URBAN LABS: A TOOL FOR INTEGRATED AND PARTICIPATIVE URBAN PLANNING

Barcelona, 2-3 February 2016

With the collaboration of:
GLOBAL EXPERTS GROUP MEETING

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A TOOL FOR INTEGRATED AND PARTICIPATIVE URBAN PLANNING

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#UrbanThinkers
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1. BACKGROUND

As a result of the global trend of rapid urbanization, contemporary cities are facing many increasingly complex issues, such as sprawling peripheries and the destruction of natural resources, urban decay and gentrification, informal settlements and difficult access to basic services, deserted city centres and segregated gated communities. These challenges are further increased by the growing problem of climate change and the need to integrate climate change adaptation and mitigation into city planning and development. Moreover, urban planning and development do not only influence the physical dimension of urban and natural areas, but also the socio-economic wellbeing of citizens, as unsustainable patterns of urbanization increase both spatial and social inequality, segregation, ghettoization and poverty, both in developed and developing countries.

Embedding a vast number of problems, challenges and affected groups, city leaders and local governments bear the heavy responsibility to provide conditions for sustainable urban development and a high standard of living, while responding to the specific needs of different groups of stakeholders, namely – the citizens and community groups, including vulnerable groups, the private sector, the governmental and international agencies etc.

Balancing a wide array of needs and desires of different stakeholders is what makes urban planning a political process and the local governments the facilitators of this process. In order to ensure the smooth and efficient implementation of urban development projects, local governments need to facilitate integrated work across sectors and departments, and a collaborative relationship with the private sector, the non-government sector and the communities. At the same time they need to device tools for the financing of urban development projects and for their legal and technical implementation.

Where spatial planning and design provide the vision, articulating planning with regulatory and financial frameworks provides the means to reach that vision. For this reason, an effective approach to planning must integrate legal and financial components. In many countries, the private sector, including individual households and firms, leads the majority of urban development. Typically more than 40% of the land developed and more than 80% of the investment will occur through private parties. Effective regulatory frameworks will be necessary to guide this development in concurrence with plans.

Financial frameworks and public investments also influence private development and whether it complies with what is planned. Planning cannot be separated from publicly led investments in basic infrastructure and services. In order to ensure that these planned investments do not remain only on paper, capital investment planning and adequate financial resources are necessary.

And so, on one side, there are the local administrations that are struggling with finding the resources for planning and development. On the other side, there is the private sector that is often not given the right conditions for development, or whose potential to contribute to the public infrastructure is not fully used. Finally there are the citizens, communities and different interests group that are affected by urban planning and are often left outside of the loop, resulting with poor public satisfaction, conflict or protest.

The successful exchange of knowledge and collaboration between these different groups of stakeholders increases the chances for a successful and sustainable urban development significantly. Urban Planning and Design LABs are tools that have the role to facilitate and ease this process.

Urban Planning and Design LABs are vehicles that guide the urban planning and development in a multi-stakeholder institutional setting, facilitating political and participatory processes through design. LABs are integrative platforms whose aim is to work across sectors and departments, engaging different stakeholders through advanced participatory processes and tools. The LABs promote an integrated approach that combines spatial, legal, financial, social and environmental strategies to deliver holistic plans through an iterative and participatory process.

Urban Planning and Design LABs are tools that can be used for a wide array of context-specific needs, agendas and strategies, ranging from city-wide planning strategies, to urban regeneration and infill, planned city extensions, planning tools, policies and guidelines or smaller scale pilot-projects. Furthermore, they can be of great use when dealing with specific pressing issues, such as climate change, gender equality or land conflict resolution.

The Urban Planning and Design LAB of UN-Habitat, formed in 2014, has already worked on a number
of successful case-studies showcasing the potential of planning labs. The Urban Planning and Design LAB (the LAB) is an initiative from UN-Habitat to promptly respond to the request of national and local governments to support sustainable urban development. The LAB acts as the integrative facility of the Agency in which spatial planning is used as the tool coordinating economic, legal, social and environmental aspects of urban development, translating them into concrete and implementable projects that materialize the normative work of UN-Habitat.

Using a ‘research by design’ working methodology and a learning-by-doing approach to urban planning, the LAB has often served not only as a tool for integrated planning, but also a process of capacity building for local and national governments. The UPD-LAB is formed by a multidisciplinary team of urban planners, legal and financial experts providing a holistic proactive approach. Due to this, the UPD-LAB has become the team building facility inside the Agency where different areas of expertise come together to deliver concrete and integrated solutions. The LAB is currently working in concrete projects joining international and local expertise in more than 20 countries and 40 cities in Latin America, Africa, the Middle East, Europe and Asia, working on urban renewal, planned city extensions, city-wide strategies and planning guidelines. The UPD-LAB is also the cornerstone of the Global Network of Planning and Design LAB’s, an initiative supported by member states during the 25th Governing Council of UN-Habitat. The Network promotes the collaboration of international experts working together in different countries with local partners to propose implementable plans.

The UN-Habitat Urban Planning and Design LAB is one of a growing number of other public, academic or private planning and design LABs globally, successfully developing and upgrading the methodology of integrated and sustainable urban planning. The constant communication and collaborative work is the cornerstone of the LAB working methodology and is therefore one of the crucial conditions for their constant progress and development.

As part of a joint collaboration from the UN-Habitat Office in Spain, the UN-Habitat Urban Planning and Design Branch, the Urban Economy Branch, the Urban Legislation, Land and Governance Branch and the City of Barcelona, the Expert Group Meeting will bring together professionals from different backgrounds and sectors working with urban planning and development, developing different types of design labs or having the potential to actively contribute in future projects and collaborations.

This Expert Group Meeting aims at creating the conditions for this progress of the Urban Planning and Design LABs as a globally implementable tool for integrated, sustainable urban development. The EGM will seek to discuss the working methods and tools of different planning and design labs, aiming to exchange different knowledge, experiences and approaches and reach collaborative conclusions for the potential future progress of planning and design labs. The EGM will aim at understanding the strengths and the opportunities, as well as the weaknesses and threats of the Planning Labs, in order to maximize their effectiveness for the implementation of the principles of the New Urban Agenda.

2. ALIGNMENT WITH INTERNATIONAL AGENDAS

2.1 HABITAT III, THE SUSTAINABLE DEVELOPMENT GOALS AND THE NEW URBAN AGENDA

This Expert Group Meeting aims to create the conditions for this progress of the Urban Planning and Design LABs as a globally implementable tool for integrated, sustainable urban development. The EGM will aim at understanding the strengths and the opportunities, as well as the weaknesses and threats of the Planning Labs, in order to maximize their effectiveness for the implementation of the principles of the New Urban Agenda. The outputs from the EGM will inform the upcoming UN-Habitat publication “Urban LABS - a tool for integrated and participative urban planning”, to be finalized before HABITAT III and serve both as a basis for a global discussion on how urban labs can help in the objectives of the New Urban Agenda, and as a normative guidebook for local and national administrations, helping them implement tools that would help the achievement of the Sustainable Development Goals and the New Urban Agenda.
2.2 OBJECTIVES AND STRATEGY

2.2.1 STRATEGY

The strategy of the EGM is to develop a more distinct definition of the role, characteristics and components of an urban lab in different settings, to exchange methodologies and working principles of different global labs deepening the global debates on urban labs and the own methodology of the UN-Habitat Urban Design and Planning LAB, and finally to explore the learning capacity and opportunities within a global network of urban labs, overcoming the idea of a best practices platform.

The objectives of the EGM contributing towards the achievement of the set strategy are threefold, namely:

To exchange international experiences and consolidate working methodologies of LAB experiences

Reflect on the potential of Urban Planning and Design LABs as tools for integrated sustainable urban development through a series of different international experiences. Discuss the main problems, challenges and advantages that different design labs have been facing. Extract key lessons from different contexts and different focus areas supporting further improvement and development of the working methodology of LABs. Understand the impact of “learning by doing” and “capacity development programmes” inside the Lab and the Network of Labs.

To understand the best institutional structure to allow LABs to integrate operational, legal and financial frameworks for the implementation of plans

As action-oriented working groups, LABs need to be positioned inside the institutional structure in order to be able to provide feedback and interact with the different decision-making groups, acting as a meeting arena for the different actors and interests.

To gain feedback from a wide range of stakeholders

Confront the positions of different stakeholders and discuss how the working methodologies and tools of Urban Planning and Design LABs can maximize the engagement in the planning process and the positive benefits for communities, the private sector, international organizations, academia, local and metropolitan authorities. Learn from the different stakeholders affected by urban planning, how the tools and practices can be adjusted to better serve their needs or visions.

To attract new partners to the network and create new avenues for collaboration

Find common areas of interest to engage in the network the different stakeholders that participate in urban development: planning departments, community groups, private developers, international organizations, legislative and executive bodies.

2.2.2 OUTPUTS

The EGM gathered 38 international and national participants working around the issue of urban development, legal frameworks and financial instruments, relating with the methodology of urban design labs, as well as possible representatives from the private sector and international organizations that are involved or could be involved in collaborations within different sectors of the work of design labs. Each active participant taking place in the sessions may produce a five-page position paper on the presented topic to be combined into a compilation report that will be produced to gather the knowledge deducted from the presentations and discussions. The report will inform the medium and long term strategy of the UPD LAB and the upcoming UN-Habitat publication “URBAN LABS - a
tool for integrated and participative urban planning”.

3. THE UN-HABITAT EXPERT GROUP MEETING

3.1 METHODOLOGY AND SESSION GUIDELINES

The EGM was divided in two types of sessions: Theme Sessions and Case Study Sessions.

3.1.1 THEME SESSIONS

The Theme Sessions tackle the different aspects of the theory, work and practice of urban planning and design labs and the cross-cutting themes that they are dealing with. These sessions are divided into four themes: process & methodology, integration, participation and networking.

3.1.2 ROUNDTABLE DISCUSSIONS

The Roundtable Discussions reflect on the specific experiences of urban planning and design labs set in different type of institutional and organizational settings, namely: academia, public administration, international cooperation and NGOs. The participants would offer their experiences on the strengths, problems, potentials and opportunities of working in these settings.

3.2 THEME SESSION 1:

3.2.1 PROCESS AND METHODOLOGY.
DESIGN THINKING TOWARDS
PROBLEM FORMULATION &
PROBLEM SOLUTION

Urban planning LABs, in their many different forms, entail an innovative approach to the urban development process, a shift from the modernist paradigm of urban planning, as the dominant discipline in a linear step-by-step process. Both in developing and developed countries, ‘business-as-usual’ planning is often seen as a bureaucratic procedure regulating building licences, or a profession of technical experts behind closed doors. Urban plans in cities rarely surpass the state of a blueprint that does not offer possibilities for a flexible future, nor puts an accent on feasible implementation.

The kind of approach to planning that we are seeking to discuss here, put under the umbrella of ‘urban labs’ is one that goes beyond this rigid pattern of planning as a technocratic tool, and aims to tap into its full potential as a tool for integrated, participatory and sustainable urban development.

This session seeks to discuss new approaches to planning practice, and whether urban labs are more adaptable, open and integrated ‘facilities’ where urban development projects and proposals can get the comprehensive and holistic approach that they require. A focus will be placed on the process, methodology and types of tools through which urban development can be practiced.

Some of the questions that should be addressed in the presentations are:

1. What are some of the main problems/restictions/gaps of the tools and methodologies used by cities today and/or in the past regarding urban development projects or issues?
2. What are the main challenges of cities today?
3. What kind of a planning model would better respond to the challenges of cities today? Any hypothesis? Which ones can help us to engage with other disciplines interlinked in urban development agenda?
4. What are the main characteristics of a design thinking approach? In many cities, society is questioning the role of urban planning, are urban labs a more sensitive tools to address urban issues?
5. There are many examples of approved plans never implemented, do you think that
urban labs are better prepared to develop proposals oriented towards problem solution and implementation?

6. How can urban planning be used as a tool for participation, inclusion and integration?

7. How can cities and local administrations introduce new types of planning tools?

8. Describe a case-study that demonstrate the advantages of a certain type of planning tool, methodology or working process.

At the same time, growing challenges call for increasing financial needs, and cities often need to work the existing system as well as develop alternative approaches in order to maximize the revenue generation and the potential non-public investments that can support the spatial visions.

Finally, city administrations that have been established for decades are often faced with another challenge – the division in different sectors each working on a single aspect of planning (spatial, financial, legal, infrastructure, basic services, environment etc.) can be an obstacle to efficient, and more importantly, collaborative planning.

The presentations should respond to some of the following questions:

1. What are the systems of collaboration or coordination between different sectors dealing with urban development in your city and have these been an advantage or a problem?

2. Do you have experience with an ‘Urban labs’ approach to planning and how has this reflected on the integration of sectors, the coordination between the spatial, financial and legal aspects of urban planning?
3. Beyond the coordination, how are the legal competences managed? What about accountability and transparency?
4. Do you think that urban labs have to have legal competences or they have to remain within the administrative public structures?
5. Do you think that urban labs should have financial competences or they have to remain within the administrative public structures?
6. Do you have experience with any other alternative approaches to planning, or innovative tools and methodologies that have positively influenced the intra-sectoral collaboration, the financing of projects and the legal implementation of projects?
7. Demonstrate or elaborate through specific case-studies or experiences in your city.

3.4 THEME SESSION 3:
3.4.1 PARTICIPATION ENGAGEMENT OF THE DIFFERENT STAKEHOLDERS, THE MANAGEMENT OF THE “DIFFERENT INTERESTS” IN THE URBAN DEVELOPMENT PROCESS.

Urban development is a political process as it involves balancing many different parties and interests. A just and equitable approach to urban planning would entail the cities facilitating a process of immediate involvement of all affected stakeholders from the onset of any projects. Through diverse approaches, participatory and inclusive planning means giving an opportunity to all stakeholders to voice their needs, problems and concerns and to negotiate with both the city and other stakeholders.

The stakeholders affected with planning and development projects can be the city, region and state departments, communities and citizens, NGOs and CBOs, academia, the private sectors and interested investors etc.

As the crucial role of participation in urban planning has been increasingly recognized in the past several decades, an array of different methodologies and tools for enabling wide participation have emerged throughout the world. Community mapping, house visioning, community workshops and forums, community enumeration – are just some of the tools used to engage communities and other stakeholders. However, participatory planning and the advancement of tools for participatory planning is often initiated and led by groups and organizations outside of the public and governmental sector, while cities and local administrations can be slower to catch up with the necessity to integrate participative processes within urban planning.

The idea of ‘Urban LABs’ is firmly based on the notion that participation is a crucial segment of urban planning, and that it must be inclusive. In many developing countries, the social inequalities are so big that participatory planning means being considered in the process and balancing between the public interests and the individual interests.

The participants addressed the following questions:

1. Which stakeholders should be included in the process of urban development?
2. How can one make sure that all the relevant parties have been represented?
3. What are some tools and methods of participation and inclusive planning that have been, in your experience, successful in managing the different interests in planning?
4. How can conflicts and disputes be addressed through participatory processes?
5. How can one balance between the local administration, the interests of the community and the interests of the private sector? How can common visions be reached?
6. What are, in your experience, some of the main problems of urban planning as managed by local administrations, with regards to participation and inclusion?

7. How can cities and municipalities increase their capacities for inclusive planning?

8. Has your group/organization/studio ever collaborated with city administrations on participatory planning? What were the upsides and what were the downsides in this process? How could it have been improved?

9. Demonstrate and elaborate on all or some of these issues through concrete experiences or case-studies that you have worked on.

**3.5 THEME SESSION 4:**

**3.5.1 NETWORK BUILDING FOR COLLECTIVE LEARNING**

With rapid urbanization, cities worldwide are increasingly facing new and evolving challenges, advancing different approaches in order to tackle them or learning from the successful experiences of others and attempting to replicate best practices. Considering this, the exchange of knowledge and experience has become a very relevant factor that can contribute to the advancement and sustainable development of cities. However, a national or international network for knowledge exchange that can truly be a game changer for many cities would entail not only the mere exchange of information and experience, but also the possibility for interactive exchange, and collaborative collective learning, going beyond the idea of best practices platforms into more progressive and innovative models of network building.

The participants would explore both experiences and possibilities for advancing models of network building and collective learning, through responding to some or all of the following questions:

1. How can cities and planning departments best learn from each other experiences?

2. How can cities and planning departments engage in collaborative and collective learning, developing solutions to common problems with other cities?

3. Does your city/organization have any experience in knowledge exchange/international platform building/collective learning/city mentorship? How did it benefit or harm the city/cities? What could be improved based on previous experiences?

**3.5.2 ROUNDTABLE DISCUSSION 1: LABS WITHIN ACADEMIA**

The participants gave a short presentation and engage in a roundtable discussion seeking to respond to all or some of the following questions:

1. How can the academia, the researchers and different types of urban labs set as part of universities engage in real-life urban planning and development problems?

2. What are some of the advantages of doing urban research in an academic environment?

3. What are the main problems and challenges of doing urban planning research in an academic environment?

4. How can academic labs proactively collaborate with cities and local administrations in facing contemporary problems and challenges?

5. What are potential future opportunities for academic labs? How can they use their full potential in tackling urban issues? Is there room for new types and methods of
collaboration between cities and academic urban labs/researchers?
6. If possible, elaborate on these issues through a specific experience/case study with your lab/research institute/university.

3.5.3 ROUNDTABLE DISCUSSION 2: LABS WITHIN THE PUBLIC ADMINISTRATION

The participants would give a short presentation and engage in a roundtable discussion seeking to respond to all or some of the following questions:

1. Has your city/region/administration engaged in any kind of planning using Urban LABs or other types of innovative planning approaches?
2. What are some of the main problems and challenges that your city/administration has been facing in terms of urban planning that can and should be addressed by Urban LABs?
3. Give your perspective on the potential of advancing urban planning, led by the cities and the public administration? What are some good practices that should be maintained? What can be advanced or changed? What should be abandoned as an outdated or unsuccessful practice?
4. What, according to you, can be the role of an Urban LAB in your city/administration?
5. Elaborate on the possibilities of labs within public administration through specific experiences or case-studies that you have worked with.

3.5.4 ROUNDTABLE DISCUSSION 3: LABS IN INTERNATIONAL COOPERATION AND NGOS

The participants would give a short presentation and engage in a roundtable discussion seeking to respond to all or some of the following questions:

1. How can international organizations or NGOs engage in real-life urban planning and development problems that cities face?
2. What are some of the advantages of working on urban planning and development in an international or NGO environment?
3. What are the main problems and challenges of doing urban planning research in an international cooperation environment or an NGO?

3.6 KEY OUTCOME MESSAGES

3.6.1 WHY IS RELEVANT TO DISCUSS URBAN LABS?

As a result of the global trend of rapid urbanization, contemporary cities are facing many increasingly complex issues, such as sprawled peripheries and the destruction of natural resources, urban decay and gentrification, informal settlements and difficult access to basic services, deserted city centers and segregated gated
communities. These challenges are further increased by the growing problem of climate change and the need to integrate climate change adaptation and mitigation into city planning and development. Moreover, urban planning and development do not only influence the physical dimension of urban and natural areas, but also the socio-economic wellbeing of citizens, as unsustainable patterns of urbanization increase both spatial and social inequality, segregation, ghettoization and poverty, both in developed and developing countries.

Embedding a vast number of problems, challenges and affected groups, city leaders and local governments bear the heavy responsibility to provide conditions for sustainable urban development and a high standard of living, while responding to the specific needs of different groups of stakeholders, namely – the citizens and community groups, including vulnerable groups, the private sector, the governmental and international agencies etc.

Balancing a wide array of needs and desires of different stakeholders is what makes urban planning a political process and the local governments the facilitators of this process. In order to ensure the smooth and efficient implementation of urban development projects, local governments need to facilitate an integrated work across sectors and departments, and a collaborative relationship with the private sector, the non-government sector and the communities. At the same time, they need to devise tools for the financing of urban development projects and for their legal and technical implementation.

This Global Experts Group Meeting reviewed critically the progress on different experiences of Urban Planning and Design Labs as a globally implementable tool for integrated, sustainable urban development. Part of the discussions discussed the working methods and tools of different types of urban labs, to exchange different knowledge, experiences and approaches and reach collaborative conclusions for the potential future progress of planning and design labs.

The EGM provided a better and deeper understanding of the strengths and the opportunities, as well as of the weaknesses and threats that Urban Labs face, in order to maximize their effectiveness for the implementation of the principles of the New Urban Agenda.

The outcomes from the meeting will inform the upcoming UN-Habitat publication “Urban LABS - a tool for integrated and participative urban planning”, to be finalized before HABITAT III and serve both as a basis for a global discussion on how urban labs can help in the objectives of the New Urban Agenda, and as a normative guidebook for local and national administrations, helping them implement tools that would help the achievement of the Sustainable Development Goals and the New Urban Agenda.

3.7 FINDINGS AND OUTCOMES FROM THE EXPERT GROUP MEETING

The strategy of the EGM was to develop a more defined and precise definition of the role, characteristics and components of an urban lab in different settings, to exchange methodologies and working principles of different global labs deepening the global debates on urban labs and the own methodology of the UN-Habitat Urban Design and Planning Lab, and finally to explore the learning capacity and opportunities within a global network of urban labs, overcoming the idea of a best practices platform.

From the different presentations and experiences shown in the EGM the main outcomes are:

Main concerns which contemporary growing cities in developing countries face, are:
- Demand of housing due to population growth, poverty, poor housing conditions.
- Land acquisition constraints for urban development and land tenure issues.
- Infrastructure and basic urban services access, investment and maintenance (in particular, water and sanitation).
- Poor public spaces in consolidated urban areas as well as in new developments.
- Abandoned or mono-functional centres, while the expansion city model is based in low density and sprawled models.

Main challenges of public administrations when facing the previous concerns and problems:
- Shortage of human resources (not only urban planner, but a range of professional skills which are needed to design and develop potential solutions) and absence of training programmes or a centre to provide advisory services for public authorities in charge of these issues.
- Weakness of interagency coordination between different ministries, among different public administrations at different scales. (Administrative and government institutions are organized by competences
on sectorial issues, not by problems or projects).

✓ Weakness of the role of local government to lead and involve in initiative projects – implementation, participation and inclusiveness of all the communities and stakeholders involved.

✓ Weakness of cooperation between different groups of stakeholders in urban development due to the absence of ad hoc structures to provide interactive partnership in urban development processes between citizens (with particular attention to the poorest and most vulnerable groups), private sector and local authorities.

✓ Absence of tools to disseminate information on a regular basis among the public institutions about successful initiatives on national and local experiences and projects, as well as international practices.

✓ To think: In a learning by doing approach, systemic and open; instead of the repetition of predefined abstract models or solutions.

SOME DEFINITIONS:

Urban Labs: “...exchange of knowledge and collaboration between [...] different groups of stakeholders...” “...vehicles that guide urban planning and development in a multi-stakeholder institutional setting, facilitating political and participatory process...” (UN Habitat)

Urban Design Laboratory: “...the development and application of an innovative planning tool-kit based on dialogue and communication”. (Institute for Urban Design, Austria and Un-Habitat).

Institute of Design and Urbanism: “…to train professionals from different background to understand URBAN COMPLEXITY and to manage urban transformation process. (ITMO University).

BASIC ELEMENTS AND COMPONENTS OF PLANNING AND DESIGN LABS.

Status: foundation, association, partnership, public agency.

Labs are from different types and tempus: as part of the public administration, as part of the university, as part of international organizations, as part of professional leagues, etc.

It’s an ecosystem of labs: more technical, or bureaucratic or political.

A challenge is how to maintain Local commitment over time, to engage local people, since urban development is at the end a political issue.
Many times Labs are located on the fringe of pre-existing institutional organizations, but they need to be connected somehow.

**Governance: partnership, territory and participation.**

Labs are an opportunity to insert tools within the municipal machine – although keeping a certain level of outsider.

Labs don’t have to replace the public administration, although they can create strong technical and management links with the city agencies.

Labs can be a complement to the Academia, co-production process.

Labs offer a legitimate setting for all different stakeholders to express their views and interests on urban development.

Labs have the capacity to build bridges between stakeholders, disciplines and approaches by clarifying the role of each one along the process and develop a share language and narrative.

Labs are collaborative tools with the capacity to harmonize of all actions and to promote legal reforms.

**Mission and competences: preparing strategies, policies and projects.**

The Lab’s work is inherently political, as it is any planning process.

Technical services and support for local and national administrations.

Labs are based on “connecting dots” methodology: formulating the right question (look deeper not taking for grounded or by default certain assumptions) and reviewing the regulatory framework and the machinery of public administration, and structuring projects (road-maps) for implementation.

Retrofitting the process. The challenge is that by implementation changes are created and forced which have to go into the loop in a feedback process through the Lab experience.

Labs make urban development knowledge relevant by doing, by sharing and by capturing from the experience on the ground to inform back to strategies, policies and projects.

**Budget and economic model: subsidized.**

Labs required financial resources (budget) and political engagement (relevance) in order to deliver their work.

Labs, in general, are considered to be permanent (in case they are within public administrations).

Under certain conditions, Labs can have secure sources of financing and hand-off management structures that ensure a significant level of technical independence from the official ones.
4. ANNEXES

4.1 ANNEX 1: COMMUNIQUE

4.1.1 UN-HABITAT HOLDS A GLOBAL EXPERTS GROUP MEETING ON URBAN LABS AS A TOOL FOR PARTICIPATIVE PLANNING IN SUPPORTING THE NEW URBAN AGENDA.

37 international urban planning and policy experts participated in the Global Experts Group Meeting (EGM) “Urban Labs: A tool for integrated and participative urban planning”, organized by the United Nations Human Settlements Programme, UN-Habitat, with the joint collaboration of Barcelona City Council.

Barcelona, February 2-3, 2016. – The meeting, convened and organized by the United Nations Human Settlements Programme (UN- Habitat) in collaboration with the City Council of Barcelona focused on relevant experiences and approaches to Urban LABs as a useful tool to create a culture of debate, creative thought and meaningful participation in urban planning.

The complex and global trend of rapid urbanization, mixed with the challenges inherent to urban sprawl, climate change, migration and environmental degradation demands a strong collaborative approach able to balance the different interests of the stakeholders and authorities when looking for innovative solutions and in order to accelerate implementation.

Experts in urban planning taking part on this meeting discussed the need to build a stronger and highly dynamic global network of Urban LABs and the importance of continuity and institutionalization of such model in order to address strengths, weaknesses and opportunities for effective implementation of the principles of the New Urban Agenda.

Throughout two days of presentations and highly technical discussions in the Gothic quarter in Barcelona, participants presented and exchanged experiences of Urban LABs worldwide, feeding the discussion on Urban LABs and the upcoming UN-Habitat publication “Urban LABs – a tool for integrated and participatory urban planning”.

Knowledge captured by this EGM and the forthcoming UN-Habitat publication is expected to serve as a normative guidebook for administrations at all levels, and to further support their quest for achieving the Sustainable Development Goals and an inclusive New Urban Agenda.
4.2 ANNEX 2: PARTICIPANTS LIST

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She is the coordinator of the Cooperation Area at ESARQ-UIC, president of University without Borders (USF) and board member of COAC. She is co-director of the studio Bestraten Hormias Arquitectura. She received an award in the category of research at the 8th edition of AJAC Awards.

JOSEP BOHIGAS  
CEO. Barcelona Regional.

He holds a degree in Architecture from the School of Architecture of Barcelona (ETSAB) of the Polytechnic University of Catalonia (UPC), and completed studies at the University of Columbia (New York) and the University Pompeu Fabra (Elisava). He is an associate professor at ETSAB since 2008 and co-director of the Master of Lighting at UPC Foundation. He was a member of the Board of Promotion of Decorative Arts and Design (FAD) from 2001 to 2005. As an architect, he has built different types of structures, including museums and social housing projects. He has also been commissioner of cultural projects in housing such as Barraca-Barcelona (APTM 2005) in 2003, and Piso Piloto in 2015. He has been awarded several prizes including FAD (1998, 2007, 2009), the City of Barcelona Design Award (2007) and the Architecture Award (2014).

LIZA ROSE CIROLIA  
African Centre for Cities (South Africa)

Liza Rose Cirolia is an urban planner and housing practitioner. Over the past ten years, Liza has worked with various academic institutions and NGOs in the Bay Area, Rio de Janeiro, Nairobi, and Cape Town. The majority of her work has focused on youth activism, the performing arts, and, more recently, urban land and housing challenges. Liza’s current work primarily focuses on housing and planning in South African cities. Her research covers issues of densification, urban policy, housing finance, and upgrading informal settlements. Currently, Liza is the co-ordinator of the Sustainable Human Settlements CityLab. The Lab explores the vexing challenge of housing the urban poor in the Western Cape. The research programme for the Lab, as well as the Lab outputs, are ‘coproduced’ with the officials in the Department’s Policy and Research Unit and other stakeholders. For the ACC, the Lab offers incredible insight into the workings of the state, of particular interest, the question of how institutions consume knowledge and change their practices.

FERNANDO DE MELLO FRANCO  
Secretary of Urban Development. City of São Paulo (Brazil)

Fernando de Mello Franco is the Secretary of Urban Development of the City of São Paulo since 2013. He is an architect and holds a PhD degree from the School of Architecture and Urbanism of the University of São Paulo. He was one of the founding partners of the architecture office MMBB Arquitetos in São Paulo, and project curator at the Institute of Urbanism and Studies for the Metropolis (URBEM). Fernando was also a member of the international Curator Team of the 5th IABR: Making City, promoting the Atelier São Paulo, an initiative of the IABR and the Municipality of São Paulo undertaken in 2011-2012. He has taught at several universities in Brazil, including at the Architecture and Urbanism program at São Carlos’ School of Engineering of the University of São Paulo. He was also a visiting professor at Harvard University. Fernando de Mello Franco has extensive experience in architectural and urban projects, among which stand out infrastructure and public facilities, social housing and favela redevelopment projects.
MARTIN DUBBELING  
Vice President Urban Planning Advisory Teams (UPATs) Programme (2011-2017). ISOCARP  
UPAT (Netherlands)

Martin Dubbeling (1961) is a senior consultant, urban planner and urban designer from the Netherlands. He studied Urban Planning and Design at the Delft University of Technology (1981-1988) and is visiting tutor and lecturer at several universities. In 2013 Martin Dubbeling started Connecting Cities, an office for research, consultancy, design and communication in sustainable urban and regional planning (www.connectingcities.eu). He is an active practitioner in the fields of spatial planning, urban planning, landscape architecture and the environment in the Netherlands and abroad and works in a network of associates in Europe, Asia and the USA. Martin Dubbeling is one of the authors of ‘Sustainable Urban Design, Perspectives and Examples’ (2005), ‘Sustainable Urban Design, The Next Step’ (2010), and ‘Ten Years of UPATs, Reflections and Results’ (2015). Martin Dubbeling is Vice President Urban Planning Advisory Teams (UPATs) of the International Society of City and Regional Planners (ISOCARP, www.isocarp.org). For ISOCARP he is responsible for and organised UPAT workshops (urban Labs) in Singapore (2010), Wuhan (2012), Perm (2012), Shantou (2013), Nanjing (2013) and Gaza (2015) and the West Bank.

JORDI FRANQUESA  
Head of Studies at the Escola Tècnica Superior d’Arquitectura de Barcelona (ETSAB).  
Director of the Research Group in Teaching and Learning Innovation in Architecture (GILDA)

Jordi Franquesa is a PhD Architect, specialized in Town Planning, and he is teaching Urbanism at the University since 1996. He holds a Master in Urban Planning and has taken courses on the theory of architecture in Chicago. He also teaches at the aforementioned Master of Urban Planning. He has taught at different universities: the University of Venice, Lisbon, Holland, Mexico City and the University of Goiânia, Brazil. He has been working for years in Urban Planning Projects related to urban growth. He has participated in several research projects and has written several articles on urban development in different publications. His PhD Thesis obtained the Extraordinary Doctorate Prize. He is also the director of the GILDA team, a Research Group in Teaching and Learning Innovation in Architecture, and performed up to now three congresses about this subject, the last one with an international reverberation. He is the Head of Studies at ETSAB, the University of Architecture in Barcelona, and this has allowed him to implement new methodological learning strategies to redirect the way in which future architects can learn the discipline in a better critical reasoning.

SIRI FRECH  
Landscape Architect. Urban Catalyst Studio (Germany)

Siri Frech is a landscape architect and graduate of the Technical University of Berlin/Germany and the Eidgenössische Technische Hochschule (ETH) Zurich/Switzerland. At the same time she studied at Artschools in Berlin and Trier/Germany and went for internships to Norway, Island and the Netherlands. Her Thesis was published at the Technical University of Munich. After several years of working in the fields of landscape architecture and arts in Germany and Switzerland she became member of Urban Catalyst in 2005. Here she is leading major projects in the fields of urban research and dynamic planning processes. She has also collaborated with research institutes, state governments, city departments and foundations. Siri Frech prefers working in unknown cities and areas finding unexpected potentials and passionate people living there. Through her work with in the variety of spatial design, participation strategies, cultural development and urban transformation she has gained considerable experience with analysing complex processes and creating new alternatives to traditional planning. One of the latest study “Räume kreativer Nutzungen – Potenziale für Wien” was published in December 2014. She has lectured at a number of conferences over the years, where she speaks about establishing user based urban development and new ways of urban transformation.
GUSTAVO GOMEZ  
Director of Strategic Intervention Areas of the Ministry of Housing and Urban Development (SEDUVI), Mexico City

Gustavo Gomez Peltier holds a degree in industrial design from the Autonomous Metropolitan University and earned the Medal of Merit. He later studied the Master of Urban Planning at the National Autonomous University of Mexico (UNAM), where he was an excellence fellow of the National Council of Science and Technology. In 2003 he worked as an associate consultant in real estate development for the private and public sectors. In 2013 he joined the public service as Director of Special Projects for the public agency of Metropolitan Services. He has also worked as Director of Economic and Social Development Zones at the public agency of Quality of Life, Progress and Development of Mexico City.

LEONORA GRCHEVA  
UN-Habitat Urban Planning and Design LAB (Kenya)

Leonora Grcheva is a Macedonian urban planner and an architect. She holds a MSc in Human Settlements from KU Leuven, Belgium and a PhD in Urbanism from the IUAV University of Venice, Italy. Her research has mostly been in the area of urban regulations and policies, design processes and participation in urban planning, particularly in post-socialist and developing countries. She has been working as a practitioner in Skopje and Nairobi, and a teaching assistant at the Politecnico di Milano. In the past seven years, Leonora has been actively engaged with community initiatives regarding urban planning in Macedonia, particularly in the areas of transparency, civil engagement and participation in local urban planning procedures, as well as planning and preservation of urban greenery.

CARME GUALVIA  
International Relations Coordinator. Ecology, Urbanism and Mobility, Barcelona City Council

Carme is a Lawyer and, since April 2014, she has been the Coordinator of the International Relations for Ecology at Barcelona City Council, where she has 20 years working experience in many different roles and responsibilities. For instance, Carme worked in the elaboration and implementation of the Plan for Irregular Settlements (2011) with the creation of an Office in charge of this question. She also worked at Foment de Ciutat Vella, SA, as Director of Communications and Participation. She has participated in international events such as Shanghai World Expo 2010. Carme has experience working for Agència del Carmel, where she developed several programs with a citizen’s approach to develop new good synergies with the City Council and improve people’s quality of life after the 2005 disaster in Carmel neighbourhood provoked by the construction of a Metro tunnel. A bottom-up approach to municipal services was developed. Carme has worked at Barcelona’s Urban Planning Department as Director of Urban Renewal Congress (2001). She has also been the Head of the Department of Communications and Participation. Lastly, she has led as the Head of Project in a project of the Department of Cooperation in the Middle East (agreement between Tel Aviv-Yafo and Gaza City).

ROSE-MAY GUIGNARD  
Sr. Urban Planner. CIAT: Comité Interministériel d’Aménagement du Territoire (Haiti)

Rose-May Guignard works at the intersections of urban policy & planning and collaborative decision-making. Her work focuses on citizen participation, collaborative decisions, urban redevelopment and urban resilience to climate change. She joined the CIAT’s technical office in 2010 as Senior Planner in the Urban Development and Habitat Unit. Her current focus is on collaborative work with local, national and international actors to reinvigorate the national planning system in Haiti. Previously, she taught urban policy and administration at the University of Texas.
ERIC HUYBRECHTS
Urban Planner and Visiting Professor, Institut d’Aménagement et d’Urbanisme d’Île-de-France

Presently in charge of international Affairs for Paris/Ile-de-France Regional Planning Agency. Large experience in the field of Urban and Regional Planning as Ethiopia National Urban Development Scheme, Bangalore-Mumbai Economic development corridor, Greater Mumbai Development Plan revision (team leader), planning of Paris/Ile-de-France region (SDRIF team expert), Rio de Janeiro cooperation on city planning and sustainable mobility (team leader), City Master Plan of Phnom Penh (project director), Algiers metropolitan Master plan (co team leader), Regional planning of Damascus (co team leader), Algiers climate change mitigation (expert), Greater Cairo project (expert), Lebanon Coastal management (expert), Beirut public space policy (technical director), Regional park of High Metn/Lebanon (project director), Tripoli-Libya town planning (expert), Urban planning reform of Libya (co team leader), Urban heritage on Istanbul Golden Horn, on Islamic Old Cairo, on Damascus urban heritage (expert), Large structure enhancing projects of large cities for Metropolis association (coordinator) and for Metrex association (expert). Academic experience as scientific researcher in charge on the Middle East research Urban observatory, scientific director of the Center of research and studies for Contemporary Middle East (now IFPO) and as lecturer in several universities in France and abroad (Canada, Syria, Lebanon, Jordan, Cambodia) and other academic institutions (Ecole des Mines de Paris, Ecole des Ponts et Chaussées, Paris Sorbonne university, Institut français d’urbanisme, Science Po Paris, several Schools of Architecture in Paris, Beirut and Amman).

ALENA KASYANENKA
Head of the Department on Sustainable Urban Development. Institute for Regional and Urban Planning of Belarus (IRUP)

Alena Kasyanenka holds a degree in engineering and law. She has actively participated in international trainings on urban planning and housing development in the Netherlands, Sweden and Egypt. She has worked with researchers in the fields of urban sustainability and management, as well as housing development. She has also worked on the analysis of best practices in the fields of urban renovation, building eco-technologies and housing management and maintenance. She has contributed to organize seminars with local authorities on sustainable development, housing sector performance, eco-technologies, civil society participation in housing development and management. As part of her tasks at IRUP, she works on the elaboration of the National report on human settlements development of Belarus for Habitat III (2015-2016); and the development of the Main directions of urban planning policy for the Republic of Belarus (2015-2016).

TATIANA KHABAROVA
UN-Habitat Moscow Office (Russia)

Tatiana Khabarova is the Programme Manager at UN-Habitat’s Office in Russia. She has previously worked for UN-OCHA and she holds a Master in Public Administration from Harvard University.
ROLAND KREBS  
Inter-American Development Bank-Emerging and Sustainable Cities Initiative (Austria)

Roland Krebs is an urban planner / urbanist from Vienna, Austria who develops strategic action plans for cities to tackle urban growth. He has a vast, international experience in urban planning, design and development, real estate development, land use planning and regional planning. He studied urban and regional planning at the Vienna University of Technology, Austria and graduated with an MBA in strategic management (MBA) from the Universidad de Belgrano, Argentina. After developing international urban real estate projects in Bulgaria, Serbia, Rumania and Russia from 2003 to 2010, he was the Project Lead for Urban Design for the New Central Railway Station Vienna (Wiener Hauptbahnhof) until 2013. Since then he has been leading large-scale Urban (Re) Development Projects for the Inter-American Development Bank in Latin America and the Caribbean with a focus on establishing sustainable urban economies. He shares his international experience with researchers and students from the Technical University Vienna at the Interdisciplinary Centre for Urban Culture and Public Space (SKuOR) and the Institute of Urban Design and Landscape Architecture (STB), where he holds an appointment as lecturer since 2011. His interdisciplinary work combining new urban planning strategies with developing urban economies (the „Urban Design Lab“), which focuses particularly on the design of urban strategies and preparation of pre-feasibility studies, budgeting and reporting, was awarded special funds by the Austrian Ministry of Finance. Roland is also a validated Lead Expert for Urban Planning in the URBACT III Program – the European exchange and learning programme promoting sustainable urban development and in 2015 has won the City of Vienna 1st prize for the masterplan competition for urban design and development of Oberes Hausfeld (OHF), a 26 ha new development next to Seestadt Aspern with collaborative components with stakeholders in the planning process.

SØREN KVIST  
Chief Advisor, Copenhagen Solutions Lab. City of Copenhagen (Denmark)

Smart City entrepreneur, spokesperson at Copenhagen Solutions Lab – The Copenhagen Solutions Lab will be a new governing body for smart city projects across all sectors in the city and will have focus on creating triple helix partnerships. The Copenhagen Solutions Lab will lead the implementation of innovation and smart city development in close collaboration with knowledge institutions and companies as well as citizens. Søren is the lead architect behind Copenhagen Connecting, which won the prestigious Smart City Award in Barcelona 2014 and founder of the city’s open data work. He holds a master degree in E-business from the IT University of Copenhagen and a B.Sc in pupil administration from Roskilde University. Before he joined the City administration he worked for the Danish nationwide journey planner and was head of an IT and production department for a large Danish travel company.

ELYSSA LUDHER  
Senior Assistant Director. Centre for Liveable Cities (Singapore)

Elyssa Ludher is a Senior Assistant Director at the Centre for Liveable Cities (CLC), involved in capacity development programmes for international cities and research in urban governance, integrated planning and food security. Prior to working at CLC, Ms. Ludher worked in the rural development sector at the Cambodian Organisation for Research, Development and Education (CORDE). Ms Ludher started her career in urban planning in Brisbane, Australia, first working with Brisbane City Council, and thereafter on major infrastructure projects in Sinclair Knight Merz (SKM) Consulting. She was recently published in Liveable and Sustainable Cities: a Framework, and has also published articles on governance of food, urban governance and community inclusion.
CARMEN MENDOZA ARROYO  
Assistant Director School of Architecture. Head of the Urban Design and Planning Department. Universitat Internacional de Catalunya (UIC)

She is co-director of the Master of International Cooperation Sustainable Emergency Architecture (http://masteremergencyarchitecture.com/) at UIC and member of the research group in ‘Regenerating Intermediate Landscapes’ and part of the steering committee of the Master in Urbanism ‘Regenerating Intermediate Landscapes’ (http://intermediatelandscapes.com/). Her work is based in two lines of research. Firstly, a comprehensive regeneration of degraded and informal settlements, which is developed under the paradigm of sustainable development. Dr. Mendoza Arroyo has worked in the regeneration of degraded neighborhoods of the Metropolitan Region of Barcelona, through the Neighborhood Act of Catalonia and in informal settlements in Latin America. Secondly, her research is linked to the Master’s program (http://masteremergencyarchitecture.com). Her research encompasses reconstruction and resilience in the field of Emergency Architecture, and in the field of urban development it delves on community empowerment. Her research reflects on how the separate study of the social and physical environment has caused a schism in our understanding of space, place and social order in the context of sustainable development.

ASAD MOHAMMED  
Director. Caribbean Network for Urban and Land Management (Trinidad and Tobago)

Asad Mohammed is Coordinator of the Graduate Programme in Urban and Regional Planning at the University of the West Indies (UWI), St Augustine and Director of the Caribbean Network for Urban and Land Management (the blueSpace Network). He has been involved in the legislative and institutional reform of the planning and regulatory system for built development in Trinidad and Tobago, first as Chairman of the Interim National Physical Planning Commission 1997-2003 and then as Chairman of the National Planning Task Force, 2011-2015. He has prepared or managed development plans at the national and municipal levels and land use and squatter regularization plans involving methodological development throughout the Caribbean. He was a housing and land rights activist in his early career and later an advisor to many Caribbean governments and multilateral agencies working in the region on planning, land and housing issues. He established the Graduate Planning Programme at UWI in 1994, where he still teaches participatory planning, regularization of informal housing and land administration. He holds a PhD in City and Regional Planning from Cornell University.

ELENA MOZGOVAYA  
NextHamburg (Germany)

Elena Mozgovaya is an active advocate of sustainable urban development and citizen engagement. While doing her bachelor’s degree in strategic management, she founded and was a president of a non-profit student organization AEGEE (European Students’ Forum) department in Russia. Her first master degree, in general and strategic management, she received from Russia and Sweden. In 2011-2013, she studied in Germany and France to learn about sustainable urban development and international cooperation, earning her second master degree under the European Commission’s Erasmus Mundus program. Currently she is engaged with The Next Network – an international network of think-tanks for urban co-creation initiated by NextHamburg (Germany). Also, she is co-leading a Citizen Focus cluster of the European Commission’s European Innovation Partnership on Smart Cities and Communities.
ISIS NUÑEZ FERRERA
Associate at Architecture Sans Frontières - UK and Research Fellow at Policy Studies Institute, University of Westminster

Isis Nunez Ferrera is an architect and researcher specialising in urban planning, design and international development. Her experience includes ten years of research, practice and capacity building in Brazil, India, Turkey, Kenya, Ecuador, Colombia, Honduras and the UK. For the past 6 years she has been coordinator of international urban labs at Architecture Sans Frontières-UK (ASF-UK), where she has developed collaborative and action research methodologies focused on settlement upgrading, urban resilience and interdisciplinary planning. She has experience working with a range of stakeholders and has delivered training for practitioners and government officials, including at the UN-Habitat World Urban Forum 2012. Her current research includes an ESRC-funded research project on urban transformations in South Africa (2016-2019) and since 2015 she is leading an international network of 14 university partners working on design and planning innovation for climate change. Her PhD research on informal settlements received an award for outstanding PhD thesis by the Royal Institute of British Architects, and in 2014 she was selected as one of 50 UNESCO global youth leaders on Education for Sustainable Development for her capacity building work with ASF-UK.

HERMAN PIENAAR
Director: City Transformation and Spatial Planning. City of Johannesburg (South Africa)

Herman Pienaar is the Director: City Transformation and Spatial Planning in the Department of Development Planning at the City of Johannesburg. He has worked at the City of Johannesburg for the past 14 years, leading a team of urban planners to design and maintain the City’s Spatial Development Framework and related planning policies and strategies. He has led the development of a Growth Management Strategy that aims to steer both public and private investments towards locations that are more desirable and sustainable. Mr. Pienaar also directs and coordinates the City’s capital investment process in order to strategically align infrastructure spending to meet development goals and strategic outcomes. To this end he developed the Capital Investment Management System (CIMS), and institutionalized an integrated process for prioritization and alignment of capital investment in the City of Johannesburg. He is also a member of the City’s Budget Steering Committee.

EDUARDO ROJAS
Consultant in Urban Development and Lecturer at PennDesign (USA)

Eduardo Rojas is an independent consultant on urban development and a lecturer on historic preservation at the School of Design of the University of Pennsylvania, USA. He was the Principal Specialist in Urban Development at the Inter American Development Bank and prior to the IDB he worked at the Regional Development Department of the Organization of American States and the Urban Development Corporation of the Government of Chile. Mr Rojas was the Deputy Director of the Institute of Urban Studies of the Catholic University of Chile and lectured at the Institute’s Masters Degree Program in Urban Studies. He holds a degree in Architecture from the Catholic University of Chile; an M.Phil. in Urban and Regional Planning from the University of Edinburgh, UK; an MBA from Johns Hopkins University in the USA; and is Doctor of Urbanism from the Universidade Lusófona in Portugal.
ARINA SENDER
Deputy Director. Institute of Design and Urban Studies (ITMO) (Russia)

Arina Sender is a Russian Head of the Collaborative Studio ITMO (Russia) - KIT (Germany)-ENSAS (France): "St. Petersburg Transforming Industrial Heritage", manager of urban research for the project "Data Analysis for understanding the impact of Urban Design on social performance of a city", conducted in collaboration with ETH Zurich and supporting by Investigation Swiss National Foundation (ISNF) and RFH (Russia). She is also a lecturer in the following courses of the MA Programme: “Design of Urban Ecosystems” for “Progressive Development”, “Urban projects business planning Development”, “Shopping Malls: present and future.” She has more than 10 years of experience in Commercial Real Estate (>80 commercial and retail property projects in Russia).

BERT SMOLDERS
Expert urban development related to disaster risk reduction, Shelter program manager Arcadis UN-Habitat partnership

Bert Smolders is senior consultant urban development and program manager, specialized in the relation of urban planning and disaster risk reduction, esp. flood prevention. Graduated from Delft Technical University Bert Smolders has been consultant for urban development projects in combination with flood protection worldwide. He has been project manager for comprehensive coastal protection projects in The Netherlands and Belgium, and was coach for the EU Cities Adapt project. In China he is working on water management in urban development projects. As program manager of the Shelter program, the partnership of UN-HABITAT with ARCADIS, he is involved in urban water management and risk reduction projects for the UN-HABITAT Cities and Climate Change Initiative in Asia, Africa and Middle America. He worked on post disaster recovery planning in The Philippines, Haiti and Nepal.

THAN THAN THWE
Deputy Director of Urban and Regional Development Division. Department of Urban and Housing Development. Ministry of Construction (Myanmar)

Dr. Than Than Thwe has been working in the Department of Urban and Housing Development since 1991. Previously, she worked at UNDP Project Phase II, Yangon and Regional Development as an Assistant Manager. She is currently working as Joint Secretary for Thilawa Special Economic Zone Management Committee. She also has academic experience as visiting Associate Professor in the Architecture and Planning Department at Yangon Technological University. Dr. Than Thwe holds a Bachelor’s Degree in Civil Engineering from Rangoon Institute of Technology.
AW TUAN KEE
Director, Center for Liveable Cities, Ministry of National Development (Singapore)

Tuan Kee currently serves as Director at Singapore’s Center for Liveable Cities (CLC), a nexus and knowledge centre for liveable and sustainable cities, where he oversees capability development programs, initiatives, collaborations and advisory work. CLC functions as a division within the Ministry of National Development (MND), Singapore. Prior to joining the MND-CLC, Tuan Kee was Director of Higher Education Finance at the Ministry of Education, where he oversaw the funding and financing policies for the higher education sector. He has also served as Deputy Director of Resource Division (RD) at the Ministry of Trade and Industry, where he oversaw industrial land related policies and policy desk-head role for JTC Corporation (JTC). His earlier career and experience spans real estate development with a major real estate developer and in academia at one of the institutes of higher learning. Outside his professional career, Tuan Kee has previously served in a range of portfolios and committees, some of which includes as Deputy Registrar of Marriages; Resource Panel for the Government Parliamentary Committees for National Development, Environment and Education; as well as Council Member for the Institute of Banking and Finance. For his work with the community, he was awarded the Long Service Award from the People’s Association and the Ministry of Social and family Development. Tuan Kee graduated from the Massachusetts Institute of Technology (MIT) with a Masters of Science (SM) degree from the School of Architecture and Planning. During his time in Massachusetts, he was also a SPURS fellow at the Department of Urban Studies and Planning (MIT) and completed the Internet Law Program at Berkman Center for Internet and Society at Harvard University.

KOFI YEOBAH
Municipal Director. Town and Country Planning Department. Municipality of Ningo-Prampram (Ghana)

Mr. Kofi Yeboah has post-qualification experience in urban planning and management since 2003 with supplementary training in Urban Land Administration, Geographic Information System (GIS) and ICT. He has also post graduate education in Bio-economy and Environmental Resource Management (MSc ECORES) and Executive Masters of Business Administration (eMBA). For the past 10 years he served on different capacities including the project manager for the Urban Management Land Information System (UMLIS) project in the Accra Metropolis and has played leading roles during key international conferences. He is a professional member of the Ghana Institute of Planners and has worked on several urban projects including the current the National Planned City Extension in Ningo-Prampram of Ghana that is envisaged to give a concrete example of addressing rapid urbanization in West Africa. Mr. Yeboah is presently the Municipal Director in charge of the Town and Country Planning Department in Ningo-Prampram Municipality of Ghana.

ROBERT LEWIS-LETTINGTON
Urban Land, Legislation and Governance Branch. Urban Legislation Unit. UN Habitat

Leader of UN-Habitat’s Urban Legislation Unit, which as part of the Legislation, Land and Governance Branch, includes the responsibility for the multi-unit project, “Participatory and Inclusive Land Readjustment”, which is focused on the development of a global pilot in partnership with the City of Medellin, Colombia. Robert is a lawyer with fifteen years’ experience in supporting policy formulation and legislative drafting at the national and international levels. Robert holds graduate degrees in Law, Architectural History and History. He has worked for, or provided consultancy services to, a number of United Nations and other intergovernmental agencies as well as national governments and NGO’s in five continents. Robert has also taught legislative drafting and intellectual property rights law in Kenya. Robert’s principal areas of work have been: legislative processes and methodologies; urban law; land, natural resources and environmental law; trade and commercial law; and, legal history.
FRÉDÉRIC SALIEZ  
UN-HABITAT Brussels Liaison Office

An Architect and Civil Engineer, Frédéric Saliez joined UN-Habitat in 2001. His work has been notably focused on Latin American countries and the Balkans. His previous background and working experiences have enabled him to support local and national governments in policies related to urban planning, environmental protection, public spaces and cultural heritage. Throughout his career, he has been successively posted in Belgium, Portugal, Bosnia and Herzegovina, Cuba, Kenya, Kosovo and Brazil.

LIZ PATERSON  
Urban Economy Branch. Spatial Economics and Urban Planning. UN-Habitat

Liz works for the United Nations Human Settlements Programme (UN-Habitat) in the Urban Economy Branch where she consults on projects in growing cities internationally. Her work focusses on economic development, public financial management, land-based finance and integrated urban planning. Liz also advises on statistical, geographic, and econometric approaches, including those related to land use and transportation. Liz formerly worked for Metropolitan Transportation Commission, in the San Francisco Bay Area. She received her Master of Urban and Regional Planning degree and a Master of Public Health degree from Portland State University.

THOMAS STELLMACH  
Urban Planning and Design Branch. City Planning, Extensions and Design Unit. UN Habitat

Thomas Stelmach is founding director at TSPA Making Cities, a Berlin based planning and architecture studio and consults the UN-Habitat Urban Planning and Design Branch as urban planning and design expert. He supports the programme for achieving sustainable urban development with pilot projects in the Philippines, Rwanda, and Mozambique. Thomas is currently developing a planning methodology for sustainable urban development in rapidly growing contexts for UN-Habitat. Recent examples of TSPA’s work are a strategic plan for the 8 million people of Germany’s challenged Ruhr region, city transformation projects in Baghdad and Moscow, as well as the competition-winning concept for Berlin’s central library and adjacent neighbourhood. In 2016, construction of TSPA’s mixed use city extension project for Naberezhny Chelny in Russia starts.

JAVIER TORNER  
Urban Planning & Design Branch. City Planning, Extensions and Design Unit. UN-Habitat

Javier Torner is an architect with experience in architecture design, construction and green building. He has worked as researcher for IWAR Spatial and Infrastructure Planning where he focused on infrastructure and climate change, sustainable sanitation, water supply and urban policy. He has experience working as Business Development Manager in Industrial Automation for PETVAROLS, where he was in charge of managing client relations, prospection and strategic planning. Javier holds a Master in Urban Development and International Cooperation from Technische Universität Darmstadt and a Master of Architecture and Urban Planning from Madrid Polytechnic University.
ROGIER VAN DEN BERG
Urban Planning and Design Branch. City Planning, Extensions and Design Unit. UN-Habitat

Rogier van den Berg has been working for over 14 years as an architect, urban planner and consultant. Currently he is Project Leader of the Urban Planning and Design Lab at UN-Habitat in Nairobi and he is director of SmartCityStudio, a consultancy firm based in Rotterdam. Previously he has been Head of the Department of Urbanism at the Amsterdam Academy of Architecture and lecturer at Delft University of Technology. Rogier van den Berg has built a strong international network and body of knowledge. He worked among others on projects in the Netherlands, Britain, France, U.S.A, Italy, Spain, Germany, Belgium, Russia, China, Brazil, Mexico, Surinam, Finland, Norway, Kenya, Colombia, South Africa, Iran, Egypt, Ghana, Rwanda, Saudi Arabia, Myanmar, India, Philippines, Somalia. He is being regularly invited as lecturer, curator or advisory group member. As such he was jury member for the prestigious Rotterdam Maaskantprize (2013) and ‘Royal’ Dutch Prix de Rome (2014) both for architects and planners, Curator of International Smart Cities exhibition at the Rotterdam Architecture Biennale (2012) and Supervisor of the yearly Design Skills Symposium for town planners in Scotland (2013).

MARIA BUGHIGAS
Urban Planning Expert. Urban Facts Consultants (Spain)

Born in Barcelona, she is an architect and urban planner, graduated from the School of Architecture of Barcelona ETSAB and received a Master’s Degree in Urban Planning (MsUP) from Columbia University. In 2014 she founded URBAN-FACTS, focused on urban strategy, urban planning and urban economic development. From her current position, she is supporting the Latin America and Caribbean Regional UN-Habitat Office (ROLAC) as Urban Development Advisor, as well as collaborating with different urban design and real estate firms in urban projects for the private and public sector. From 1999-2013, she developed her professional career in the public urban Agency, Barcelona Regional, the last five years as the Director of the Urban Strategy Department. In her work, stand out the studies in the field of industrial areas and their evolution, the role of the urban industry in the contemporary city, ways of interrelate urban and economic policies, as well as research on the urban planning tools and their renewal. She has participated in forums and conferences local and internationally and has written articles and publications related to the subjects of her work.
### 4.3 ANNEX 3: EGM PROGRAMME

**Tuesday, 2nd February 2016**

**Urban Planning LABs: relevant issues and working methodologies**

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>8:30-8:45</td>
<td>Arrival, registration of participants and morning coffee.</td>
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<tr>
<td>8:30-9:00</td>
<td><strong>Welcoming and introduction remarks</strong></td>
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<td>- Rogier van den Berg. Urban Planning and Design Branch. City Planning,</td>
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<td>Extensions and Design Unit. UN-Habitat.</td>
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<td>- Carme Gual Via. International Relations Coordinator. Ecology, Urbanism</td>
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<td>and Mobility, Barcelona City Council.</td>
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<td></td>
<td><em>Participants’ introduction round.</em></td>
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<tr>
<td>9:00-11:00</td>
<td>**Session 1: Process and Methodology. Design thinking towards problem</td>
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<td>formulation – problem solution**</td>
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<td>This sessions entails presentations and a discussion on different</td>
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<td>approaches in the working process, methodology and tools of urban</td>
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<td>planning and design labs, or different types of organizations and</td>
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<td>platforms dealing with the problematique of the design process in</td>
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<td>urban planning. The participants would reflect on their practiced</td>
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<td>process of design thinking when working in urban development, and</td>
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<td>their approach towards formulating problems and finding solutions in</td>
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<td>cities.</td>
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<td><em>Participants:</em></td>
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<td></td>
<td>- Rogier van den Berg. Urban Planning and Design Branch. City Planning,</td>
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<td>Extensions and Design Unit. UN-Habitat.</td>
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<td>- Fernando De Mello Franco. Secretary of Urban Development. City of São</td>
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<td>Paulo (Brazil).</td>
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<td><em>Respondent: Maria Buhigas.</em> Consultant, UN-Habitat.</td>
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<td>11:15-11:30</td>
<td>Coffee Break &amp; Group Photograph</td>
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11:30-13:30 **Session 2: Institutional integration: How to engage in the competences framework, in the legal framework and budget**

This session gives a concrete overview of successful experiences and different approaches to using planning and design labs as tools for integrating the work across different sectors within a local/regional administration, and integrating the spatial planning with the existing or evolving legal and financial framework.

**Participants:**
- Søren Kvist. Chief Advisor, Copenhagen Solutions Lab. City of Copenhagen (Denmark).
- Herman Pienaar. Director: City Transformation and Spatial Planning. City of Johannesburg (South Africa).


13:00-15:00 **Lunch Break**

15:00-17:00 **Session 3: Participation Engagement of the different stakeholders, the management of the “different interests” in the urban development process**

This session seeks to reflect on different experiences and diverse approaches to dealing with the large number of stakeholders affected by urban planning and development, and the different interests put on the table. The participants would present an array of successful or suggested tools and methods for organizing stakeholder inclusion and participation in the urban development process (for example: workshops, design charrettes, surveys, community mapping etc.).

**Participants:**
- Isis Nuñez Ferrera. Associate at Architecture Sans Frontières - UK and Research Fellow at Policy Studies Institute, University of Westminster.
- Elena Mozgovaya. NextHamburg (Germany)
- Siri Frech. Landscape Architect. Urban Catalyst Studio (Germany).

**Respondent:** Leonora Grcheva. UN-Habitat Urban Planning and Design LAB (Kenya)

18:30-20:00 **Barcelona Guided Tour (optional)**

20:00 **Welcome dinner.** Restaurant El Gran Café (Carrer Avinyó, 9)
### 3rd February 2016

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>8:30-11:30</td>
<td><strong>Site visit to Barcelona Regional</strong> (<a href="http://www.bcnregional.com/en/">http://www.bcnregional.com/en/</a>)</td>
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<td>• Josep Bohigas. CEO. Barcelona Regional.</td>
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<td>12:15-14:00</td>
<td><strong>Session 4: Network building for collective learning. Think through the best practices platforms as a way of sharing collective learning</strong></td>
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<td>This session would aim to discuss the possibilities for advancement of the concept of urban labs and urban planning and development in general on a global scale, through an exchange of knowledge and experience and collaborative, collective learning, going beyond the idea of best practices platforms and exploring more progressive and innovative models of network building.</td>
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<td><strong>Participants:</strong></td>
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<td></td>
<td>□ Asad Mohammed. Director. Caribbean Network for Urban and Land Management (Trinidad and Tobago).</td>
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<td><strong>Respondents:</strong></td>
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<td>□ Thomas Stellmach. Urban Planning and Design Branch. City Planning, Extensions and Design Unit. UN-Habitat.</td>
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<td>14:00-15:30</td>
<td><strong>Lunch Break</strong></td>
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<td>15:30-16:30</td>
<td><strong>Roundtable Discussion 1: Labs within Academia</strong></td>
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<td><strong>Participants:</strong></td>
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<td></td>
<td>□ Jordi Franquesa. Head of Studies at the Escola Tècnica Superior d’Arquitectura de Barcelona (ETSAB). Director of the Research Group in Teaching and Learning Innovation in Architecture (GILDA).</td>
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<td>□ Liza Cirolia. African Centre for Cities (South Africa).</td>
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<td></td>
<td>□ Arina Sender. Deputy Director. Institute of Design and Urban Studies (ITMO) (Russia).</td>
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</tbody>
</table>
### Roundtable Discussion 2: Labs within public administration at local, regional or national level

**Participants:**
- **Gustavo Gomez.** Director of Strategic Intervention Areas of the Ministry of Housing and Urban Development (SEDUVI). Mexico City.
- **Than Than Thwe.** Deputy Director of Urban and Regional Development Division. Department of Urban and Housing Development. Ministry of Construction (Myanmar).
- **Kofi Yeboah.** Municipal Director. Town and Country Planning Department. Municipality of Ningo-Prampram (Ghana).
- **Alena Kasyanenka.** Head of the Department on Sustainable Urban Development. Institute for Regional and Urban Planning of Belarus (IRUP).

### Roundtable Discussion 3: Labs within international cooperation (NGOs and international organizations)

**Participants:**
- **Aw Tuan Kee.** Director, Center for Liveable Cities, Ministry of National Development (Singapore).
- **Rogier van den Berg.** Urban Planning and Design Branch. City Planning, Extensions and Design Unit. UN-Habitat.
- **Eduardo Rojas.** Consultant in Urban Development and Lecturer at PennDesign (USA).
- **Roland Krebs.** Inter-American Development Bank-Emerging and Sustainable Cities Initiative (Austria).
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