an approach to working with hard-to-reach groups

Djamila Boumekik, Neighbourhood mother, Berlin

Many integrative projects in disadvantaged neighbourhoods suffer from the fact that some groups can barely be reached using traditional measures. Empowerment is thus difficult if not impossible. In the case of some Berlin neighbourhoods or districts, immigrants (and people with an immigrant background) are among these often referred to as 'hard to reach' groups.

Learning from Utrecht, NL, in 2004 the Berlin district of Neukölln started (as long ago as) to train 28 neighbourhood mothers - all unemployed and most with an immigrant background. These neighbourhood mothers act as contact and resource persons for families and in particular for women in the neighbourhood (for instance by working in schools or by visiting families in their homes).

The aim of the project is to

- 'open doors' for integration
- strengthen parents
- encourage language acquisition by motivating individuals to visit day-care centres and attend courses in German
- inform people about child upbringing, education and health
- arrange specific support for families in the district

An evaluation in 2006 demonstrated the success of the programme. Indeed, it has been so successful that the Berlin Senate decided to apply the approach to all neighbourhoods covered by the Socially Integrative City framework strategy. Around 180 neighbourhood mothers have been trained so far.

Case study Barcelona: Care network for homeless people: experience in relation(al) management

Carne Fortea, Department for Vulnerable People in the field of Social Action and Citizenship, City of Barcelona

2.2.3 Technical visit: Raval Social Services Centre

Raval is a Barcelona neighbourhood. Its urban and social characteristics mean that Raval has had, historically, levels of poverty and exclusion higher than average. In the 1980s, the city promoted a policy of urban and social reforms to dignify and improve people's living conditions. Mass immigration from around the world caused a return to conditions that had apparently been overcome.

The new Raval Social Services Center provides welfare services to more than 49,000 people from across the neighbourhood. The facilities cover an area of over 1800 sq. m. and are equipped with all the resources to serve users properly, and for the nearly 40-strong staff to work. It provides for a variety of concrete projects, for instance:

- the Teixint Vincles ('Weaving Links') project: the target group in this project are people with characteristics of vulnerability and social exclusion, i.e. elderly people from the neighbourhood. The project is intended to mitigate social exclusion, promote positive change(s), equip people with means to address the ageing process with greater assurance and accompany them by means of a network which is inclusive and protective and which fosters ways to enable them to handle their daily lives.
- The XAFIR (Raval network of support to families and children) project is a coordination platform which began in 2005 on the initiative of public authority professionals and private organisations in Raval, with the support of Barcelona City Council. The project aims to improve care for children and their families in various areas, including social, health, educational and recreational spheres, by improving coordination, cooperation and communication among local professionals. The project presently has 25 members comprising public and private organisations.

3. Work on the manual

The main aims of this session were

- to discuss the draft version of the manual on Integrated Urban Governance chapter by chapter in order to review its considerations, statements, suggested measures etc. with regard to their feasibility in different countries and situations,
- to acquire further information and indications on practices, framework conditions etc. that can be incorporated into the manual.

After opening the session, Hella Dunger-Löper, Permanent Secretary for Building and Housing, representing the Berlin Presidency, introduced the manual and provided an overview of the contents of individual chapters which were scheduled to be discussed during this session:

- chapter 3 "Why Integrated Urban Governance?"
- chapter 5 "Enabling Integrated Urban Governance - Setting up a political and administrative framework for policy integration"
- chapter 6 "Organising integrated projects: Tools and instruments"
- chapter 7 "Transferring good practice - To what extent can policies and projects be transferred?"

3.1 The manual - overview of contents

The manual is intended for municipalities, primarily for major cities, which are trying by means of integrated approaches to deal with in particular social and spatial problems or are already working using this type of approach. It is a manual for practitioners who want to improve their work. The manual aims to provide cities with suggestions and ideas on how problems - which cannot be solved using traditional, sectoral administrative action - may nevertheless be surmounted.

Integrated Urban Governance is a challenging approach. The manual cannot therefore be a blueprint. It cannot deliver recipes to solve holistic urban problems. Neither can it replace specific handouts, for example, about public participation procedures. However, it can give indications on how to proceed when faced with problem situations of this kind, what and who needs to be considered, what steps need to be taken in very specific projects.

Chapter 3 "Why Integrated Urban Governance?"

This chapter points to an increasing need, in view of globalisation, and new, complex challenges for municipalities, to use holistic planning and management approaches. In many of the problem situations, traditional, sectoral approaches are no longer sufficient. This kind of solution is often expensive and brings about only unsatisfactory results. This statement applies in particular to challenges which are linked to social and spatial fragmentation and disparities.

In addition, against the background of these new challenges, the definition¹ of Integrated Urban Governance is elaborated and discussed. Points of view of international organisations - such as the UN - are examined. In conclusion, the 'pros' and 'cons' of integrated action are summarised. After all, it is not important to realise integrated approaches for their own sake – as it were, for reasons of 'political correctness'. On the contrary: what is important is to solve complex urban problems in an effective way.

Chapter 5 "Enabling Integrated Urban Governance - Setting up a political and administrative framework for policy integration"

Chapter 5 gives pointers towards framework conditions which assist and support integrated action. This chapter is directed in particular to political decision makers.

¹ The manual uses the following definition of Integrated Urban Governance: it is a management approach in its core. It concerns management of cross-cutting issues in policy making that transcend the boundaries of established policy fields... Integrated governance refers to both horizontal integration between policy sectors ... and vertical inter-governmental integration ..., as well as beyond administrative boundaries in the dual sense": cooperation between the city, the regional and the national government as well as inclusion of civil society. Interdisciplinary and inter-departmental cooperation are thus part of this approach, as is public participation.

The chapter reviews the 'pros' and 'cons', the benefits and costs given in Chapter 3, and goes into depth. There are indications on driving forces for Integrated Urban Governance, and organisation and structural changes in administrative bodies are addressed, which assist and support integrated ways of thinking and acting. A significant element for this includes steps and methods which are described in the section on capacity building and awareness raising.

As a final point, the role of civil society is discussed, and it is made clear that many municipal tasks can be better carried out if stakeholders who are not from public service bodies are included in the processes.

Chapter 6 "Organising integrated projects: Tools and instruments"

The chapter deals with developing and implementing specific integrated projects. In this context, there are descriptions of tools and instruments, their strengths and weaknesses, which may be applied for the purpose.

At the heart of the question is public participation. Procedures are described to show how the variety of stakeholders who need to be included can be identified and motivated to collaborate in a project. A variety of public participation methods and opportunities to apply them are described. A distinction is made between three project - or participation - phases: informing the public; participating in developing the project; and participating in implementing the project. As a final point, conditions are described which must be met in order to have successful public participation.

However, public participation is only one component in integrated projects - even though an essential one. Administrative and organisation tools and instruments are therefore also described. This category includes benchmarking and monitoring as central instruments. For this reason they are described in their own section. After all, it would be difficult to carry out project management and outcome control without these two aspects.

Chapter 7 "Transferring good practice - To what extent can policies and projects be transferred?"

The final chapter gives some indications on whether, and if so, how, experience and instruments, ideas and policies can be transferred to other situations.

3.2 Results of discussion on the draft manual²

Concept, structure, contents and the 'pedagogic' concept of the manual were acknowledged by workshop participants to be "comprehensive and helpful". The Metropolis network was called upon to work towards these recommendations becoming established in planning activities additionally at regional and/or national level.

Discussion was concentrated in the first instance/primarily on the following topics³:

- the role of politics and politicians in integrated governance
- the relation between the city and its (rural and semi-rural) hinterland

² significant parts in this discussion evaluation are based on notes/minutes compiled by Georgina Pozo Rivas, Mexico, and Michael Abraham, Berlin. I would like to express my thanks to them both.

³ this present evaluation is concentrated on those aspects which with regard to the draft version of the manual need to be additionally considered or amplified. Further aspects which were discussed may be ascertained from the minutes.

- resettlement
- aspects of practice in member cities (and countries)

3.2.1 Role of politics and politicians

Integrated Urban Governance is a management approach in its core which needs holistic views and the political will for change. In other words, the role of political leadership can hardly be overestimated. As long as the need for this approach (and for holistic thinking) is not socially accepted common knowledge, there is always the danger of backsliding due to political changes. As a result, government or governance concepts may be abruptly changed and new, often completely different objectives may be set. Frequently, for example following elections, not only political, but also administrative decision makers may be replaced. In this way continuity and transparency in transformation processes, and also in individual measures and projects, are endangered.

Two further factors were mentioned which make medium and long-term progress in the direction of Integrated Urban Governance more difficult:

- in a number of countries there is no 'tradition (culture) of long-term planning'. Plans are usually made for four, five or maybe six years into the future. This is due to administrative-technical difficulties, to intervals between elections (legislative periods), to changes of government etc.
- in some countries towns and cities (municipalities) only have very limited autonomy with regard to decision making and often have hardly any independent financial resources available to them. In other countries, however, in the last few years the prerequisites for increased scope for action in municipalities have been created by means such as of 'decentralisation' Acts, (e.g. in Senegal, Chile and South Africa).

A number of requirements for the manual may be derived from the points above:

- the role of political officeholders and of the political framework needs to be made very clear. Politicians need to have holistic views and ways of thinking and have to focus their priorities on what efficiently serves public interests. Trust by the administrative level in politicians and their trustworthy visions of working towards good governance is essential. Administrative personnel are responsible for authority actions vis-à-vis the inhabitants and need to show the way to the future. Urban governance must as a first priority deliver agreed and transparent solutions. By means of continuity and transparency in political and administrative actions it is possible to increase confidence in 'politics'.
- in addition to the decisive role of politicians, it is necessary to stress the role of administrative decision makers and local authority personnel as 'good policy advisors'.
- the significance of capacity building must be made clear, opportunities and instruments for this need to be presented.

3.2.2 The city and its hinterland

Urban sprawl is a major issue for many member cities. One crucial reason for this - particularly in Asia, Africa and South America - is the still persistent and dynamic migration from the countryside. This leads not only to social, economic and spatial challenges (cp. the next section), but also to the fact that cities have grown – and will continue to grow – far beyond their administrative borders. For the manual it is therefore necessary,

- to suggest instruments for cooperation between the metropolises and the surrounding municipalities and rural areas,
- to make it clear that efforts made by the respective metropolis can be assisted by measures (taken for example by the national government) which reduce migration from the countryside.

In a number of member cities formal instruments exist which encourage or even prescribe cooperation between cities and municipalities in the hinterland. In other situations this cooperation takes place on a voluntary basis. To mention only three examples: in Johannesburg four times a year a forum of mayors is organised where mutual problems and challenges are discussed. In Mexico, the 'Comisiones Metropolitanas' have provided a basis for cooperation between municipalities. Linked with this are also financial allocations for metropolitan regions and legal requirements for cooperation, for example in the environmental and infrastructure fields. In Dakar there are elected bodies both at national and also at municipal level which amongst other things are tasked to manage disputes in the event of conflicting interests.

3.2.3 Resettlement, deplacing illegal economic activity

The necessity to resettle or relocate inhabitants from often illegally established housing (e.g. shanty towns/favelas) or also to relocate or displace informal economic activity (e.g. street traders) persists in a number of member cities. The central reason for these settlements and activity of this kind is to be found in the extremely rapid urban population increases (due amongst other things to migration from the countryside). The necessity to resettle inhabitants arises from a wide variety of reasons:

- illegal appropriation and use of privately-owned or public land,
- absence of water supply, lack of infrastructure provision, inadequate hygiene
- settlements (towns) in risk areas (from flooding, landslides etc.) and so on

Resettling inhabitants is for a number of reasons difficult to carry out:

- often there are not sufficient alternative areas available. This may be the case for geographical reasons (e.g. a location in a valley) or because the municipalities do not have sufficient land available to them (in a number of countries however there is the possibility of expropriating unused private land in the public interest).
- in the majority of cases, resettling inhabitants or banning street trading leads to conflicts, because the land which has been appropriated and the provisional housing are regarded as property and/or those affected are being deprived of means of

subsistence. Often in these settlements a 'community spirit' has grown up which is all the stronger due to clashes with the authorities during resettling operations.

- resettling operations generally result in high costs which are then charged to the residents. In most cases however they are unable to afford these expenses.

(Illegal) street trading represents – as do illegal townships – a major challenge in many member cities. Through these phenomena not only tax revenues are being lost. It is also difficult to keep check on existing standards of hygiene or also of the quality of goods. Primarily, however, it is the decline in the affected areas and an increase in petty crime rates. For this reason it is frequently necessary to provide the street traders with some kind of alternative and to divert their activities towards the formal (or legal) business sector.

In both these situations - illegal townships and illegal trading – what is at stake is in a very comprehensive sense of the term to enable for these people 'fair access to food and water', to create 'fair conditions of life' and 'to preserve life'. Since in the case of these inhabitants it is frequently a case of people who are not very integrated into urban society (inadequate formal education, lack of linguistic competence, psycho-social problems due to a lack of prospects etc.), comprehensive integrative measures are required. fields mentioned include culture, language, somewhere to live, health and nurture/ upbringing/education.⁴

These are very complex, interdisciplinary tasks which require integrated approaches. Participatory and integrated strategies are furthermore a possible way to reduce the conflicts associated with resettling inhabitants. The manual ought therefore to address this aspect in an intensive way and indicate possible successful case studies.

3.2.4 Practice in member cities - poster presentation and results from the discussion

By means of a poster presentation on projects in Metropolis member and other cities it was possible to derive, in addition to the case studies on the first day of the Commission meeting, further information and knowledge about specific integrating and / or participatory projects:

Berlin - Neighbourhood Mothers project

cp. case study (section 2.2.2)

Guarulhos - Social Intervention Project in the Cumbica Urbanization Programme

The social intervention project in the Cumbica Urbanization Programme has been developed in an impoverished area in the outskirts of Guarulhos, São Paulo. The programme main goals are to contribute to social inclusion of the local population through access to social housing and public services, as well as promoting capacity building for local community members and direct participation in all phases of the programme. An important feature of this programme is coordination between social and engineering projects, which guarantees its development and sustainability.

4

a number of member cities mentioned refugees as a group for whom particular efforts towards integration should be undertaken. Approaches towards integrating them are fundamentally the same as for other disadvantaged groups. However, the prospects of success for these approaches depend to a significant extent on the legal status which differs greatly from country to country.

Melbourne - Global Learning Village

The Global Learning Village (GLV) is a unique model for establishing smarter, healthier and better connected communities for the 21st Century. The GLV centre was established as a one-stop community hub in one of the poorer areas of metropolitan Melbourne to cater for local needs. The GLV centre provides computer access to connect people to a network otherwise beyond their reach. It delivers pre-school reading classes, mentoring for homework and literacy, training for lifelong learning, jobs, small business development and recreation facilities. The GLV model has had demonstrable positive economic, social and environmental impacts, and is an example of what partnerships between government, corporate and philanthropic sectors can achieve to improve social services for communities.

Porto Alegre - Local Solidarity Governance Implementation (GSL): Strategies for Social Inclusion Promotion

The programme is not focused on one single social practice but rather upon a change in culture and ways of considering citizens and political agencies. As can be seen from the background history of the PA GSL, this fits in with objectives for the current application, as it is raising public awareness for challenges in the urban area and identifying solutions, together with disseminating a new concept based on solidarity-oriented management of public affairs and innovative changes in ways of thinking about relations and responsibilities of the city inhabitants. The foundation elements of GSL are : plurality, dialogue, consensus, social capital, transversality, territoriality.

Stockholm - The Järva Programme

The Järva Programme is a long term initiative taken by the City of Stockholm, in cooperation with external partners, to initiate and contribute to social and economic development in the Järva area with large-scale post-war suburbs, problems of social exclusion etc. The area is situated 15 kilometres to the north-west of the city centre, close to a nature reserve and with excellent communication services. It has a population of 60,000 inhabitants, with a large number of immigrants, and about 30,000 jobs, most of them within the world famous ICT cluster of KIsta, situated in the area.

Vienna - Aspern: Vienna Urban Lakeside

aspern - Vienna Urban Lakeside is an urban development project that aims to create a sustainable suburb of Vienna for 20,000 inhabitants and 20,000 employees. Urban space and special quality assurance instruments are just two of many innovations and 'new tracks' that are being implemented in this project. As air pollution and climate protection are very significant challenges for most of the cities in Europe, an urban district with reduced vehicle dependence, based on e-mobility and attracting new business are key issues to the overall development.

Yangzhou - Community Participation in Urban Conservation

Initial research began in 2004 as an extension of the Eco City Planning and Management Programme, a joint effort by Yangzhou Municipal Government, GTZ (German Development Cooperation) and later with support from the Cities' Alliance. In July 2006 implementation in the Old City began in a pilot area. The project is designed to regenerate existing older neighbourhoods in the inner city, accommodating the needs of residents and reinforcing the cultural heritage of those areas by encouraging resident participation.

Additional information from the working group discussions

In the course of discussions several cities mentioned case studies derived from their own practice of integrated or cooperative policies and projects:

awareness raising	Public participation and consultation	partnerships with civil society groups
Abidjan (minority issues)	Dakar (consultative board) Cote d'Ivoire Johannesburg (consultation on environmental aspects)	Abidjan (housing)
Long term plans and strategies	Interdisciplinary committees, steering groups, legal requirements for inter-disciplinarity	cooperation / consultation across city boundaries / between municipalities
Johannesburg (Vision 2055) Berlin (framework strategy on socially integrative urban development)	Johannesburg Cameroon (legal requirements in some issues of urban development) Chile (legal requirements in some issues of urban development)	Mexico Johannesburg Dakar Berlin