



**IUC-NA**

# **INTERNATIONAL URBAN COOPERATION: SUSTAINABLE AND INNOVATIVE CITIES & REGIONS**

**European Union Regional Action - North America**

**2017 - 2020**



# Table of Contents

## 04

### International Urban Cooperation - North America

## 09

### Component 1 - City-to-City Cooperation

#### 12 - Canada

- 16 - Burlington - Växjö, Sweden
- 20 - Edmonton - Riga, Latvia
- 24 - Fredericton - Parma, Italy
- 26 - Guelph - Rijeka, Croatia
- 30 - Montreal - Manchester, UK
- 32 - Ottawa - Malmö, Sweden
- 36 - Windsor - Vitoria-Gasteiz, Spain

#### 40 - Mexico

- 44 - Chihuahua - Zaragoza, Spain
- 48 - Colima - Galati, Romania
- 52 - Guadalajara Metropolitan Area - Hamburg, Germany
- 56 - Los Cabos - Almería, Spain
- 60 - Mérida - West Athens, Greece

#### 64 - USA

- 68 - Austin - Metropolitan City Bologna, Italy
- 72 - Baltimore - Turin, Italy
- 76 - Birmingham - Padua, Italy
- 80 - Boston - Lyon Métropole, France
- 84 - Fort Collins - Vila Nova de Famalicão, Portugal
- 88 - New York City - Barcelona, Spain
- 92 - San Diego - Strasbourg, France
- 96 - Santa Monica - Varna, Bulgaria

#### 101 - Cities learning from Cities: COVID-19 Public Webinar Series

#### 104 - Thematic Networking Events

## 109

### Component 2 - Global Covenant of Mayors

#### 110 - North America Regional Overview

#### 112 - Regional Membership

#### 114 - GCoM Canada

- 114 - Governance
- 115 - Resources Developed
- 116 - Membership
- 116 - GCoM Canada Showcase Cities

#### 118 - GCoM Mexico

- 118 - Governance
- 119 - Resources Developed
- 120 - Membership
- 120 - GCoM Mexico Showcase Cities

#### 122 - GCoM USA

- 122 - Governance
- 123 - Resources Developed
- 123 - Memberships
- 124 - GCoM USA Metro-Scale Climate Leaders

## 127

### IUC-NA Team

# IUC North America

Across the world, the rate of urbanisation is increasing at a rapid pace. As the areas in which the majority of people live and work, cities are increasingly acknowledged as the arena in which solutions to major societal and environmental challenges must be implemented. This rapid change has put many cities under significant strain. Local governments are struggling to meet the higher demand for services in fields such as energy, water, health, and transport prompted by the increase in population.

The International Urban Cooperation (IUC) program aims to enable cities to learn and share solutions to common urban challenges. It is part of a long-term strategy by the European Union to foster sustainable urban development in cooperation with the public and private sectors and civil society.

The IUC program includes five regions: Asia, China, India, Latin America and North America. The program has two principal components: City-to-City Cooperation on sustainable urban development and sub-national action on the Global Covenant of Mayors for Climate and Energy (GCoM).

By pairing EU with non-EU partner cities, the IUC boosts access to expertise in urban development policy and practice helping cities promote smart, green and inclusive growth. Working with like-minded partners, the IUC program fosters better ways to plan, finance, develop, govern and manage cities, and supports the policy objectives of the EU Urban Agenda, the Sustainable Development Goals and the Paris Agreement. The GCoM initiative promotes local actions and facilitates cities cooperation to reduce CO2 emissions, adapt to climate change and ensure access to clean and affordable energy.

The IUC-North America regional City-to-City Cooperation includes 20 EU cities from 11 EU member states and 20 North American cities (seven Canadian, five Mexican and eight US cities) who are collaborating together on topics which range from sustainable urban mobility to circular economy to social inclusion and equity in planning processes. The GCoM aspect focuses on forming national partnerships across the 3 countries to institutionalise the initiative and develop associated capacity-building amenities for member cities such as Helpdesks, webinars, e-learning modules and other tools/resources. In addition, 27 cities/metropolitan areas have been provided with technical support to help them advance through the GCoM process, building practical expertise within local governments while showcasing the value of GCoM to other cities around the region.



Component 1

# City-to-City Cooperation

40

Partnership Agreements

40

Learning Exchanges

20

Integrated Local Action Plans and Urban Cooperation Action Plans

130

New business contacts for private sector opportunities

**+3000**  
CITY REPRESENTATIVES & STAKEHOLDERS INVOLVED

82

Delegates participated at yearly global IUC days

+600

Attended COVID-19 Public Webinar Series

20

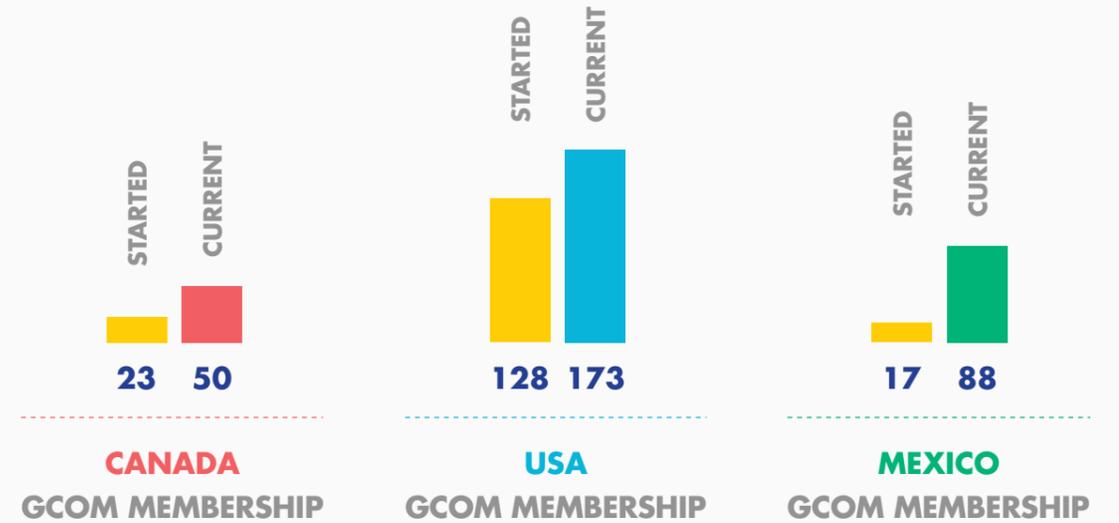
Organized Regional and National Events

33

Online Technical and Networking Sessions

Component 2

# GCoM North America



## Number of GCoM cities directly supported with Technical Assistance:



25

CANADA



5

USA



7

MEXICO



**Component 1**

# City-to-City International Cooperation

## EU-NA City-to-City Cooperation

The North America Region of the IUC features a cohort of NA and EU cities which encompass a wide geographic, cultural and socio-economic diversity. The US program includes the Pacific coastal cities of **Santa Monica** and **San Diego**, the megalopolis of **NYC**, **Birmingham** in the deep south, the mid-Atlantic coastal cities of **Boston** and **Baltimore**, **Austin** - the southwestern Texan city and **Fort Collins** situated in the heart of the Rocky Mountains. The participating Mexican cities stretch from **Mérida** in the Yucatan Peninsula to **Chihuahua** in the arid far north and includes the country's second largest conurbation, the **Metropolitan Area of Guadalajara**, **Los Cabos** perched at the tip of Baja California and finally **Colima** just inland from the Pacific coast. In Canada, the program has a concentration of cities in the populous province of Ontario: **Burlington**, **Guelph**, **Windsor** and the nation's capital city **Ottawa**, as well as **Montreal** in the province of Quebec, **Fredericton** - New Brunswick's capital in the Atlantic, and **Edmonton** - Alberta's provincial capital.



These 20 North American cities were paired with 20 cities - from 11 member states from across the EU including Bulgaria, Croatia, France (2), Germany, Greece, Italy (4), Latvia, Spain (3), Sweden, Romania and the United Kingdom - which collaborated together to choose their joint areas of thematic cooperation relevant to their specific context and sustainable urban development challenges. The cooperation areas ranged from inclusive economic growth to redevelopment of industrial areas, of sustainable urban mobility to remediation from brownfield sites, from circular economy to activation of public spaces, and from sustainable tourism to nature-based solutions for water and waste management. All 20 city pairings hosted learning exchanges and technical visits (or virtual technical sessions) and fully completed

their Urban Cooperation Action Plans (U-CAPS). All NA-EU cities participated in our thematic networking events which took place in Mexico City, Brussels, Vancouver, Graz (Austria) and virtually.

The IUC-NA program has many concrete examples of shared learning that has been integrated into specific plans and projects such as the 50 year urban park plan that San Diego has developed which was influenced by experiences and knowledge acquired through city-to-city cooperation with Strasbourg.

Many pairings plan to continue collaboration together beyond the IUC program to be able to implement pilot projects and plans created through their IUC partnership.



# Canada

## **Burlington & Växjö, Sweden**

Redevelopment of former industrial areas; Stormwater management; Low-carbon city planning

## **Edmonton & Riga, Latvia**

Urban regeneration and public space revitalization, climate change mitigation/adaptation

## **Fredericton & Parma, Italy**

Participation and inclusion; Community engagement

## **Guelph & Rijeka, Croatia**

Reducing energy consumption, GHG emissions and energy costs; Smart city solutions

## **Montreal & Manchester, UK**

Inclusive economic growth + innovation, inclusion and smart cities

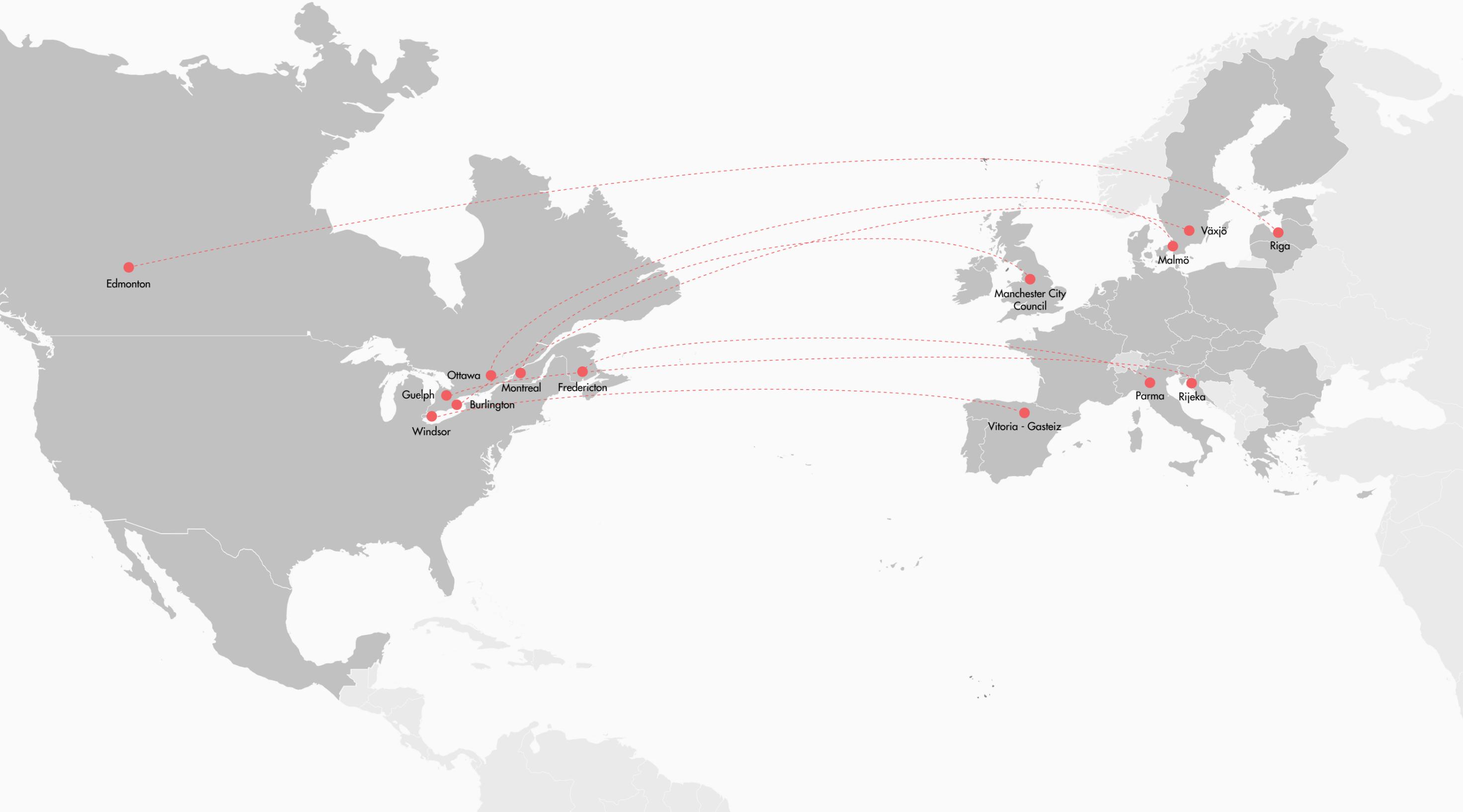
## **Ottawa & Malmö, Sweden**

Reducing GHG emissions; Retrofitting buildings; Models of inclusiveness in revitalization districts; One Planet living

## **Windsor & Vitoria-Gasteiz, Spain**

Community energy planning; Climate change mitigation & adaptation; Brownfield remediation; Economic development

# Canada City-to-City pairings





# Burlington & Växjö, Sweden

Redevelopment of former industrial areas; Stormwater management; Low-carbon city planning

## CONTRIBUTION TO SDGS



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2017 - IUC-NA Region & Global IUC events in Brussels
- 2018 - Learning Exchange in Burlington
- 2018 - IUC-NA Region & Global IUC events in Brussels
- 2019 - Learning Exchange in Växjö
- 2019 - Technical Visit of Växjö parks expert to Burlington to provide capacity building in ecosystem services
- 2019 - Technical Visit of Burlington expert to Växjö to provide capacity building in stormwater management
- 2019 - Joint Technical Visit & International Conference on Urban Regeneration and Sustainability in Valencia, Spain
- 2019 - EcoCity Conference in Vancouver (Canada) with themes focused on: Sustainable Urban Mobility Planning; Circular Economy (and waste management) and Inclusive Economic Growth
- 2019 - IUC-NA Region & Global IUC events in Brussels
- 2018 / 2019 - Series of six webinars delivered including: Fossil free cities; Storm water treatment; Wood building and wood building practices; Community engagement and dialogue



## CITY-TO-CITY COOPERATION RESULTS

### Urban Park Strategy

The City of Burlington wanted to create an urban park strategy that would be accessible and inclusive and provide opportunities to enhance physical activity which improves the physical and mental health of our residents and a green network connected system of natural, open spaces and parks areas. By having a Växjö expert undertake a technical visit to Burlington, the City of Burlington was able to build capacity of staff to understand and integrate ecosystem services into their park strategy. A number of webinars on the topic helped also to build capacity of Burlingtonians in ecosystems services, fossil free cities & other related topics.



**We each developed our own projects but with input from each other and with motivation from the program. For instance, we had technical exchanges with one expert from Burlington coming to Växjö and working around lake restoration issues and one landscape architect going to Burlington to help design a park. Those are really tangible exchanges that added a lot of value to the cooperation.**

BO HJÄLMFJORD, CITY OF VÄXJÖ



### Sustainable Development Measures in the Face of Climate Change

For Växjö the objective was a vision of green infrastructure and a list of actions for implementing that vision. In addition, Växjö was undertaking a redevelopment strategy for a former industrial area. Holding webinars and monthly meetings with Burlington staff plus the technical visit of a Burlington stormwater management expert helped Växjö to integrate the latest thinking on the topic. Both cities deepened their understanding on the topic through their participation & networking during the networking event in Vancouver. Webinars on public engagement and stormwater management helped to share more specific information and approaches. Finally, Burlington staff undertook deep learning on the topic of sustainable wood building construction and is working on adapting the Ontario Building Code in order to facilitate widespread local adoption. Both cities have committed to holding periodic meetings together to share progress and ideas and look for future opportunities to work together.



**Our council has declared a climate emergency and has asked staff to develop a Climate Action Plan and apply a climate lens to all our decision making. Working with the city of Växjö and their staff is really helping us with our direction. European cities are much more advanced in applying the UN sustainable development goals. That's something that we need to take a stronger look at and apply to the work we're doing in Burlington.**

LYNN ROBICHAUD, BURLINGTON



#### CONTACT

##### Burlington

[www.burlington.ca](http://www.burlington.ca)

**Twitter**  
@cityburlington

**Facebook**  
@cityburlington

**Instagram**  
@cityburlington

##### Växjö

[www.vaxjo.se](http://www.vaxjo.se)

**Twitter**  
@Vaxjokommun

**Facebook**  
@vaxjokommun

**Instagram**  
@vaxjokommun



# Edmonton & Riga, Latvia

Urban regeneration and public space revitalization, climate change mitigation/adaptation

## CONTRIBUTION TO SDGS

11 SUSTAINABLE CITIES AND COMMUNITIES



13 CLIMATE ACTION



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2019 - Learning Exchange to Riga
- 2019 - Learning Exchange to Edmonton
- 2019 - EcoCity Conference in Vancouver (Canada)
- 2019 - IUC-NA Region & Global IUC events in Brussels
- 2019 / 2020 - Webinars and technical sessions on topics such as green energy, transitioning to hydrogen powered buses, Winter Cities, personal carbon budgeting and green streets.

## CITY-TO-CITY COOPERATION RESULTS

### Urban Regeneration, Public Space Revitalization

Riga is undertaking a project to revitalize its waterfront. They are looking for ideas for how to engage its citizens, placemaking, local economic development, brownfield redevelopment and financing mechanisms. Both learning exchanges were exemplary in providing the best of their cities in this area. This included the opportunity to engage in a practical ideas-generating workshop for waterfront revitalization. A number of webinars followed the Learning Exchanges to go into more depth in the areas of interest – holistic winter city approaches, green city redevelopment, brownfield revitalization and financing approaches to undertaking large scale projects. Riga is impressive in how they have undertaken and green streets, open air markets and they have shared that information and approach through webinars and learning exchanges. Edmonton has been innovative in financing large projects using the value uplift of future tax revenues. The networking session in Vancouver enabled both cities to learn more about these kinds of international approaches & provided a platform to learn and share with Edmonton/Riga but also the other IUC cities that participated. The City of Riga has used the webinars with Edmonton to look for ways that they can better use data modelling to make decisions on investments around redevelopment projects, particularly on city-owned land on the waterfront.



**The thing that jumps out at me is how Riga approaches transit. The climate is very similar to ours and we could be doing our transit better. How Riga is using hydrogen electric power is something that Edmonton should learn more about. And they approached it so technically. We can use and appreciate the analysis to sell the idea to our politicians so that we can model it on our own and get advice from Riga as we move forward.**

MAURYA BRAUN, CITY OF RIGA



**Climate Mitigation/Adaptation, Reducing GHG Emissions**

The economy of the Province of Alberta is based on the oil and gas industry and as such, Edmonton's carbon footprint is quite large. The City has undertaken ambitious climate targets to become carbon neutral by 2040. Riga is naturally low carbon given its compact urban form and history of high energy costs (and therefore looking for low energy direction). It has also implemented district energy for many years and is engaging in EU-funded energy retrofitting of their older apartment units. Both cities have used the learning exchanges to share a high-level understanding of their impressive actions and webinars to go deeper, and share the opportunities for in depth learning with a wider staff cohort. The networking event in Vancouver was very comprehensive and gave both cities many good engagements on this topic. One of the contacts made was with Lahti, Finland, another IUC city. Lahti has implemented a personal carbon tracking tool and the Edmonton-Riga team have engaged them to deliver a webinar in October 2019.

Access to specialized knowledge and "lessons learned" from Riga is helping to expedite Edmonton's energy transition from natural gas to more sustainable sources such as hydrogen power. During the Learning Exchange, Edmonton learned about the Riga's work with hydrogen electric hybrid trolleybuses (which performs well in colder climates) and throughout the partnership gained more insight into how use hydrogen power to heat buildings and incorporate hydrogen fuel cell technology. Now hydrogen is being modelled for use in Edmonton's Transportation and Heating Planning Framework (e.g. plan to supplement natural gas with hydrogen and convert infrastructure to 100% hydrogen heat until hydrogen provides heat to 96,000 buildings and meets 25% of Edmonton's heat energy requirements). The IUC city-to-city collaboration between Edmonton and Riga has been key to helping to make this transition possible.



**CONTACT**

**Edmonton**

[www.edmonton.ca](http://www.edmonton.ca)

**Twitter**  
@CityofEdmonton

**Facebook**  
@cityofedmonton

**Riga**

[www.riga.lv](http://www.riga.lv)

**Twitter**  
@RigasDomeEN

**Facebook**  
@Riga.lv

**Instagram**  
@riga.lv



# Fredericton & Parma, Italy

Participation and inclusion; Community engagement

## CONTRIBUTION TO SDGS



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2017** - IUC-NA Region & Global IUC events in Brussels
- 2018** - Learning Exchange in Parma
- 2018** - Learning Exchange in Fredericton
- 2018** - IUC-NA Region & Global IUC events in Brussels
- 2019** - Open Government Partnership (OGP) Global Summit in Ottawa
- 2019** - Technical Visit of Parma experts to Fredericton to provide capacity building in gender equality
- 2019** - Technical Visit of Fredericton experts to Parma to look at gender indicators and how to tailor to Parma's situation.
- 2019** - IUC-NA Region & Global IUC events in Brussels

## CITY-TO-CITY COOPERATION RESULTS

### Gender Equality

Both cities undertook research and analysis on the barriers that played a role in women's career paths. Armed with this more nuanced understanding of what the specific situation was in each city enabled project staff to target efforts for women during this period in their careers that maintain their positions of seniority and support their advancement in ways that are sensitive to the other pressures they may be facing.

Fredericton staff have created a Women in Leadership working group that brings together women who are already in leadership roles within the municipality with more junior staff who show leadership qualities or who have indicated that they are interested in moving up within the organization. Over eight to ten months, these women met with senior staff and were provided with networking opportunities across municipal departments where networking opportunities might not otherwise arise. Staff also meet regularly to discuss how to make their own jobs appealing to women coming into the workforce. The hope is to expand the scope of these activities to improve the diversity and inclusion of the workplace. In Parma, the focus is on creating better access to daycare and better flexibility in working hours.

The learning exchanges and technical visits were essential to truly understanding the issues of each city so that the tool could be tailored to each situation. Fredericton representatives also benefitted from attending an event in Ottawa to better understand how to create approaches to open government.

The Covid-19 pandemic has stalled and re-directed certain municipal projects. As working life adapts, the players in this IUC project are adapting along with it. Both cities are looking at where they can make changes - thinking about recruitment, promotion, mentorship and succession planning now so that as leaders retire they can put the structures in place to achieve gender equity.



**Our project was a study on gender equity where both municipalities designed a set of tools and methods to test what kind of gender barriers exist within our own corporations. With the results from our project we're starting to work to dismantle those barriers in Fredericton. In the future we would like to use these methods to see what kind of barriers we might be placing on other underrepresented groups within our municipality that we might be able to eliminate in the future.**

MICHELE CRONIN, CITY OF FREDERICTON

### CONTACT

#### Fredericton

[www.fredericton.ca](http://www.fredericton.ca)

**Twitter**  
@CityFredGov

**Facebook**  
CityOfFredericton

#### Parma

[www.comune.parma.it](http://www.comune.parma.it)

**Twitter**  
@ComuneParma

**Facebook**  
@officialparma



# Guelph & Rijeka, Croatia

Reducing energy consumption, GHG emissions and energy costs; Smart city solutions

## CONTRIBUTION TO SDGS



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2017 - IUC-NA Region & Global IUC events in Brussels
- 2018 - Learning Exchange to Guelph
- 2018 - Learning Exchange in Rijeka
- 2018 - IUC-NA Region & Global IUC events in Brussels
- 2019 - Smart Cities conference in New York City (USA)
- 2019 - Technical Visit to Murcia, Spain for exchanges on Energy Management ISO 50001
- 2019 - Technical visit to Guelph region & Toronto on innovation & smart cities
- 2019 - IUC-NA Region & Global IUC events in Brussels



## CITY-TO-CITY COOPERATION RESULTS

### Smart Cities & the Innovation Economy

The City of Rijeka has been working for the past few years to develop a local innovation centre that would support emerging businesses the innovation economy and smart city aims of the city. It's a big investment and Rijeka staff were able to use the platform of the partnership to look at different options to structure the centre, how to approach programming, governance, partnerships funding models, etc. As it happens, the Guelph region has some of the most internationally-recognized and accredited centres supporting small and emerging businesses to scale - including Communtech, Ryerson Digital Media Zone (DMZ), Innovation Guelph, MaRS and OneEleven. This exposure has given Rijeka a full range of approaches, new networks, connections, tools and ideas to move forward in their plans. They are also looking forward to supporting certain experts they met through the project to visit Rijeka and do some more in-depth sharing. Both cities travelled to NYC in 2019 and networked with international leaders in smart city approaches and participated in learning sessions.



**We partnered with the city of Rijeka, and it was a true, genuine relationship, meaning that we came into the IUC program with an idea of what we wanted to achieve. In Guelph it was about energy reduction and in Rijeka smart cities and economic development. We were able to focus and make the connections in each city to move those files forward. And what was so amazing was that our challenges are so similar that it was easy to learn from one another.**

BRYAN HO-YAN, CITY OF GUELPH



### Energy Management ISO 50001 processes

Both cities have moved towards implementing significant energy management practices in order to meet their stated GHG emission and climate goals. ISO 50001 is a relatively new process and has not been widely used by municipal corporations. Rijeka and Guelph used the IUC project to connect with a third IUC municipality, Murcia, Spain. Rijeka & Guelph took a technical visit to Murcia to share, learn and connect and all three cities benefitted from the new connection. In fact, a representative from Murcia attended an IUC-NA event in Brussels to continue exchanging and learning from Guelph & Rijeka on energy management.



**Guelph has created a solid eco-system to support their small businesses so they can grow to be strong companies that create jobs and build the future. That's what we're looking to create in Rijeka. We have the same aims in this way.**

TINA RAGUZIN, CITY OF RIJEKA



### CONTACT

#### Guelph

[www.guelph.ca](http://www.guelph.ca)

**Twitter**  
@cityofguelph

**Facebook**  
@cityofguelph

#### Rijeka

[www.rijeka.hr](http://www.rijeka.hr)

**Twitter**  
@gradrijeka

**Facebook**  
@grad.rijeka.online

**Instagram**  
@gradrijeka



# Montreal & Manchester, UK

**Inclusive economic growth + innovation, inclusion and smart cities**

## CONTRIBUTION TO SDGS



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2017** - IUC-NA Region & Global IUC events in Brussels
- 2018** - Learning Exchange in Montreal
- 2018** - Learning Exchange in Manchester
- 2018** - ICLEI World Congress in Montreal (Canada)
- 2019** - IUC-NA & GIZ Moving Towards Sustainable Mobility Conference in Mexico City (Mexico)
- 2019** - Technical Visit of Manchester expert to Montreal to provide capacity building in social procurement
- 2019** - Research report on social economy Manchester
- 2019** - Research report on social economy Montreal
- 2019** - Webinar to share research findings
- 2019** - IUC-NA Region & Global IUC events in Brussels



**We were given a platform to share our economic development approaches across a number of subjects from affordable housing to supporting innovation. We really connected on questions of using municipal procurement to support broader social goals.**

ELIZABETH MITCHELL, CITY OF MANCHESTER

## CITY-TO-CITY COOPERATION RESULTS

### Improving Social Economy Approaches

Through the IUC-NA program, the two cities shared their economic development approaches across a number of subjects from affordable housing to supporting innovation. Specifically, they connected on questions of using municipal procurement to support broader social goals. Taking lessons from Montreal, Manchester further integrated thoughts on the social economy into its economic development work, and in particular their new local industrial strategy. Both cities engaged local economic experts to undertake research on specific social economy issues and conducted webinars to exchange learnings from the research. In addition, a social procurement expert from Manchester City council travelled to Montreal in 2019 and delivered workshops and learning sessions to mentor Montreal staff on how they might incorporate social value/community benefits approaches into their local procurement processes. There had been a final plan for the head of council for both cities to meet together to sign a longer cooperation agreement but scheduling and then the COVID-19 pandemic prevented this from happening in time.



**Social economy has been part of Montreal's socio-economic landscape for more than a century by meeting residents' needs in a number of ways. We wanted to see how the City could assist certain groups and better integrate them into the economic life of the city. And we were eager to be inspired by what is happening in other places.**

JARRYD N'MICHI, CITY OF MONTREAL

## CONTACT

### Montreal

[www.montreal.ca](http://www.montreal.ca)

**Twitter**  
@MTL\_Ville

**Facebook**  
@mtville

### Manchester

[www.manchester.gov.uk](http://www.manchester.gov.uk)

**Twitter**  
@ManCityCouncil

**Facebook**  
@mancitycouncil

**Instagram**  
@manchestercitycouncil



# Ottawa & Malmö, Sweden

Reducing GHG emissions; Retrofitting buildings; Models of inclusiveness in revitalization districts; One Planet living

## CONTRIBUTION TO SDGS



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES

## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2017 - IUC-NA Region & Global IUC events in Brussels
- 2018 - Learning Exchange in Ottawa
- 2018 - Learning Exchange in Malmö
- 2018 - ICLEI World Congress in Montreal (Canada)
- 2018 - IUC-NA Region & Global IUC events in Brussels
- 2019 - IUC-NA & GIZ Moving Towards Sustainable Mobility Conference in Mexico City (Mexico)
- 2019 - Technical visit of Ottawa delegates to Malmö
- 2019 - International Sustainable Mobility Conference Mexico City (Mexico)
- 2019 - Technical Visit of Malmö delegation to Ottawa and Toronto
- 2019 - IUC-NA Region & Global IUC events in Brussels
- 2019 / 2020 - Online knowledge-sharing, capacity-building and networking technical sessions



## CITY-TO-CITY COOPERATION RESULTS

### Inclusive Economic Development

The City of Malmö was interested in learning from Ottawa's engagement approaches, how Ottawa engages with new Canadians (immigrants & refugees) as well as how the business community partners with community actors in low income neighbourhoods for the benefit of community as a whole. The learning exchanges, technical visit and regular meetings and updates supported this learning. Malmö was particularly interested in the business improvement area approach of Ottawa (and Toronto). Because of the multiple visits and opportunity to ask more than just surface level questions, Malmö was able to better understand Canadian approaches and subsequently adjusted their approach. Further, during the lifetime of the project, Malmö established its first business improvement area in the city and created programming to roll out the model across the municipality.



**The big difference for me was that here in Canada the city recognizes that it needs the communities more than the communities need the city. And I think Sweden has to learn in that way. It's not enough to just meet people and hand out some surveys and then go back and start working. You need to involve people. Show them the opportunities.**

FATIME NEDZIPOVSKA, CITY OF MALMÖ

**Waste to Energy Technologies**

Ottawa has established ambitious climate targets and used the partnership with Malmö to learn from this international leader on specific technologies to use, strategic approaches & how to build community support for behavioural changes needed as a municipality. Specific experts were paired between the two cities and information was regularly shared between the two. Regular meetings in between learning exchanges and technical visits helped to keep up with relationship building and learning. A Malmö-based expert was engaged to support the partnership building and learning.

**Business to Business Linkages**

A key focus of this partnership was to facilitate business to business linkages in the two cities. A number of Canadian and Swedish companies were targeted and supported to provide detailed specifications and business opportunities. Ottawa is particularly interested in a waste to energy company (E.On) and one of their technical processes related to district energy.



**It's interesting to see the challenges they're facing. We'll want to know what's working over there and how can we tweak it to make it work here. This business district model is newer in Malmö. They're going to adapt it to make it work for them and we'll be interested to see what they do with that.**

BRIAN SIMPSON, CITY OF OTTAWA



**CONTACT**

**Ottawa**  
[www.ottawa.ca](http://www.ottawa.ca)  
**Twitter**  
 @ottawacity  
**Facebook**  
 @cityofottawa  
**Instagram**  
 @cityofottawa

**Malmö**  
[www.malmo.se](http://www.malmo.se)  
**Twitter**  
 @malmostad  
**Facebook**  
 @malmostad



# Windsor & Vitoria-Gasteiz, Spain

Community energy planning; Climate change mitigation & adaptation; Brownfield remediation; Economic development

## CONTRIBUTION TO SDGS



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2017 - IUC-NA Region & Global IUC events in Brussels
- 2018 - Learning Exchange to Windsor
- 2018 - Learning Exchange to Vitoria-Gasteiz
- 2018 - ICLEI World Congress in Montreal (Canada)
- 2018 - IUC-NA Region & Global IUC events in Brussels
- 2019 - IUC-NA & GIZ Moving Towards Sustainable Mobility Conference in Mexico City (Mexico)
- 2019 - Technical Visit of Vitoria-Gasteiz Brownfield Redevelopment Expert to Windsor
- 2019 - EcoCity Conference in Vancouver (Canada)
- 2019 - IUC-NA Region & Global IUC events in Brussels



## CITY-TO-CITY COOPERATION RESULTS

### Sustainable Mobility

At the beginning of the project, the City of Windsor was just embarking on their first sustainable urban mobility plan for the City. The plan was completed in 2019 and took many of the learnings of Victoria-Gasteiz – VG being an international leader in sustainable urban mobility. Windsor has a long way to go to be close to the incredible results that VG has achieved, but because of the partnership, Windsor pushed the envelope and could see what is possible. Victoria-Gasteiz took the opportunity to learn about the innovative community engagement approaches that Windsor employed in developing the mobility plan, particularly in involving children.



**The partnership with Victoria-Gasteiz has been like having access to the best city building laboratory. The bold decisions and investments made over the last 20 years in transit, pedestrian and cycling infrastructure, public space and the natural environment have resulted in a truly livable, complete city worthy of international praise. We were fortunate to be able to learn from their experiences as well as sharing Windsor's newer approaches to citizen engagement, brownfield redevelopment, and community energy planning.**

GREG ATKINSON, CITY OF WINDSOR



**Brownfield Redevelopment & Sustainable Building**

Windsor is an industrial city and has been leading a number of impressive projects related to brownfield remediation. Victoria-Gasteiz benefitted from learning about how Windsor creates networks of peers across the country to learn and share with each other. Victoria-Gasteiz has been involved in an EU-funded project to test a natural system for remediating polluted soil. This technology requires a long-time horizon, and so Windsor is considering how to pilot this type of approach on a former Ford manufacturing plant.

**Pilot Project**

*Energy Modeling Pilot for New Developments*

The project is looking to model a development project that is currently being constructed within the City of Windsor under three scenarios: current Building Code, higher performance (e.g. LEED Silver), and near zero emissions (e.g. Passive House). The costs and benefits of this pilot project will be used to inform whether similar analysis should be required as part of a complete application for future development proposals. Due to COVID-19 and re-prioritizations that have happened in Windsor, this pilot project has been put on hold.



**CONTACT**

**Windsor**

[www.citywindsor.ca](http://www.citywindsor.ca)

**Twitter**  
@CityWindsorON

**Facebook**  
@CityofWindsor

**Vitoria-Gasteiz**

[www.vitoria-gasteiz.org](http://www.vitoria-gasteiz.org)

**Twitter**  
@vitoriagasteiz

**Facebook**  
@AyuntamientoVitoria



# Mexico

## **Chihuahua & Zaragoza, Spain**

Sustainable and inclusive economic development; Social inclusion; Innovation parks

## **Colima & Galati, Romania**

Sustainable urban planning and urban mobility; Solid waste management

## **Guadalajara Metropolitan Area & Hamburg, Germany**

Waste management & citizen participation processes - models and experience exchange by using new technologies in public administration and in public services

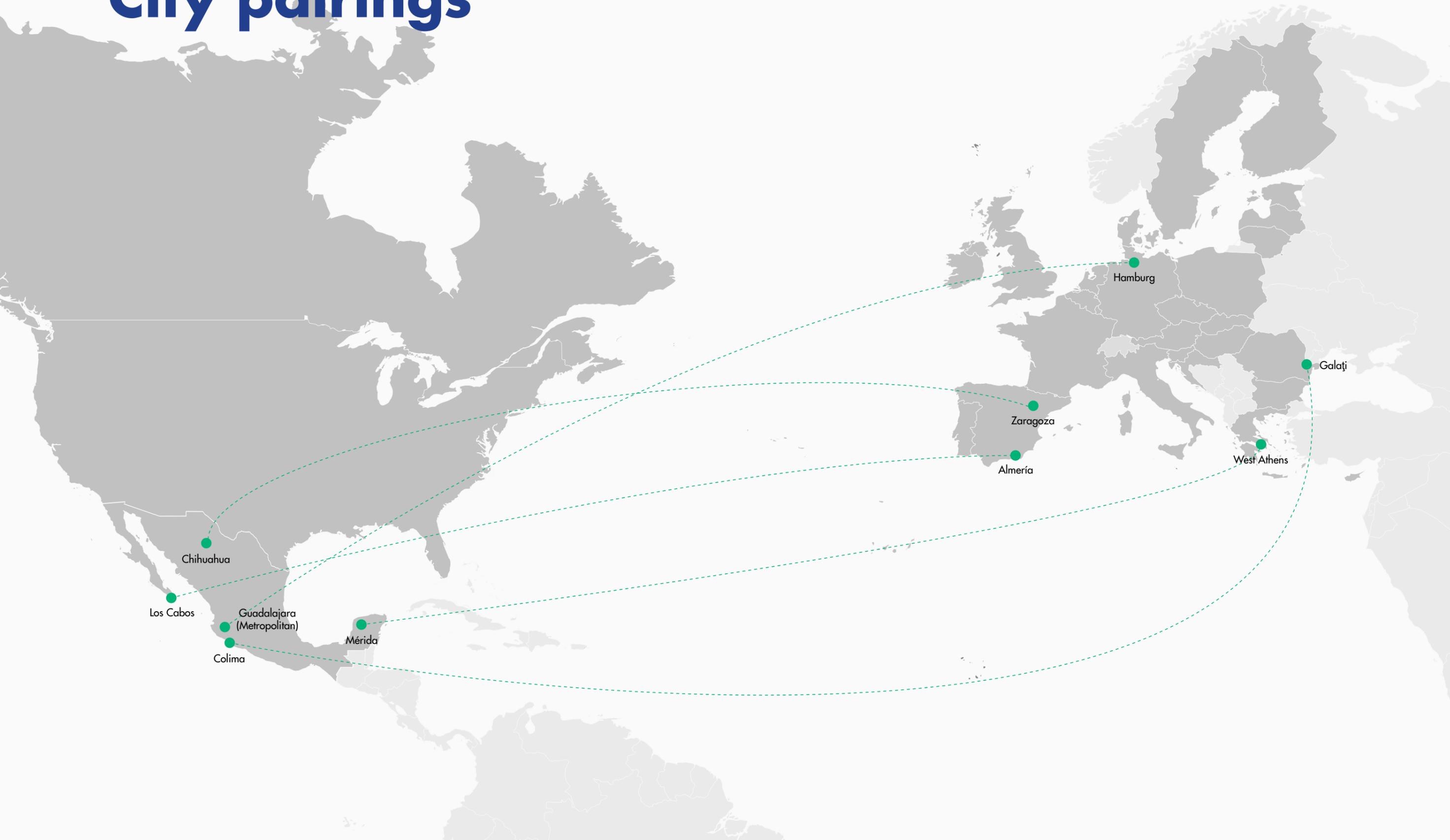
## **Los Cabos & Almería, Spain**

Climate adaption, urban mobility, circular economy, inclusive and sustainable economic growth

## **Mérida & West Athens, Greece**

Sustainable urban mobility (SUMP - Strategic Urban Mobility Plan); Citizen participation and engagement

# Mexico City-to-City pairings





# Chihuahua & Zaragoza, Spain

Sustainable and inclusive economic development; Social inclusion; Innovation parks

## CONTRIBUTION TO SDGS



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2017 - IUC-NA Region & Global IUC events in Brussels
- 2018 - Learning Exchange in Chihuahua
- 2018 - Learning Exchange in Zaragoza
- 2018 - EU@SXSW City Summit in Austin (US)
- 2018 - Technical visit in Zaragoza and Bilbao
- 2018 - "Vision Chihuahua" Forum and Smart City Expo Latam Forum in Puebla
- 2018 - XVI Annual Training Course for Latin American civil servants and political representatives hosted by Ebropolis in Zaragoza
- 2018 - IUC-NA Region & Global IUC events in Brussels
- 2019 - XVII Annual Training Course for Latin American civil servants and political representatives in Mérida (Mexico)
- 2019 - Technical visit in Chihuahua
- 2019 - Technical visit in Zaragoza
- 2019 - IUC-NA Region & Global IUC events in Brussels
- 2019 / 2020 - Online knowledge-sharing, capacity-building and networking technical sessions

## CITY-TO-CITY COOPERATION RESULTS

### Sustainable and Inclusive Economic Development - Entrepreneurship

The Learning Exchanges and the subsequent technical visits fostered the relationship between the Entrepreneurial and Business Ecosystem-Network and the Economic Development Civil Association from Chihuahua with Incubation Centers and other key entities for the Economic Development from Zaragoza, such as CIEM incubator, Zaragoza Activa co-work, La Colaboradora, and the European Center of Business and Innovation of Aragon (CEEI Aragon). The cities seek to keep exchanging business opportunities and technical resources to expand the thematic network they build up during the past two years in the framework of the IUC Programme. It is a priority for this city pairing to provide the conditions to all segments of the population so that they have the opportunity to integrate into local value chains, and this objective has been strongly supported by the UACH (University of Chihuahua) and ETOPIA (Center for Art and Technology) to build links between entrepreneurs and to create job opportunities.

#### Pilot Project

In November 2019 - during their final technical visit - Chihuahua and Zaragoza signed a cooperation agreement to create the digital platform "Vitrina digital" to showcase local start-ups. It is an online network space for entrepreneurs and their stakeholders to identify investors, partners, funding opportunities, and business opportunities to commercialize their products and services internationally. Chihuahua is working on the development of the platform, in coordination with the Information Technologies Cluster of Chihuahua and they opened the invitation to other IUC cities to join.



Thanks to the IUC program, on behalf of the city of Chihuahua. Our participation in this European Union initiative has helped us to acquire skills for the digitalization and to develop technical capacities through our participation in International Forums and networking spaces with experts and municipalities that have successfully shared their best practices and research on topics of interest. In addition to that, the Mayor of Chihuahua had the opportunity to visit relevant stakeholders in Spain to set up the basis for the "Chihuahua Futura" program for the next 30 years and for the support and promotion of economic development initiatives, related to electromobility, smart industry and public safety.

JESUS GARCÍA, CITY OF CHIHUAHUA

## Strategic Planning

The City of Zaragoza through Ebropolis - the association that develops and oversees the strategic planning of the city, shared with the city of Chihuahua, its best practices for a successful planning and monitoring, considering people as the center of a sustainable urban planning. As a result of this partnership, Ebropolis delivered for the first time in Mexico, its Annual Training Course for Latin American civil servants and political representatives, in cooperation with the City of Chihuahua and the State of Yucatan. The Zaragoza's Urban Observatory methodology has been a reference for Chihuahua and other cities participating in the IUC Programme to create and track indices for urban planning.

The involvement of innovation and IT has been key for this city-to-city collaboration and both cities are confident this will enhance a more effective post-pandemic recovery since the municipality of Chihuahua prepared digital solutions and platforms for bureaucratic procedures at an 80% approximately, inspired by the case study of the Zaragoza's citizen's card.



**First of all, from the international cooperation point of view, we should highlight the importance of the IUC program. It has provided both cities at a local level to be part of the EU/Latin American cooperation highlighting the role of the cities as key actors at an international level. In the field of strategic urban planning, being able to see how Chihuahua is developing its strategy, sharing good practices while involving the local stakeholders, has given us [Zaragoza] a new perspective of how we can face the future of our City's Strategy. One of the main results is the capacity-building model established thanks to Ebrópolis and its training experience.**

MIGUEL ZARZUELA, CITY OF ZARAGOZA



## CONTACT

### Chihuahua

[www.municipiochihuahua.gob.mx](http://www.municipiochihuahua.gob.mx)

**Twitter**  
@gobmunchih

**Facebook**  
@chihuahua.municipio

### Zaragoza

[www.zaragoza.es](http://www.zaragoza.es)

**Twitter**  
@zaragoza\_es  
@ebropolis

**Facebook**  
@ayuntamientodezaragoza



# Colima & Galați, Romania

Urban resilience, citizen participation processes, urban mobility and solid waste management

## CONTRIBUTION TO SDGS



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2017 - IUC-NA Region & Global IUC events in Brussels
- 2018 - Learning Exchange in Colima
- 2018 - Learning Exchange in Galați
- 2018 - EU@SXSW City Summit in Austin (US)
- 2018 - ICLEI World Congress in Montreal (Canada)
- 2018 - IUC-NA Region & Global IUC events in Brussels
- 2019 - IUC-NA & GIZ Moving Towards Sustainable Mobility Conference in Mexico City (Mexico)
- 2019 - Technical visit to Galați 2019 ICLEI Resilience Cities Forum in Bonn (Germany)
- 2019 - Technical visit to Colima
- 2019 - XVII Annual Training Course for Latin American civil servants and political representatives in Mérida (Mexico)
- 2019 - International Solid Waste Association (ISWA) Conference in Bilbao (Spain)
- 2019 / 2020 - IUC-NA Region & Global IUC events in Brussels
- 2020 - Online knowledge-sharing, capacity-building and networking technical sessions

## CITY-TO-CITY COOPERATION RESULTS

### Urban Resilience

Colima developed its own Resilience Strategy as a result of its participation in the 100 Resilient Cities Programme, and based on their experience, they provided technical guidance to the city of Galați to set the general framework, diagnosis and initial phases for the development of their Urban Resilience Plan and strategy, which will be included in the Sustainable Development Strategy of Galați City 2021-2027. Galați shared its best practices for urban solid waste management and sustainable urban mobility, which was useful for Colima to reinforce its resilience strategy on those topics.

### Pilot Project

Colima is looking forward to implement a “Green Points” strategy for recyclable waste collection. Inspired by Galați’s experiences, this strategy will stimulate active community participation in waste collection in ten pilot neighbourhoods in Colima. It combines broad awareness-raising campaigns with infrastructural installations at “Green Points” (e.g. urban furniture and containers to separate recyclable waste), in order to contribute simultaneously to community-building and to the creation of a more circular economy, which generates tangible economic benefits. If the experience is successful, the city would like to escalate the project, considering Colima has more than 200 neighbourhoods.



As a result of the city-to-city learning process (e.g. workshops, master classes, conferences, site visits) Galați has improved its institutional capacity. In terms of participatory urban planning, we identified stakeholders to be included in the planning process for urban resilience, set adaptation goals and objectives, identified adaptation options, and examined possible constraints and drivers to various actions.

IRINA ISAC, CITY OF GALAȚI





### Citizen Participation Processes

Galați learned from the citizen participation processes designed and implemented in Colima by the Municipal Institute of Planning for the rehabilitation of public spaces. During one of the technical visits in Colima citizen participation workshops were conducted with the participation of stakeholders from universities, civil society and public and private sectors, so the delegation from Galați was able to experience and learn social inclusion and engagement methods from a 'real-life' process. This participatory planning process was then replicated and implemented by Galați to rehabilitate their TV Tower Park.



**The IUC program allowed Colima to create networks with other global cities that have implemented similar projects to those in which Colima is working (in terms of mobility: those that include micro mobility and strategies for traffic calming. And in terms of solid waste management: the technological advances for treatment and valorization of waste), as well as the exchange of experiences and good practices in its implementation.**

JESÚS RÍOS, CITY OF COLIMA



### CONTACT

#### Colima

[www.colima.gob.mx](http://www.colima.gob.mx)

**Twitter**  
@ImplanColima

**Facebook**  
@implancolima

#### Galați

**Facebook**  
@primariagl



# Metropolitan Area Guadalajara (MAG) & Hamburg, Germany

## Sustainable Waste Management & Digital Tools for Citizen Participation Processes

### CONTRIBUTION TO SDGS



### KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2017 - IUC-NA Regional and Global IUC events in Brussels
- 2018 - EU@SXSW events in Austin (USA)
- 2018 - Learning Exchange to MAG
- 2018 - Learning Exchange to Hamburg
- 2018 - IUC-NA Region and Global IUC events in Brussels
- 2019 - IUC-NA & GIZ Moving Towards Sustainable Mobility Conference in Mexico City (Mexico)
- 2019 - Technical Visit to Hamburg
- 2019 - MAG representative participated in City Science Lab Hafen University Annual Conference
- 2019 - Technical Visit to MAG
- 2019 - XVII Annual Training Course for Latin American civil servants and political representatives in Mérida (Mexico)
- 2019 - IUC-NA Regional and Global IUC events in Brussels
- 2019 / 2020 - Online knowledge-sharing, capacity-building and networking technical sessions

## CITY-TO-CITY COOPERATION RESULTS

### Sustainable Waste Management

Through a technical visit of four delegates from MA Guadalajara enriched municipal capacities through the knowledge transfer of innovative practices with the city of Hamburg (i.e. environmental education programs, as well as recycling and waste valorization). Circular Economy is fostered in Hamburg by the implementation of warehouses for used goods ("Stilbruch"). The Exchange of experience in administrative and technical details will support MA Guadalajara in the reduction of waste.

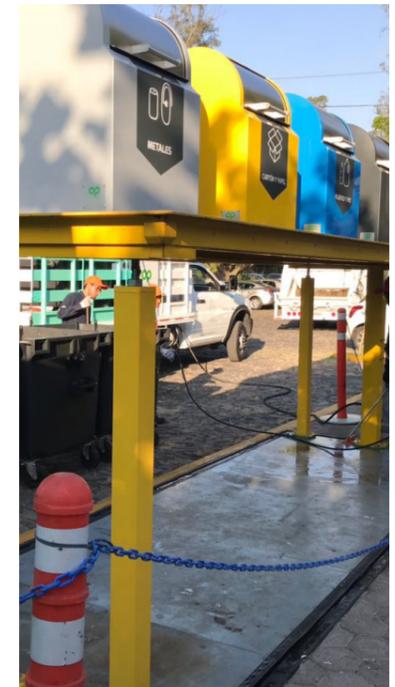
### Digital Tools for Citizen Participation Processes

Hamburg learned from Guadalajara how to organize technical requirements and execute a working and very functional data system for citizen's participation. Likewise, Hamburg DIPAS platform demonstrated some features which are of interest for MAG. One main achievement of the IUC program are the connections made between two entities working with different means on a similar goal.



Regarding learnings, without a doubt, knowing about the waste management system and policies in Hamburg was invaluable for municipalities, as ways to improve the one in the Metropolitan Area of Guadalajara. We also had a great experience on the exchange on citizen participation methodologies. This approach allowed both cities to understand good practices, the way participation processes are carried out, as well as the opportunities and challenges related to their own cultural contexts.

GABRIELA CANALES, MA GUADALAJARA





**Future Collaboration**

Hamburg and Guadalajara have agreed to continue the cooperation after the end of the IUC Programme in the field of digital citizen participation and H2020. To that end, Hamburg included MAG in several Horizon 2020 applications in 2020 as an 'associated partner' and will be included in future projects in topics such as: Urban Development, Data Management, Citizen's Participation, Urban Transport, Circular Economy.

**Pilot Project**

Hamburg to share and transfer its technical knowledge (software) of the DIPAS platform as well as the methodology to conduct participatory processes. DIPAS in the Drupal 8 version will be published open source in Bitbucket so that IMEPLAN can use the code and join the DIPAS User Community. As a part of DIPAS, IMEPLAN agrees to share their newly developed DIPAS functionalities with the community in order to contribute to the further development of the general DIPAS System. Furthermore, IMEPLAN will send documentation of pilot projects using the DIPAS methodology (e.g. Primavera Forest region) to Hamburg.



**One main achievement of the IUC program are the connections made between two entities working with different means on a similar goal.**

THOMAS JACOB, HAMBURG



**CONTACT**

**MA Guadalajara**

[www.imeplan.mx](http://www.imeplan.mx)

**Twitter**  
@IMEPLAN

**Facebook**  
@IMEPLAN

**Instagram**  
@IMEPLAN

**Hamburg**

[www.hamburg.com](http://www.hamburg.com)

**Twitter**  
@hamburg\_de

**Instagram**  
@hamburg\_de



# Los Cabos & Almería, Spain

Climate adaption, urban mobility, circular economy, inclusive and sustainable economic growth

## CONTRIBUTION TO SDGS



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2019** - Learning Exchange in Los Cabos
- 2019** - XVII Annual Training Course for Latin American civil servants and political representatives in Mérida (Mexico)
- 2019** - IUC-NA Region & Global IUC events in Brussels
- 2019 / 2020** - Online knowledge-sharing, capacity-building and networking technical sessions
- 2020** - Learning Exchange in Almería
- 2020** - CIDEU
- 2020** - Smart City Expo LATAM Congress

## CITY-TO-CITY COOPERATION RESULTS

### Water Management

Los Cabos and Almería are coastal cities that suffer from a lack of fresh water sources. Their geographical context has pushed them to search for sustainable water management options that take advantage of their location while creating more efficient distribution processes to reduce costs for the city and its residents. Almería led a public-private partnership for its integral water cycle. As a result, they have an exemplary desalinization plant, an efficient water distribution system, and the development and testing of new technology such as the use of wastewater residues to power the city's electric car vehicles. Los Cabos will apply the lessons learned in the planning and development of their new water plant.

### Emergency Preparedness for Natural Disasters

The geographical location of Los Cabos in the Baja California Sur peninsula results in high occurrences of hurricanes. In 2014 Hurricane Odile devastated the city and pushed its city planning department, IMPLAN, to develop the Manual of Actions and Recommendations for the Risk of Hydrometeorological Contingencies that guides city officials, the army, businesses, and residents to know how to act before, during, and after a natural disaster. Climate change has increased the risk of natural disasters in Almería, suffering in 2019 intense flooding due to a storm that caused significant damage to the city. Los Cabos has provided Almería with guidance so they can develop a similar manual.



**Los Cabos and Almería agree that we want our cities to be more sustainable, improve mobility and undertake important decisions in a participatory manner with the highest standards of transparency and democratic quality.**

**RAMÓN FERNÁNDEZ-PACHECO,**  
MAYOR OF ALMERÍA



## Renewable Energy

Both cities are located in some of the sunniest areas in the world. This factor has been used advantageously by Almería, as it has become a hub for solar energy technology through university research programs and tech companies.

### Pilot Project

Los Cabos is interested in implementing similar technologies and has identified city-run sports facilities as a potential location to test the incorporation of clean energy solutions that withstand their challenging weather conditions. The first project will be implemented at the Don Koll Sports Complex.

## Inclusive and Sustainable Economic Growth

During the Almería learning exchange, delegates from Los Cabos had the opportunity to meet a group of startups working on solutions directly related to green technology, the circular economy, sustainability, and tourism. As a result, both chambers of commerce have planned to introduce these solutions to the tourism sector in Los Cabos and coordinate exchanges between the startups to share experiences and expand their market.

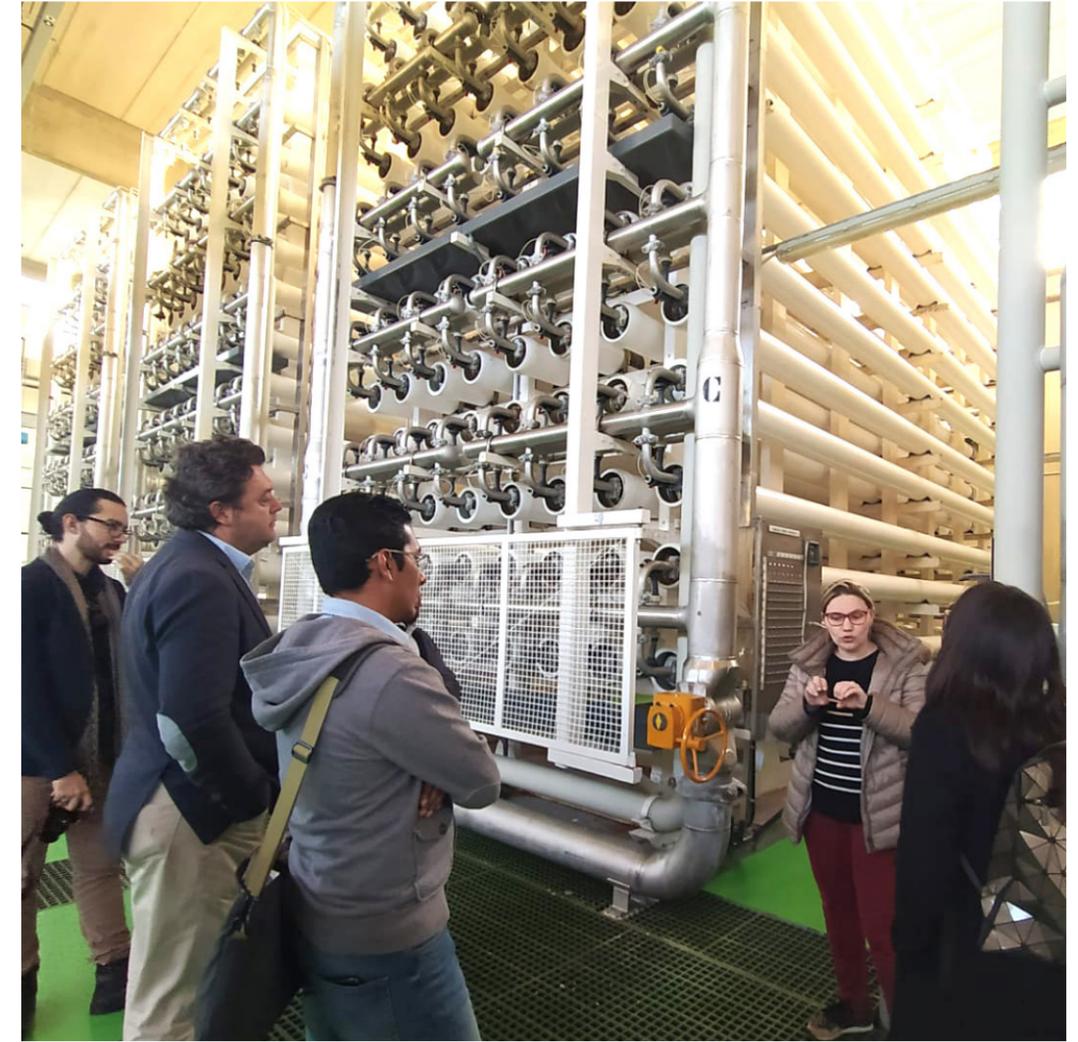
## Strategic Planning

Almería has developed its Vision 2030 strategic plan for the city that focuses on eight main vectors, including mobility, innovation, and blue economy. This plan intends to make sure all city agencies are aligned and that these shared goals continue to drive their work despite the change in city leadership. Los Cabos has defined its Vision through a highly participatory process and is now ready to develop a strategic plan. Both cities exchanged experiences to create strong citizen observatories that gather and disseminate information related to the city and its territory, measuring both qualitative and quantitative aspects to inform decision making.



**Despite the limitations from COVID, it has been important that the topics on the bilateral agenda inform the different departments of each municipality. This cooperation has helped us to start working on those areas so that they grow exponentially.**

USSIEL GARCÍA, CITY OF LOS CABOS



### CONTACT

#### Los Cabos

[www.loscabos.gob.mx](http://www.loscabos.gob.mx)

**Twitter**  
@GobLosCabos

**Facebook**  
@ayuntamientodeloscabos

#### Almería

[www.almeriaciudad.es](http://www.almeriaciudad.es)

**Twitter**  
@aytoalm

**Facebook**  
@aytoalm



# Mérida & West Athens, Greece

**Sustainable Urban Mobility Planning (SUMP); Citizen participation & engagement**

## CONTRIBUTION TO SDGS



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2017 - IUC-NA Region & Global IUC events in Brussels
- 2018 - Learning Exchange in Mérida
- 2018 - Learning Exchange in West Athens
- 2018 - IUC-NA Region & Global IUC events in Brussels
- 2019 - Smart City Expo Latam Forum in Puebla (Mexico)
- 2019 - IUC-NA & GIZ Moving Towards Sustainable Mobility Conference in Mexico City (Mexico)
- 2019 - Varna (Bulgaria) - San Diego (USA) Learning Exchange
- 2019 - Technical Visit to West Athens + workshop on social inclusion
- 2019 - Technical Visit to Merida + launch of Merida SUMP Event
- 2019 - Expert consultancy support (Mobility Planning) from West Athens to Merida
- 2019 - XVII Annual Training Course for Latin American civil servants and political representatives in Mérida (Mexico)
- 2019 - IUC-NA Regional and Global IUC events in Brussels
- 2019 / 2020 - Online knowledge-sharing, capacity-building and networking technical sessions

## CITY-TO-CITY COOPERATION RESULTS

### Sustainable Urban Mobility (SUMP - Strategic Urban Mobility Plan)

Mérida has developed a Sustainable Urban Mobility Plan (SUMP) at a strategic level, using the EU mobility planning methodology, with contributions from international and national consultants, and involving key local stakeholders in open participatory processes. Mérida has learned from West Athens's experience of creating a SUMP, has strengthened local capacity for urban mobility planning with international and national contributions, has established a local task force group for mobility planning, and has conducted a participatory and transparent process.



**We have learned from achieving the stated objectives and from our partners, but the most important lesson is that we have learned to recognize and take advantage of our own strengths as well as to identify and surpass our weaknesses.**

**Through participating in the IUC program we have increased our knowledge-base and we are able to recognize that we are stronger and more capable to solve our urban problems than when we started this project.**

JOINT STATEMENT FROM MERIDA & WEST ATHENS



### Citizen Participation & Engagement

West Athens has learned a great deal from Mérida's experience in social participation and has used this learning to create a participation strategy and is applying it in different fields of urban development and social policies in West Athens. In accordance with the intermunicipal SUMP created by West Athens, the municipalities of West Athens now have their own SUMP. West Athens learned more about how to organize and implement more successful citizen participation processes. The experience from Merida has been very important for West Athens.

#### Pilot Projects

##### Mérida

As a result of the SUMP, Merida has identified strategies and actions in six areas for implementing sustainable urban mobility: urban planning and design, legislation and finance, mobility management, public transport, non motorised modes and private modes. From each one of these six themes, strategic projects have been identified and several pilot projects will be implemented. The next stage of collaboration should focus on development and implementation of pilot projects for sustainable urban mobility, with the contribution of a wider network of cities and financial institutions.

##### West Athens/ASDA

The initiation of Municipal SUMP, the amendment of the intermunicipal SUMP, and the elaboration of an intermunicipal participation strategy.



#### CONTACT

##### Mérida

[www.merida.gob.mx](http://www.merida.gob.mx)

**Twitter**  
@ayuntamerida

**Facebook**  
@Ayuntameridaoficial

##### West Athens

N/A



USA

**Austin & Metropolitan City Bologna, Italy**  
Circular economy, innovation, smart cities & climate resilience

**Baltimore & Turin, Italy**  
Urban regeneration, urban innovation & equitable economic development

**Birmingham & Padua, Italy**  
Sustainable urban mobility, sustainable urban regeneration and nature based solutions

**Boston & Lyon Métropole, France**  
Smart cities, equity and social inclusion, smart mobility

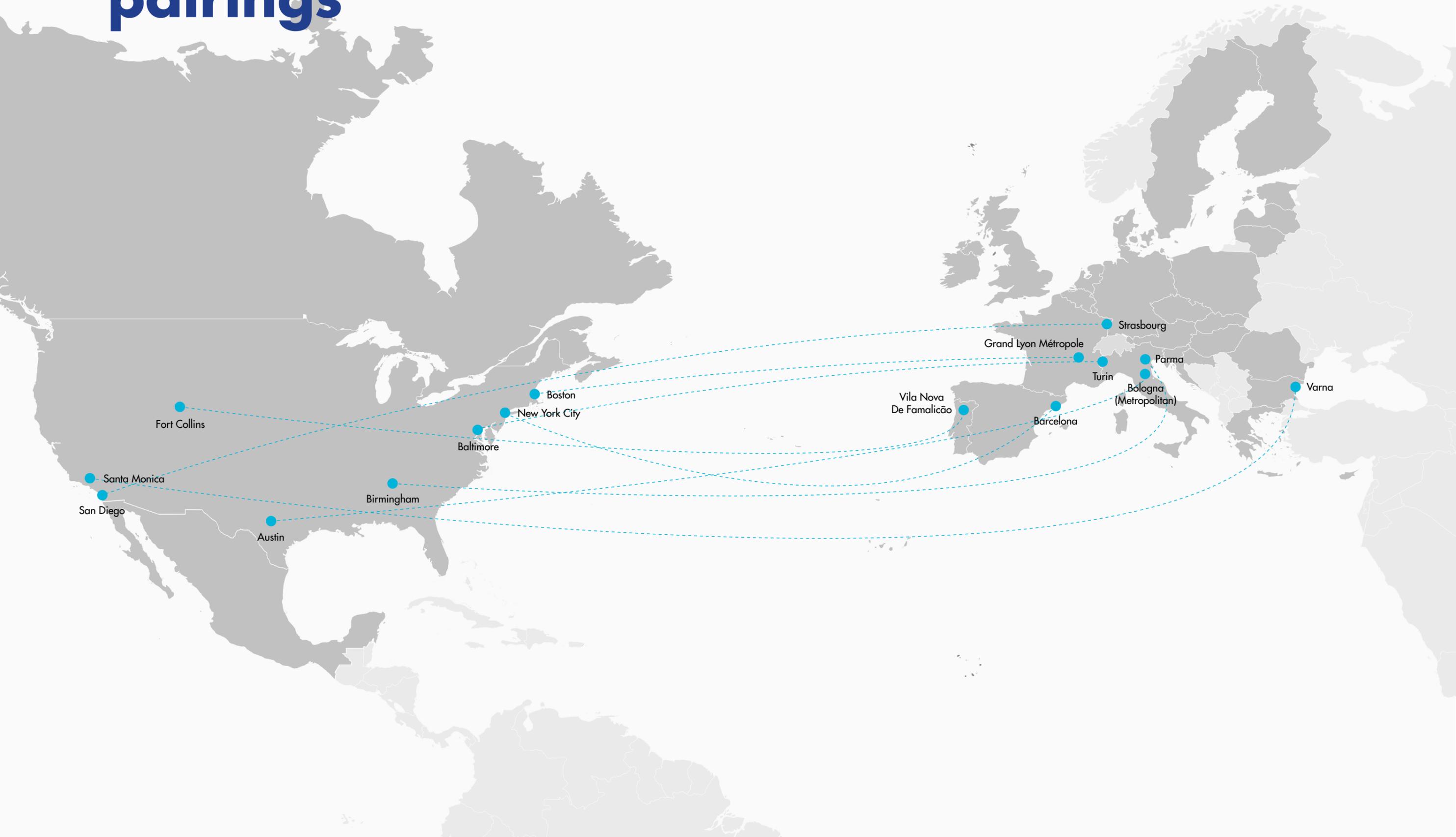
**Fort Collins & Vila Nova de Famalicão, Portugal**  
Sustainable urban mobility & climate resilience

**New York City & Barcelona, Spain**  
Housing - Community land trusts, disposition of city assets for affordable housing creation, housing finance and modular housing

**San Diego & Strasbourg, France**  
Sustainable urban mobility, activation of public spaces & social inclusion

**Santa Monica & Varna, Bulgaria**  
Sustainable transport and mobility planning, public participation in urban decision-making & sustainable tourism

# USA City-to-City pairings





# Austin & Metropolitan City Bologna, Italy

Circular economy, innovation, smart cities & climate resilience

## CONTRIBUTION TO SDGS



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2017 - IUC-NA Region & Global IUC events in Brussels
- 2018 - Participated in NA Regional and Global IUC events in Brussels
- 2018 - Learning Exchange in Austin and participation in SXSW Cities Summit
- 2018 - Learning Exchange in Bologna
- 2018 - IUC-NA Region & Global IUC events in Brussels
- 2019 - Participation at the Open Government Partnership Conference
- 2019 - Attendance to Ecomondo Conference
- 2019 - Technical visit to Bologna
- 2019 - IUC-NA Region & Global IUC events in Brussels
- 2019 / 2020 - Online knowledge-sharing, capacity-building and networking technical sessions

## CITY-TO-CITY COOPERATION RESULTS

### Advancing Entrepreneurship

The Learning Exchange in Austin fostered the relationship between the Italian-American Chamber of Commerce in Texas and the Emilia-Romagna Region. Together they co-financed the "Start Ups from Emilia Romagna landing in Texas" which brings together the innovative start-ups of Emilia Romagna, active in the hi-tech, big data and life sciences sectors, with Texan partners from the research centres, venture capitalists, the health sector and other businesses.

### Tool Lending Library

During the visit to Bologna, Austin was introduced to the "Library of Things" Leila. Tool Lending Libraries (TLL), such as Leila, address the reduction of GHG emissions by reducing the need for production and purchase of new tools, by fostering more efficient shared use of a smaller number of tools and reducing the idle capacity of unused tools. They also can assist community members with sustainability-focused projects like home energy improvements, food gardening, food preservation, rain gardens, and water harvesting.

#### Pilot Project

After learning from Leila, Austin provided initial investment to help the Austin Public Library launch a TLL at the Recycled Reads location, offering a wide range of tools for free or low-cost rental. Despite unforeseen financing obstacles, Austin continues to try and bring this project to life and is working on creating a public private partnership to launch the TLL.



During the pairing activities, we had the opportunity to learn from a different context, the problems they face and identify challenges similar to ours. This has allowed us to enrich our knowledge, discovering different points of view, methodologies and solutions, collecting ideas and stimuli to improve. The pairing activity has enabled the city of Bologna to improve its support services for innovative companies, particularly in the context of the circular economy and learning about open government initiatives.

VALERIA STACCHINI, METROPOLITAN CITY OF BOLOGNA

## Circular Economy Tools

Austin identified and expanded its resource list and materials for entrepreneurs using Bologna's Circular Economy Toolkit, while Bologna got inspiration from the service system put in place by Austin to support green entrepreneurship. In particular, Bologna was interested in Austin's **ReVerse Pitch Competition** and incubator, which finds creative outlets for byproduct manufacturing materials and supports opportunities for entrepreneurs to enter the circular economy.

### Pilot Project

Based on the ReVerse Pitch Competition and with Austin's guidance, Bologna launched projects aimed at improving support services to green and circular startups such as the GRESS - GREen Startup Support project.

## Combining Circular Economy & Climate Resilience

During Austin's technical visit to Bologna, staff from both cities met with experts in the field of climate resilience and circular economy from the University of Bologna and Politecnico di Milano to discuss the use of urban design to increase community resilience. The City of Austin Office of Innovation helped facilitate a discussion with city staff and international experts on possible methods to combine the two concepts within a municipal decision-making framework. Partnering cities developed new ways to create opportunities and overcome challenges and better understood how climate change may impact supply chains, design, manufacture, use and waste management.



**From formal presentations to impromptu in-depth discussions we had with our Bologna counterparts, the collaboration between our cities engendered new ways of thinking, led to innovative ideas, and helped us understand how different cultures solve similar problems but in drastically different ways.**

MARC COUDERT, CITY OF AUSTIN



## Cinderela

Austin is currently exploring the development of a material flow map, in conjunction with the EU CINDERELA research program, which identifies a way to visually map the flow of materials. Austin is interested in exploring a process to visually map city by-product waste to demonstrate more circularity from city operations and set a precedent for other businesses throughout the city and region. In addition, mapping material flows would also allow city departments to understand the potential impact of climate change to the supply chain.



### CONTACT

#### Austin

[www.austintexas.gov/sustainability](http://www.austintexas.gov/sustainability)

**Twitter**  
@austintexasgov

**Facebook**  
@austinsustainability

**Instagram**  
@austintexasgov

#### Bologna

[www.cittametropolitana.bo.it](http://www.cittametropolitana.bo.it)

**Twitter**  
@cittametrobo

**Facebook**  
@citta.metropolitana.bologna  
@ricerca.innovazione.progettieuropi

**Instagram**  
@bolognametropolitana



# Baltimore & Turin, Italy

Neighborhood regeneration, social innovation & equitable economic development

## CONTRIBUTION TO SDGS

8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2018 - Learning Exchange in Turin
- 2018 - IUC-NA Region & Global IUC events in Brussels
- 2019 - Learning Exchange in Baltimore
- 2019 - Open Innovation Summit in Turin
- 2019 - Technical Visit to Turin (circular economy, regeneration and social entrepreneurship)
- 2019 - IUC-NA Region & Global IUC events in Brussels
- 2019 / 2020 - Online knowledge-sharing, capacity-building and networking technical sessions

## CITY-TO-CITY COOPERATION RESULTS

### Social Innovation

As a result of the IUC exchange, Baltimore adopted a focus on social innovation based on the “Torino City Lab”. The 2020 Accelerate Baltimore program selected applicants with technologies that are addressing four major city issues – blight, digital equity, mobility and racial justice. In 2019, Baltimore hosted two visits from Italian entrepreneurs that Baltimore officials met during the Torino learning exchange visit: a vermouth distillery (vermouth was first crafted in Turin) looking to start a US-based operation and an Italian entrepreneur looking to move to the US to build out a social software platform.

A delegation of seven stakeholders from the city of Baltimore (three funded through a grant from a Baltimore-based organization) attended the 2019 Open Innovation Summit sponsored by the Italian Foundation, Fondazione Giacomo Brodolini. The conference theme was “The City as a platform: turning assets into shared value leadership, governance and community in the era of digital transformation.” Turin and Baltimore participants presented on best practice in urban development, public financing and entrepreneurship education and support.

### Neighborhood (Urban) Regeneration

An international business partnership has been signed to launch an innovative project on social housing in Turin: Homes4all. The City of Baltimore has signed a letter of support for the application “House of emerging technologies” submitted by the City to Turin within the Italian National Fund for innovation and internationalization. A Baltimore-based real estate corporation has evaluated the interest to invest in the conversion of a closed factory into affordable housing in a district in Turin.



In terms of learning through the IUC program, [the cooperation with the City of Baltimore] re-affirmed the crucial role of public institutions as key players to promote urban development based on principles of equity, inclusion, community welfare, and local production in deprived urban areas.

FABRIZIO BARBIERO, CITY OF TURIN



## Equitable Economic Development

A program of acceleration has been jointly designed by two private actors to promote the exchange of startups between Turin and Baltimore. The delegation from Baltimore participated in several technical visits related to this topic including: Intesa Sanpaolo Innovation Center which launched a new Lab in Milan dedicated to the circular economy and a €5 billion credit facility for SMEs and Corporates. The cities have ongoing dialog regarding opportunities for future support and collaboration. Another technical visit with OGR Torino - A hub for collaborative creativity and a new ideas incubator focused on start-ups, creative industries and smart data as well as round table meetings with the Italian Ministry of Innovation, Turin Deputy Mayor for Innovation of the City of Turin, key stakeholders of Torino City Lab project and Baltimore. Baltimore and Turin share similar opportunities, challenges and resources. The Baltimore Delegation learned that collaboration and shared use of resources could leverage mutual advancement of entrepreneurial ventures, business and job creation and international expansion of local businesses. Both cities achieved the goals of connecting with key contacts strengthening their mutual cooperation effort to create tangible results. More than 30 local actors have been involved in B2B dialogue with Baltimore delegation.

### Pilot Project

Tech4Good Exchange - building on their cooperation experience the two cities aim to pilot an exchange program of US and Italian start-up companies focused on social entrepreneurship and social innovation. The Tech4Good exchange programme is co-promoted and will be implemented by two business support structures locally based: - Open Incet, the Open Innovation Center of the city of Turin, as Anchor Partner in Turin, and Betamore, a coworking, education, and community space for the doers, as Anchor Partner in Baltimore.



**Baltimore and Torino have many common strengths and challenges. Most importantly, both cities have a strong desire to succeed and improve their future through innovation. It is this optimism and grit that has forged a strong cooperation between our cities that is sure to last beyond this program. Baltimore plans to highlight the IUC program in its upcoming strategic plan as a successful effort to expand Baltimore's global reputation and adopt best practices from peer cities.**

COLIN TARBERT, CITY OF BALTIMORE



### CONTACT

#### Baltimore

[www.baltimoredevelopment.com](http://www.baltimoredevelopment.com)

**Twitter**  
@BDCBaltimore

**Facebook**  
@baltimoredevelopment

#### Turin

[www.comune.torino.it](http://www.comune.torino.it)

**Twitter**  
@twitorino  
@UrbanCenterTo

**Facebook**  
@cittaditorino

**Instagram**  
@cittaditorino



# Birmingham & Padua, Italy

Nature-based solutions for sustainable water and forest management, climate change action & resilience

## CONTRIBUTION TO SDGS

11 SUSTAINABLE CITIES AND COMMUNITIES



13 CLIMATE ACTION



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2019 - Learning Exchange in Padua
- 2019 - IUC-NA Region & Global IUC events in Brussels
- 2019 / 2020 - Online knowledge-sharing, capacity-building and networking technical sessions
- 2020 - Learning Exchange in Birmingham
- 2020 - Technica Session (virtual): *Tackling Urban Vulnerability to Climate Change*
- 2020 - Technical Session (virtual): *Stormwater Management & Healthy Greening*

## CITY-TO-CITY COOPERATION RESULTS

### NBS: Sustainable Urban Forest & Water Management

Through field visits and technical presentations in both Learning Exchanges, Birmingham and Padua shared their knowledge and experience in sustainable urban forest and water management with a focus on nature-based solutions. For example, Birmingham (which is known as “Tree City USA”) currently doesn't do mapping of urban trees thus the technical session hosted by Padua on GIS mapping of the urban canopy offered concrete strategies and tools for Birmingham whose long term goal is to develop an Urban Forestry Plan which will lay out specific objectives and goals as it relates to maintaining and enhancing the City's Urban Forest. Likewise, Padua gathered useful information on sustainable water management methods during a field visit to the Railway Park in Birmingham as well as technical lessons related to urban planning regulations.



The hope for the City of Birmingham is to continue to cooperate with our partners in Italy on strategies and actions that expand upon our general areas of concern in terms of sustainable urban development. Our objective and hope is this will ignite a longer term relationship between Birmingham and Padua. In addition, as we complete objectives associated with our areas of cooperation there may be additional areas that the City of Birmingham may wish to pursue in regards to sustainable urban development.

JASON HJETLAND, CITY OF BIRMINGHAM



## Climate Change Action & Resilience

In addition to the relevant field visits and technical presentations on this topic undertaken during the in-person learning exchanges, the Municipality of Padua in collaboration with researchers from the University of Venice delivered an online technical session presenting a framework for tackling urban vulnerability to climate change and the advantages of using GIS to support climate adaptation planning. They also explained how to integrate climate adaptation actions into local policies. A complementary technical session hosted by a senior planner with the City of Birmingham, a senior researcher from the University of Alabama at Birmingham - Lister Hill Center for Health Policy, and a Climate Resilience Expert and Environmentalist from the Cawaco RC&D Council and Nature Conservancy Alabama Chapter offered case studies and high-level technical tools such as ArcGIS and story mapping for communities to move towards being more green and to be able more sustainability handle stormwater management.



**The online Technical Session hosted by the City of Birmingham on 'Healthy Greening and Stormwater Management' was really interesting and we learned a lot. The way that GIS tools are used in Italy is very different and it was valuable to learn a new application of the technology that is more human-centered. The GIS story mapping could be a useful tool for us. Also, it has been important for us coming from a medium-sized city to have the opportunity to learn and network with other IUC cities on topics of sustainable urban development.**

GIOVANNI VICENTINI, CITY OF PADUA



### CONTACT

#### Birmingham

[www.birminghamal.gov](http://www.birminghamal.gov)

**Twitter**  
@cityofbhamal

**Facebook**  
@cobmayorsoffice

**Instagram**  
@cityofbirmingham

#### Padua

[www.padovanet.it](http://www.padovanet.it)

**Twitter**  
@comunepadova

**Facebook**  
@Comune.Padova

**Instagram**  
@comunepadova



# Boston & Lyon Métropole, France

Smart mobility, equity and social inclusion

## CONTRIBUTION TO SDGS



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2018** - IUC-NA Region & Global IUC events in Brussels
- 2019** - Learning Exchange in Boston
- 2019** - IUC-NA & GIZ Moving Towards Sustainable Mobility Conference in Mexico City (Mexico)
- 2019** - Learning Exchange in Lyon
- 2019** - Boston & LM Delegation participated in MoveOn: World Summit on Sustainable Mobility
- 2019** - Technical Visit to Boston: autonomous vehicles from research, policy & industrial perspective, mobility as a service (MAAS) and parking strategies.
- 2019** - Boston & LM Delegates participated in CoMotion LA: A global conference brings together the brave new world of the urban mobility revolution in Los Angeles
- 2019** - Technical Visit to the City of Santa Monica
- 2019** - Technical Visit to the City of San Diego with Strasbourg
- 2019** - IUC-NA Region & Global IUC events in Brussels
- 2020** - Technical visit to Lyon to share knowledge & tools from Boston's IMAGINE 2020
- 2020** - Online knowledge-sharing, capacity-building and networking technical sessions

## CITY-TO-CITY COOPERATION RESULTS

### Smart Mobility (Autonomous vehicles)

Representatives from the City of Boston and Lyon Metropole participated in the MoveOn: World Summit on Sustainable Mobility in Montreal and hosted a Deep Dive (including roundtables and working sessions) on Autonomous Vehicles. The result was a better understanding of how cities can collaborate on new technology testing protocols. In a technical visit to Boston, Lyon Metropole Transportation experts received valuable insights and shared learnings from their autonomous shuttle and robo-taxi pilot programs. The LM delegation also learned from Boston on using autonomous vehicles as a supplement to current transit networks. Through attending the CoMotion: LA conference delegates from LM and Boston learned lessons from Open Streets initiatives and car-free business districts. Additionally, Boston and LM delegates had a field visit to Santa Monica and had technical meetings with their municipal mobility experts to learn about their electric scooter regulation, active transportation and dockless bicycle guidelines. Boston and Lyon delegates attended the Learning Exchange of Strasbourg and San Diego. They learned about zero-waste events facilities, programs and assets for encouraging active transportation for healthy living, and a parks prescription program.



**We - the civic innovation team - see now more than ever the importance of providing a productively critical lens on trendy topics so that the global conversation can be more nuanced, and deeply understanding and responding to the constraints and challenges each of our cities are facing around resilience and racial equity; around trust and privacy; around sustainability and stewardship for future generations [...] Through the IUC program, we look forward to ensuring Boston's voice is represented, our learning and insights are shared globally, and our residents benefit from the incredible work being done by our peers around the world who are in the IUC network.**

JACLYN YOUNGBLOOD, CITY OF BOSTON





### Equity & Social Inclusion

The Executive Director of Imagine Boston, a planner from one of the associated capital investment plans and a member of the Digital team, traveled to Lyon to provide expert advice and support to Lyon Métropole on their citizen engagement processes. The Imagine Boston seminar in Lyon gathered over 100 relevant stakeholders in a capacity building session on the topic of 'citizen participation as a tool to build policy'. Throughout the cooperation, the cities worked together to build capacity - through convenings, conversations, and sharing of documentation - on tools and methods for meaningful citizen engagement.



**Since January 2020, Lyon Métropole, the city of Boston and the city of Montreal have been working on an 18 month program with four events dedicated to data mobility. The objective is to continue our work on reducing CO2 emissions from individual car usage through better understanding and exploitation of mobility data, collaborating with the private sector for the public good... We hope to continue cooperating with the city of Boston and the Open Mobility Foundation on digital tools to help shape policy for shared micro-mobility solutions.**

PAMELA VENNIN, LYON METROPOLE



### CONTACT

#### Boston

[www.newurbanmechanics.org](http://www.newurbanmechanics.org)

**Twitter**  
@newurbanmechs

#### Lyon Métropole

[www.grandlyon.com](http://www.grandlyon.com)

**Twitter**  
@grandlyon\_eco

**Facebook**  
@legrandlyon

**Instagram**  
@grandlyon



# Fort Collins & Vila Nova de Famalicão, Portugal

Low carbon mobility, strategic planning and implementation, climate action & citizen engagement

## CONTRIBUTION TO SDGS



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2018** - IUC-NA Region and Global IUC events in Brussels
- 2018** - Sustainable Transportation Planning for Communities - Sustainable City Network Academy Training Course
- 2019** - Learning Exchange in Vila Nova de Famalicão (VNF)
- 2019** - IUC-NA & GIZ Moving Towards Sustainable Mobility Conference in Mexico City (Mexico)
- 2019** - Technical Visit to Fort Collins (community engagement, sustainable mobility planning)
- 2019** - Learning Exchange in Fort Collins
- 2019** - Technical Visit to Vila Nova de Famalicão (sustainable mobility planning)
- 2019** - CIVITAS Mobility Forum, Graz (Austria)
- 2019** - Technical Visit with City of Vienna Department of Transportation (Austria)
- 2019** - EcoCity World Summit in Vancouver (Canada)
- 2019** - IUC-NA Region and Global IUC events in Brussels
- 2019 / 2020** - Online knowledge-sharing, capacity-building and networking technical sessions
- 2020** - Represented IUC-NA Region at World Urban Forum (WUF 10) in Abu Dhabi (UAE)

## CITY-TO-CITY COOPERATION RESULTS

### Low-carbon Mobility & Strategic Planning

Using the Fort Collins Bicycle Plan 2014 as an inspiration and a reference, VNF created the “ActiveMob, VNF Action Plan for Active Bike and Pedestrian Mobility”, the community action plan to encourage pedestrians and bike use, with FoCo’s cooperation and technical support. VNF adopted a similar structure/index; presented the best practices and recommendations from Fort Collins for each thematic area; set up monitoring indicators to enable future comparison with Fort Collins. The process was developed with the guidance of Fort Collins’ Bikes Program Manager. In addition, VNF and Fort Collins participated in a knowledge exchange session about Regional Mobility Solutions with Porto Intermodal Transport, exploring ideas and projects for integrated Regional Mobility Solutions: regional and metropolitan bus, train and metro systems and intermodality and multimodal solutions.

Another key result is increased in-house capacity in Fort Collins on low-carbon mobility. Fort Collins closed not just one but several knowledge gaps around low-carbon mobility, for example leading approaches to mobility as a service and mobility hub implementation. A key learning was the value of making international connections and experiential learning. Also, VNF municipal staff and technical experts learned about activities for behavior change for sustainable mobility and citizen surveys for policy action.

Fort Collins and VNF participants in the Sustainable Mobility Technical Exchange in Vienna and EU Mobility Conference CIVITAS Forum 2019 in Graz activity shared the experience and the knowledge acquired with Northern Colorado mobility planners. Fort Collins reinforced the relationship with Regional Mobility Actors and explored new potential partnerships and ideas/solutions for mobility as a service apps.



**VNF consider their participation in the IUC program to be a success, as both cities have gained individual and shared value from the proposed and accomplished activities. The experience in participating in the IUC City-To-City Cooperation brought enormous personal and professional knowledge to everyone involved in the process, and also introduced new best practices and perspectives to both organizations.**

ANDREIA MAFRA, CITY OF VILA NOVA DE FAMALICÃO



## Climate Action & Citizen Engagement

Fort Collins piloted VNF's "yellow couch" citizen and community engagement with a locally adapted "camping couch" as a key component of Fort Collins' Our Climate Future planning process. VNF explored Fort Collins' Climate Action Plan update process: diagnosis and data collection; as well as their citizens surveys and how to use them as guiding tools for policy action. VNF shared knowledge with Fort Collins on circular economy and climate action local projects.

## The Future

Fort Collins and VNF are working to institute a memorandum of understanding that will formalize a lasting collaborative relationship. The Fort Collins Mayor and City Manager has been invited by VNF to attend International Day in October, 2020. Fort Collins and VNF are planning to continue connecting with other IUC cities around circular economy, low-carbon mobility, climate action planning, and engagement. Fort Collins and VNF are looking for additional funding sources to continue collaborating together.

### Pilot Projects

#### 1. Circular Economy Hubs and End Market Development.

Fort Collins and VNF aim to pilot circular economy strategies specifically related to 'end markets' (a system for recovered waste materials to be manufacturing inputs again).

#### 2. Festival Exchange

Bike-to-Work-Day and FoCo Futures. VNF would like to pilot Fort Collins' Bike-to-Work event as part of their bike and pedestrian plan that was created through city-to-city cooperation and Fort Collins' would like to replicate VNF's community festival approach.



**For Fort Collins, these activities have helped achieve its goals of exploring investment ready pilot projects, piloting innovative community engagement techniques, and closing knowledge gaps through exchange and best practice knowledge acquisition (from partner city and third parties). The partnership with VNF may also increase opportunities to learn global best practices for responding to and recovering from COVID-19.**

MOLLY SAYLOR, CITY OF FORT COLLINS



### CONTACT

#### Fort Collins

[www.fcgov.com](http://www.fcgov.com)

**Twitter**  
@FortCollinsGov

**Facebook**  
@fortcollinsgov

**Instagram**  
@fortcollinsgov

#### Vila Nova de Famalicão

[www.cm-vnfamalicao.pt](http://www.cm-vnfamalicao.pt)

**Twitter**  
@CMVNFamalicao

**Facebook**  
@municipiodevnfamalicao

**Instagram**  
@municipio\_de\_famalicao



# New York City & Barcelona, Spain

Housing - Community land trusts, disposition of city assets for affordable housing creation, housing finance and modular housing

## CONTRIBUTION TO SDGS

8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2018 - Visit from Barcelona's Mayor to the UN and meeting with New York City Housing and Preservation Department (NYC HPD)
- 2018 - Attended the Intersections Conference in Pittsburgh, USA
- 2018 - Launched the Modular Housing Challenge
- 2018 - IUC-NA Region and Global IUC events in Brussels
- 2019 - Learning Exchange in Barcelona
- 2019 - Learning Exchange in New York City
- 2019 - Announced winners from Modular Housing Challenge at Smart City Expo NYC
- 2019 - Participated in the International Social Housing Festival in Lyon, France
- 2019 - Attended the Reclaiming Vacant Properties Conference in Atlanta, USA
- 2019 - Participated in the Smart City Expo World Congress in Barcelona
- 2019 - IUC-NA Region and Global IUC events in Brussels
- 2019 / 2020 - Online knowledge-sharing, capacity-building and networking technical sessions
- 2020 - Technical visit to New York City

## CITY-TO-CITY COOPERATION RESULTS

### Modular Housing: Tech and Social Innovation

The cities exchanged information about their modular housing programs and took advantage of traveling to their partner city to visit a modular housing pilot installation in Barcelona and a modular factory in NYC. New York City's modular housing programs have focused primarily on developing permanent affordable housing, leveraging the shorter construction time frames to deliver permanent housing more quickly. On the other hand, Barcelona is using modular technology for emergency short term housing purposes through their Provisional Proximity Accommodation (APROP) program. The modules used in Barcelona are made out of recycled and recyclable materials, including shipping containers and will be built by people in need of employment and/or at risk of eviction through a workforce development program. These differences inspired New York City to refine and expand existing modular housing initiatives, consider modular for short term housing, think more about potential circular economy goals and consider the workforce development potential of new building technologies.

### BCN - NYC Affordable Housing Challenge

In November 2018, Barcelona and New York City jointly launched the "BCN - NYC Affordable Housing Challenge," an initiative aimed at harnessing innovative approaches to reduce the time and cost of affordable housing construction and renovation. Proposals were evaluated by an expert committee composed of professionals from both cities. Finalists had their proposals exhibited in Barcelona in March 2019 at Ca l'Alie, the new headquarters for urban innovation in Barcelona, and they announced the winning project at the 2019 Smart City Expo Conference in NYC.

#### Pilot Project

Barcelona is preparing to build the first pilot from the winner of the Modular Housing Challenge.



**Another major challenge has been the legal, economic, and cultural differences between the two cities. On several occasions, participants might have felt that these differences make our two cities incomparable. However, once acknowledged, differences did not represent a major limitation to our partnership. On the contrary, they even stimulated some interesting debates and encouraged us not to take for granted our assumptions about what people think as being affordable, decent (in terms of housing standards), or urgent, to give a few examples.**

JACLYN SACHS, NEW YORK CITY

## Advancing Community Land Trusts

In October 2018, representatives from both Barcelona and New York City attended the annual Intersections conference in Pittsburgh, PA, where they benefited from training and exchange sessions on Community Land Trusts (CLTs). Both cities additionally participated in the subsequent edition of the conference in Atlanta in October 2019. Staff from both cities were able to exchange with domestic and global policymakers and practitioners and shared activities currently underway in New York City and Barcelona. As a result, both cities will modify some existing programs and start new initiatives. For example, NYC will work on developing a CLT Request For Proposals (RFP) to develop public sites informed by Barcelona's experience, where they use a 2-phased process for selecting CLT teams. First they evaluate organizational readiness and mission, and then solicit a specific proposal, so CLT teams do not waste resources unnecessarily in developing a response. NYC also benefited from the innovative participatory design practices associated with the co-housing movement in Spain and the role of participatory design in specific co-housing projects like La Borda, and will consider similar strategies in its RFP.

## Mandatory Inclusionary Housing

Both cities have recently passed inclusionary housing programs: New York City passed its first Mandatory Inclusionary Housing (MIH) program in 2016, while the City of Barcelona passed its version, MPGM, in 2019. Barcelona's program will require all new development and major renovations (usually requiring relocation) to make 30% of the units in the project affordable (as rental or homeownership). New York City shared with Barcelona policymakers the history, goals, and best practices captured within its voluntary and mandatory inclusionary housing programs. Understanding of NYC's MIH, both from the City's (HPD) and the developers' perspective, has helped Barcelona to consider implementing some aspects into their MPGM program.



**The partnership has also allowed us to frame our programs and policies in the broader international policy debate, facilitating the use of concepts and materials that can now be understood by housing professionals across borders. This will allow us to further benefit from relationships with other cities, with whom we initially had some difficulty exchanging with given legal, cultural, or language barriers.**

EDUARD CABRÉ, CITY OF BARCELONA



## Right of First Refusal

New York City also benefited from learning about several policies and programs Barcelona has implemented to stabilize its housing stock and increase the supply of affordable housing in the context of limited vacant land. This includes their "right of first refusal" policy for property transactions and other programs for acquiring private rental housing stock for affordable housing.

## Expanding knowledge across borders

New York City was invited to participate in the Eurocities Housing Working Group during the International Social Housing Festival in Lyon, France. Through participation in European events, the partnership enabled New York City to learn from the experiences of other European cities like Berlin. Barcelona's attendance at the Intersections and Reclaiming Vacant Properties conferences allowed them to meet with other USA professionals from the sector, expand their network and frame their programs and policies in the broader international policy debate.

### CONTACT

#### New York City

[www1.nyc.gov](http://www1.nyc.gov)

**Twitter**  
@NYCHousing

**Facebook**  
@NYCHousing

**Instagram**  
@nychousing

#### Barcelona

[www.habitatge.barcelona](http://www.habitatge.barcelona)

**Twitter**  
@Bcn\_ajuntamen



# San Diego & Strasbourg, France

Sustainable urban mobility, activation of public spaces & social inclusion

## CONTRIBUTION TO SDGS



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2019 - Learning Exchange in Strasbourg
- 2019 - IUC-NA Region & Global IUC events in Brussels
- 2019 / 2020 - Online knowledge-sharing, capacity-building and networking technical sessions
- 2020 - Learning Exchange in San Diego
- 2020 - Virtual Wellbeing Conference



The success of this [partnership] is that it opened our minds.

MIKE HANSEN, CITY OF SAN DIEGO

## CITY-TO-CITY COOPERATION RESULTS

### Activation of Public Spaces

Strasbourg and San Diego recognize the importance of redefining public outdoor spaces to integrate mobility and sports, promote a healthy lifestyle, and provide greater access to public spaces, so they prioritized learning from each other to create safer spaces for physical activity and recreational opportunities. Strasbourg's **Vitaboucle** is a circuit of green spaces that allows users to exercise and enjoy nature while moving across the city.

### Pilot Project

San Diego, inspired by the Vitaboucle, incorporated into their new *Parks Master Plan* policies to engage users and sustain activity for 40 minutes or longer and activate underutilized areas with pump tracks, skate parks, large organized gathering spaces and other similar facilities. Strasbourg also intends to incorporate lessons from San Diego into its 2024 Sports Masterplan by creating public private partnerships that can help activate underutilized green spaces and support their management.

### Sustainable Mobility

Strasbourg has implemented an ambitious sustainable urban mobility plan which incentivizes the use of alternative transport modes. This shift has led them to extend their bicycle lanes network and take it a step further by creating a wayfinding system that emulates those used for public transport so cyclists can quickly identify routes and travel time across the city. During the San Diego learning exchange, Strasbourg led a technical session to guide San Diego on implementing policies in their Mobility Action Plan to develop and implement a similar wayfinding system.



As I am working now on the new mobility department, I feel that because of this program I can be a better leader, because I have seen what is possible, not just with Strasbourg, but through our technical sessions with other IUC cities.

ALYSSA MUTO, CITY OF SAN DIEGO



### Branding and Communications

Both cities discovered the power of branding and communications to convey a clear message that provides a cohesive vision of the city's work efforts and gain support and engagement from residents.

#### Pilot Project

San Diego took inspiration from Strasbourg for their *Complete Communities* communication campaign, while Strasbourg is creating a new program based on San Diego's *Learn to Swim Day*.

### Portable Pools Program

San Diego has been running for decades the Portable Pools Program, which allows children from communities without access to pools to learn how to swim, exercise, and decrease drowning. Strasbourg found the program inspiring and a solution to their national policy of ensuring all children know how to swim.

#### Pilot Project

Strasbourg is already planning the first pilot of the portable pools program. In coordination with the Brittany Swimming League, which operates a mobile pool, they are currently analyzing the cost, technology and management required. Strasbourg expects to implement the first version of the program in 2021.



**[Participating in the program] offered us better communication within our organization. We could demonstrate that the example set by San Diego can be developed here too. The Sports department has become a link between different professional areas, which has made us proud. We have been lucky to meet so many smart people. A truly win-win experience.**

JACQUES VERNEREY, EUROMETROPOLE STRASBOURG



### Sustainable Sports Events

During the San Diego learning exchange, Strasbourg visited the Farmer's Insurance Open to analyze their zero-waste program and Petco Park to learn from their energy and waste saving measures.

#### Pilot Project

Strasbourg has developed a *Sustainable Events Guide* addressing areas such as participants' health, waste management, use of reusable materials, energy-saving opportunities, and access through alternative transport modes. This guide also intends to help event organizers identify how they contribute to the SDGs and, based on a score, gain further support from the City.



#### CONTACT

#### San Diego

[www.sandiego.gov](http://www.sandiego.gov)

**Twitter**  
@CityofSanDiego

**Facebook**  
@CityofSanDiego

**Instagram**  
@thecityofsandiego

#### Strasbourg

[www.strasbourg.eu](http://www.strasbourg.eu)

**Twitter**  
@strasbourg.eu

**Facebook**  
@strasbourg

**Instagram**  
@strasbourg\_eurometropole



# Santa Monica & Varna, Bulgaria

Sustainable transport and mobility planning, public participation in urban decision-making & sustainable tourism

## CONTRIBUTION TO SDGS



## KNOWLEDGE-SHARING & CAPACITY-BUILDING ACTIVITIES

- 2018 - IUC-NA Region & Global IUC events in Brussels
- 2019 - Learning Exchange in Santa Monica
- 2019 - IUC-NA & GIZ Moving Towards Sustainable Mobility Conference in Mexico City (Mexico)
- 2019 - Learning Exchange in Varna
- 2019 - Association of City Transportation Officials (NACTO) Conference in Toronto (Canada)
- 2019 - XVII Annual Training Course for Latin American civil servants and political representatives in Mérida (Mexico)
- 2019 - CIVITAS Conference in Graz (Austria)
- 2019 - IUC-NA Region & Global IUC events in Brussels
- 2019 / 2020 - Online knowledge-sharing, capacity-building and networking technical sessions

## CITY-TO-CITY COOPERATION RESULTS

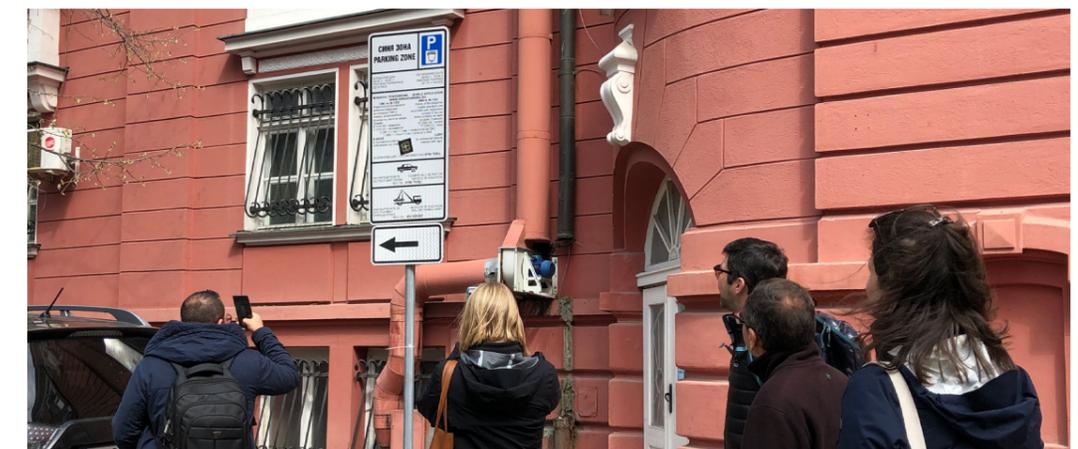
### Sustainable Mobility

Santa Monica shared materials and technical advice from the annual **COAST** open streets event, **Bike to Work Day**, **Vision Zero**, **Safe Routes to School (SRTS)** program, and the **Walk It, Bike It** initiative. Varna intends to apply lessons learned and marketing materials to their **Safe Strategy for Schools (SSS)** program. Varna also shared their **Blue Zone** parking program, which makes it easy for drivers to pay for parking through a mobile app or at a corner store and provide relevant data and metrics that help the city monitor user behavior, inform pricing, and manage congestion. Santa Monica intended to run a pilot of the Blue Zone; however, current policies require that users pay for parking with different currencies, making the implementation of a cash system complicated. Santa Monica also shared their e-mobility experience resulting in Varna applying the knowledge to the new charging scheme in the city's center. During the Varna learning exchange, Santa Monica also experienced the pedestrianization of the city center and its overall benefit. This visit inspired them to consider a similar plan for downtown Santa Monica.



**We viewed first-hand the successes of projects such as the Blue Zone parking management system and expanding network of pedestrian promenades. Experiencing the beautiful pedestrianized retail area downtown and along the sea coast in Varna provided inspiration and guidance on how to create and expand pedestrian-only streets in downtown Santa Monica.**

ARIANA VITO, CITY OF SANTA MONICA





**Sustainable Tourism**

Santa Monica and Varna are touristic destinations, making it critical that any sustainable efforts also incorporate the tourism sector. In Santa Monica, delegates learned about green hotels and free-of-charge transportation for visitors. In Varna, Santa Monica learned about the pilot to incorporate in touristic information centers self-guided visitor bike/transit maps to move tourists from the resorts located in the outskirts of the city to the downtown area through alternative modes, including e-shuttles and water transport.



**The city of Varna will continue implementing the SUMP using the experience gained during the IUC program. We plan to maintain regular communication with Santa Monica, uploading to the common database new documents about the implementation of SUMP measures and other initiatives fostering sustainable urban development.**

LUCIA ILIEVA, CITY OF VARNA



**CONTACT**

**Santa Monica**

[www.smgov.net/departments/ose/](http://www.smgov.net/departments/ose/)

**Twitter**  
@sustainablesm

**Facebook**  
@sustainablesantamonica

**Instagram**  
@sustainablesm

**Varna**

[www.varna.bg/en/2](http://www.varna.bg/en/2)

**Twitter**  
@VarnaMunicipality



## Cities learning from Cities: **COVID-19 Public Webinar Series**

The early days and weeks of the COVID-19 health crisis produced an unprecedented global shock as travel was greatly curtailed, places of work and leisure were closed and access to public transportation was reduced. All of this had an immediate effect on the IUC-NA program as thematic networking events and technical visits were postponed and then cancelled. Despite these dramatic circumstances, the program was able to shift gears quickly as the cohort of NA-EU cities were asking for ways to connect and share knowledge on what was working and what wasn't in response to the crisis. Cities were having to respond to the shifting dynamics of public space, local economic issues, public health pressures and the challenges of safely providing public transportation and urban mobility. Out of this urgent necessity, the program created a six-part series of public webinars featuring Mayors, policy makers, experts in public health, economic development, public space and transportation to share the strategies that their cities were devising, experimenting with and implementing. The IUC-NA Cities learning from Cities: Covid-19 series took place over three months from April to June 2020 and included over 22 guest presenters and over 600 participants.

### SESSION 1

#### What would we have done differently in the face of COVID19? Recommendations from Spain to Latin America

COVID19 has caused a global crisis that has affected different regions of the world at different stages. This gradual expansion allows cities that are a few weeks ahead to offer recommendations to those that are just beginning. The International Urban Cooperation Program seeks, now more than ever, to strengthen cooperation between Europe and Latin America. The goal is that together we can improve the response to the pandemic and its consequences in terms of health, economic inclusion, housing, mobility and other aspects of urban sustainability.

## SESSION 2

**Cities facing COVID-19: What's worked, what hasn't, and what is next?**

Senior policy makers and civic leaders from Hamburg, Germany, Barcelona, Spain, and Vila Nova de Famalicão, Portugal, share their experiences and offer recommendations on strategies for responding to and recovering from the COVID-19 pandemic.

Tuesday, 28th April, 2020  
11:00 EDT / 17:00 CET

**Dr. Ilya Jakubowski**  
Head, Infectious Diseases Control and Public Health Services  
Hamburg, Germany

**Paulo Cunha**  
Vila Nova de Famalicão  
Portugal

**Janet Barton**  
Head of Planning  
City Council  
Barcelona, Spain

**Tricia Hackett**  
Sustainable Urban Development Advisor  
IUC North America  
Moderator

### Cities facing COVID19: What's worked, what hasn't and what is next?

Senior policy makers and civic leaders from Hamburg, Germany, Barcelona, Spain, and Vila Nova de Famalicão, Portugal, will share their experiences and offer recommendations on strategies for responding to and recovering from the COVID-19 pandemic. We will also have time for discussion and questions with webinar participants.

## SESSION 3

**Mobility & COVID-19: Reframing Priorities**

Cities are facing increasing challenges in response to the COVID-19 pandemic, including providing reliable public transportation for essential workers while promoting public safety. Senior transport & mobility policy makers and practitioners will explain the measures implemented in their cities and the implications for long term sustainable urban mobility.

Wednesday, 6th May, 2020  
11:00 EDT / 17:00 CET

**Markus Balkstein**  
Deputy Director-General of Transport & Mobility and EU Commissioner for Road Safety & Sustainable Mobility  
European Commission

**Nicolás Fajgelid**  
Secretary of Mobility  
Bogotá, Colombia

**Kim Felle**  
Urban Transportation Planner  
Boston, USA

**Karimou Simone**  
Mobility Project Manager  
Lyon, France

**Tricia Hackett**  
Sustainable Urban Development Advisor  
IUC North America  
Moderator

### Mobility and COVID19: Reframing Priorities

Cities are facing increasing challenges in response to the COVID19 pandemic. This includes providing reliable public transportation for essential workers while promoting public safety; ensuring adequate social distancing space for cyclists and pedestrians and keeping transit workers safe. Senior transport & mobility policy makers and practitioners from the European Commission, Bogotá, Colombia, Boston, USA, and Lyon, France, will explain the measures implemented in their cities and the implications for long-term sustainable urban mobility.

## SESSION 4

**Cities facing COVID-19: Road to Economic Recovery**

The longer-term economic impact from the COVID-19 pandemic is still unfolding, and its severity will depend on the ability of the government, civil society, and the private sector to respond collectively.

Our panelists from Baltimore, Chihuahua, Montreal, and Turin, will discuss specific measures their cities are taking to address the immediate needs for economic recovery and how they are working towards a more sustainable, inclusive and resilient future.

Wednesday, 27th May, 2020  
11:00 EDT / 17:00 CET

**Colin Turkott**  
CEO & President  
Baltimore Development Corporation  
Baltimore, USA

**Maria Angeles Gonzalez**  
Policy Advisor & Director of Economic Development and Culture  
Chihuahua, Mexico

**Véronique Desautels**  
Director of Economic Development  
Montreal, Canada

**Fabrizio Barbante**  
Chief Operating Officer  
Turin, Italy

**Lucie Cormack**  
Canada Coordinator  
IUC North America  
Moderator

### Cities facing COVID-19: The Road to Economic Recovery

The COVID-19 pandemic has brought an unprecedented systemic shock on the global economy with financial losses felt at every level. The longer-term impacts are still unfolding and their severity will depend on the ability of government, the business sector and civil society to respond effectively. Small business and communities especially vulnerable to shocks and stresses have been hit hard by the pandemic. The livability and character of our local neighbourhoods and the vibrancy of our cities is also at risk without bold action. While immediate responses are required to address acute financial strain, a longer-term vision is needed for a sustainable, inclusive and resilient recovery. Our panelists will discuss specific measures their cities are taking to address both the immediate needs for economic recovery and also how they are working towards a more sustainable future for their communities.

## SESSION 5

**Cities facing COVID-19: Redefining Public Spaces**

The public realm has shifted dramatically as physical distancing dictated by the COVID-19 health emergency has pushed cities to close roads and expand sidewalks. In many places, city parks, nature trails, and beaches remain closed. These changes have had a profound effect on planning public spaces while ensuring social cohesion and promoting economic recovery.

Our panelists from Austin, Merida, San Diego, and Strasbourg will explore what this shift in public space means for the future of living in cities.

Wednesday, 10th June, 2020  
11:00 EDT / 17:00 CET

**Loana Ehrenfeld**  
Director, Urban and Street Design Division  
Austin, USA

**Edgardo Bello**  
Director of Municipal Planning Institute (IMPLAN)  
Merida, Mexico

**Alyssa White**  
Deputy Director  
Environment and Mobility Division  
San Diego, USA

**Jean-Marc Penotier**  
Advisor to the Mayor  
Strasbourg, France

**Tricia Hackett**  
Sustainable Urban Development Advisor  
IUC North America  
Moderator

### Cities facing COVID-19: Redefining Public Space

The imposition of social distancing dictated by the COVID-19 health emergency has had an unprecedented effect on access to public space. Over the last three months, most of the world has been asked or mandated to stay home and to reorganize daily routines and work activities in indoor domestic space while looking at the world from behind a window. Meanwhile, the public realm has shifted dramatically in many cities as roads have been closed, and sidewalks expanded to make space for pedestrians and cyclists. In many places, city parks, nature trails, and beaches remain closed. These changes have had a profound effect on planning public spaces while ensuring social cohesion and promoting economic recovery. Our panelists from Austin, Merida, San Diego, and Strasbourg will explore what this shift in public space means for the future of living in cities.

## SESSION 6

**Cities facing COVID-19: Opportunities & Challenges for a More Sustainable Future**

Transformational changes are required for how we plan, build, manage and live in cities to reach the Sustainable Development Goals. Such changes may have seemed beyond reach but now priorities are shifting at unprecedented pace from housing to mobility to sustainable economic growth.

Our panelists from Fort Collins, Guadalajara, Lyon, and the European Commission will share some of the specific bold actions being taken to create a more sustainable urban future and reflect on the importance of urban cooperation.

Wednesday, 24th June, 2020  
10:00 CDT / 11:00 EDT / 17:00 CET

**Dr. Rudolf Heiser**  
Principal Advisor for International Relations  
Director-General for Regional & Urban Policy  
European Commission

**Shirley Ex**  
Planning Manager  
Fort Collins, USA

**Gabriela Conales**  
Director Metropolitan Development Management  
MGDFAN  
Guadalajara, Mexico

**Patricia Wessels**  
Project Manager  
Smart City Team  
Lyon, France

**Dr. Rudolf Heiser**  
Senior Advisor  
Director-General for Regional & Urban Policy  
European Commission / Moderator

### Cities facing COVID-19: Opportunities and Challenges for a More Sustainable Future

Across the world, cities are on the frontline of the unfolding COVID-19 health crisis and are facing unprecedented disruptions across social, health care, economic and environmental systems. Public transit systems are struggling with financing as well as how to provide a much needed service while preserving public safety. Small and medium businesses that provide essential provisions, entertainment, and vibrance in urban neighborhoods are struggling to survive and many haven't which is taking a toll on residents and city budgets. Even before the current pandemic hit, big changes were needed for cities to meet the global goals outlined in the Paris Agreement, Sustainable Development Goals, and EU Urban Agenda. To reach these goals, transformational changes are required for how we plan, build, manage, and live in cities. Such changes may have seemed beyond reach but now priorities are shifting at an unprecedented pace from housing to mobility to sustainable economic growth. A bold vision and rapid action is needed to change people's understanding of what's possible in cities and the courage to make it happen at scale. Our panelists from Fort Collins, Guadalajara, Lyon, and the European Commission will share some of the specific bold actions being taken in their cities and in EU policy to create a more sustainable urban future.

# Thematic Networking Events

The following events were convened in fulfillment of the IUC-NA program's objective to strategically bring participating cities together for capacity-building and networking on specific topics and themes related to their cooperation and action-planning goals. Below are a list of in-person and virtual thematic networking events:

## Moving towards Sustainable Mobility

Mexico City, Mexico  
April 2019



Participants from nine IUC-NA cities from Canada, the United States and Mexico participated in an one-day expert facilitated action learning session as well as a larger joint event organized with the German International Development Agency (GIZ) which included panels and keynote speakers from senior levels of government, academics and policy makers. The event also included a site visit to CETRAM Cuatro Caminos transport interchange. Key objectives were:

- Share progress in mobility policies and projects;
- Share key lessons learnt through the project implementation, and;
- Mutual learning and building new connections among the participating cities

## Ecocities World Summit 2019

Vancouver, Canada  
October 2019



Ecocities World Summit 2019 engaged city builders in the summit theme of "Socially Just and Ecologically Sustainable Cities" with relevant 18 themes grouped into four categories. The IUC-NA program supported 13 local government staff from three Canadian, one American and four European cities to immerse themselves in these issues and strengthen their networks. Key objectives were:

- Build capacity of the participants;
- Facilitate the exchange of experience and learning among policy makers and practitioners, and;
- Disseminate and promote the experiences and examples of good practice collected, and the lessons drawn from pilot projects and the creation of new policies

## Ebrópolis Training for Urban Managers

Merida, Mexico  
November 2019



Twenty-six delegates from five North and South American countries attended a full training program that covered topics on urban development and management issues. Key objectives included:

- Develop the managerial skills of the participants necessary to apply conceptual frameworks and instruments of management in the formulation of public programs;
- Help the participants develop action programs, especially regarding leadership, communication, taking decisions and negotiation;
- Improve the skills of the participants relevant to local management, change and modernisation;
- Share the participants' experiences of public-private collaboration in local management;
- Build a common coordination framework, and;
- Establish professional contacts

### Participants' Feedback for the Ebrópolis Training for Urban Managers

- "Excellent cultural exchange, external speakers and integrated training themes"
- "Multi-scale experiences were shared from both international and local perspective"
- "The event was carefully designed to reflect the contexts of our countries. External speakers demonstrated in-depth knowledge of the topics discussed"
- "The event allowed us to identify solutions and innovative projects. It also helped us identify shared challenges between the participating cities"
- "Excellent event organization, training contents and knowledge dissemination"
- "Excellent speakers. I loved the training themes - they brought me many ideas for my city and my country"

## IUC-NA Regional Event

Brussels, Belgium  
November 2019



Delegates from 40 cities (39 from the North America Region plus guest representatives from Murcia, Spain who are collaborating with the Guelph - Rijeka pairing as part of their Local Action Plan) participated in the event. Key objectives were as follows:

- Present the challenges, achievements and results of their city-to-city cooperation;
- Working group discussions on the three core thematic networking themes (Urban Mobility, Circular Economy / Urban Waste Management, and Inclusive Economic Development), and;
- Bilateral discussions and planning

## ASSESSING EVENT IMPACT

After each event, participants were asked to fill in a questionnaire and / or an activity report on the events which was prepared for the IUC-NA Management Team and Experts to have an understanding of what went well during the event and where there was room for improvement for future events.

For example, the participants at the IUC-NA networking events expressed high satisfaction in general. Eighty-seven percent (87%) of respondents to the post-event survey on the IUC-NA Regional Event in Brussels reported that the event was extremely useful or useful (see Figure 1 below), whilst those who participated in the Ebrópolis Training for Urban Managers rated whether their expectation to the event was fulfilled at 4.7 out of 5.0 (positive comments received from the event participants are also listed in the box below).



## CONCLUSIONS

The thematic, multilateral network approach taken by the IUC-NA program has contributed to awareness of EU policy and action on the core IUC themes as it has brought greater exposure to the program. Towards the fulfilment of the Terms of Reference for the IUC-NA program, the thematic networks have facilitated the exchange of experience and learning among policy makers and practitioners through technical seminars and workshops. This multilateral network approach has also contributed to capitalising and dissemination as these networks and activities have provided additional ways to disseminate and promote the experiences and examples of good practice collected, lessons drawn and the creation of new policies.

It is recommended to have a two-tiered methodology (i.e. bilateral cooperation supporting multilateral thematic networks) to facilitate mutual learning, knowledge dissemination and network building among cities. It is important to have an effective and consistent working relationship with the cohort of cities as well as a high level of understanding of the topical interests of the city pairings which were agreed to formally through a Partnership Agreement (i.e. MoU).

Networking activities can result in creating diffuse and informal communications channels; it is key to monitor these developments to minimize any overlap and duplication. It is equally imperative to carefully monitor the progress of internal knowledge dissemination among the participating cities so that the positive momentum can be maintained.

## VIRTUAL TECHNICAL SESSIONS

Session	Cities Presenting	Date
- Carbon Budgeting for Cities	Edmonton, Fort Collins	18-Jun
- Strategic Urban Planning	Zaragoza	01-Jul
- Supporting Deep Energy Retrofits in Edmonton, CA	Edmonton	09-Jul
- Night Bike Parade and Bike to Work Challenge	Strasbourg	24-Jul
- Supporting SMEs & sustainable economic development	Chihuahua, Zaragoza, Almería	19-Aug
- Sustainable Urban Mobility: Challenges and Opportunities Part 1	Los Cabos, Almería, Mérida, Colima, Guadalajara	02-Sep
- Gender Equity in Planning	Strasbourg	04-Sep
- Data Management and the Analytics	San Diego & Strasbourg	22-Sep
- Tackling Urban Vulnerability to Climate Change: an operational framework for Municipalities	Padua	24-Sep
- Community Storytellers & the Power of Co-Creation	Fort Collins & Vila Nova de Famalicão	29-Sep
- Sustainable Urban Mobility: Challenges and Opportunities Part 2	Los Cabos, Almería, Colima, Merida	30-Sep
- Public Spaces Renewal: The case of Guirbaden	Strasbourg	01-Oct
- Special delivery: Pedaling to ward a low-carbon urban freight future in Boston	Boston & Lyon	02-Oct
- Get Outside and Embrace Winter	Edmonton	05-Oct
- Cool Green: Healthy Greening and Stormwater Opportunities	Birmingham	06-Oct
- International Cooperation for Innovation in Urban Development Policy and Practice: Results and Perspectives from EU-NA & EU-LAC	Bologna, San Diego, Edmonton	13-Oct
- Sustainable Tourism	Colima, Los Cabos, Almería	14-Oct
- Tracking the Personal Foot print of Residents: Case Study from Lahti, Finland	Edmonton & Riga with Lahti	19-Oct

# SMARTCITY EXPO LATAM CONGRESS

COMUNIDADES COLABORATIVAS,  
TERRITORIOS INTELIGENTES

Fira Barcelona  
M...



## WHY IS THE GLOBAL COVENANT

- Creates the largest coalition networks, committed to grea
- Recognizes that "climate ac economic opportunities, wh
- Values vertical alignment an action
- Makes all city data on local the first time ever
- Creates "evidence base" fo



GLOBAL COVENANT  
of MAYORS for  
CLIMATE & ENERGY

### Component 2

# Global Covenant of Mayors

# North America Regional Overview

The Global Covenant of Mayors for Climate and Energy (GCoM) is a powerful and historic response to climate change from cities around the world. GCoM is the largest global alliance for city climate leadership, built upon the commitment of over 10,000 cities and local governments. These cities hail from 6 continents and 138 countries. In total, they represent more than 800 million people. By 2030, GCoM cities and local governments could account for 2.3 billion tons CO<sub>2</sub>e of annual emissions reduction, matching yearly passenger road emissions from the U.S., China, France, Mexico, Russia, and Argentina combined.

Increasingly, cities and local governments across the globe are heeding the call to act. With nations working towards the goals of the Paris Climate Agreement, cities' involvement could not be more urgent. The cities and partners of the GCoM share a long-term vision of supporting voluntary action to combat climate change. The key function of Component 2 of the IUC NA program has been to establish GCoM in North America. This has required a diverse approach to account for the significantly different context in Canada, Mexico and the USA. Only by fully understanding the state of play for the cities in each country has IUC NA been able to



create a value proposition that continues to encourage growth of the GCoM membership, while deepening the capacity for the member municipalities acting on climate change. Having established strong foundations across the region, GCoM cities can now benefit from being part of the largest coalition of local government acting on climate change globally, while relying upon regional, national and sub-national support mechanisms and resources which cater to the local situation.

Throughout the project, the IUC NA team has been working closely with the GCoM Global Secretariat, the European Commission's Joint Research Centre and others to ensure close collaboration and coordination at the global level. In addition, the perspective and experience of EU cities and regions has been shared with North American counterparts to help foster inter-regional cooperation and benefit from progressive EU city solutions.

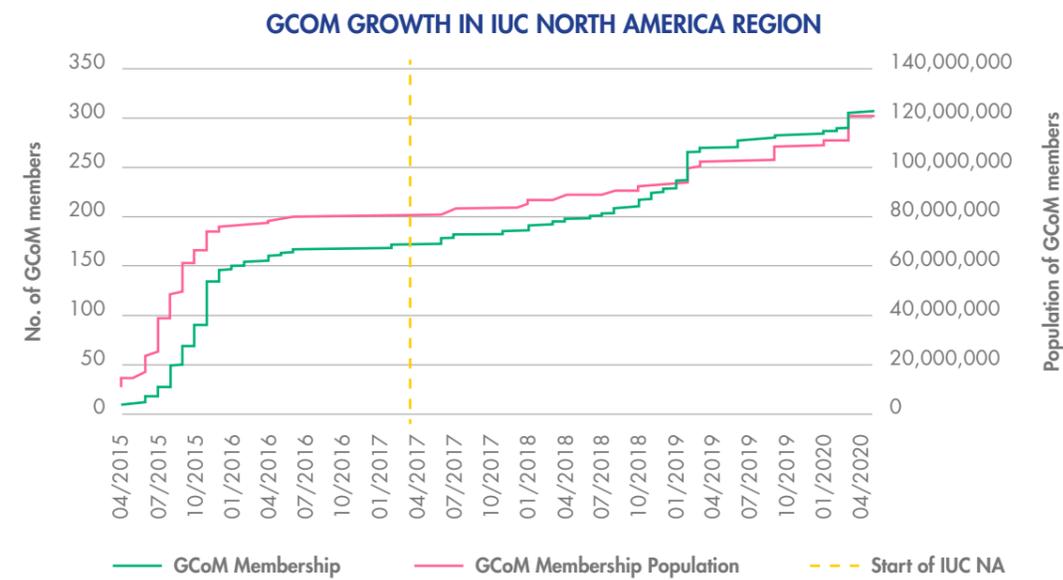


The COVID crisis had a significant impact on IUC NA Component 2 activities as it severely inhibited the strong in-person networking and collaborative element envisioned for the last 8 months of operation. Nevertheless, the various cooperations and planned meetings were quickly pivoted to an online format so that all project aspects could progress. While this obviously resulted in a marginal delay in proceedings, the IUC NA team and the beneficiary cities and regions from across the region reacted quickly to the new circumstances, resulting in continued progress towards the pre-determined outcomes with minimal variance. In terms of the outputs of Component 2 of the programme, the crisis has had negligible effect which is a credit to all of the stakeholders, cities and regions involved.

Overall, the IUC NA programme has set the foundations for GCoM across the NA region, creating key institutional partnerships that can carry forward and continue to grow and deepen the initiative moving forward. The parameters for reporting to GCoM have also been tailored on a national/regional basis to ensure the requirements meet the specific context in each case. These principles have been applied and proved of significant value across a large group of new members in the region, some of which have been supported as key 'Showcase' pilot cities. With these foundations in place, GCoM is primed to continue to grow across the region and the resources and support networks created will ensure that technical competence will be deepened for the participating cities.

# Regional Membership

During the project lifetime, **GCoM members in the region have risen from 167 to over 300**, with the **representative population growing from around 80 million to well over 120 million.**





# GCoM Canada

## Governance

Owing to the existence of some highly developed national climate programming, tools and resources focused on cities and climate change, it was clear from the start of the IUC programme that an independent, 'National Covenant' should be created in Canada. GCoM Canada is predominantly a collaboration between the Federation of Canadian Municipalities (FCM), ICLEI Canada, the GCoM Global Secretariat and IUC NA. The initiative combines two leading domestic climate programs, the Partners for Climate Protection (PCP) program and Building Adaptive and Resilient Communities (BARC), with the leading global climate program. Together the team has advanced Canadian local climate action by adding value, opportunities and streamlined support for members.



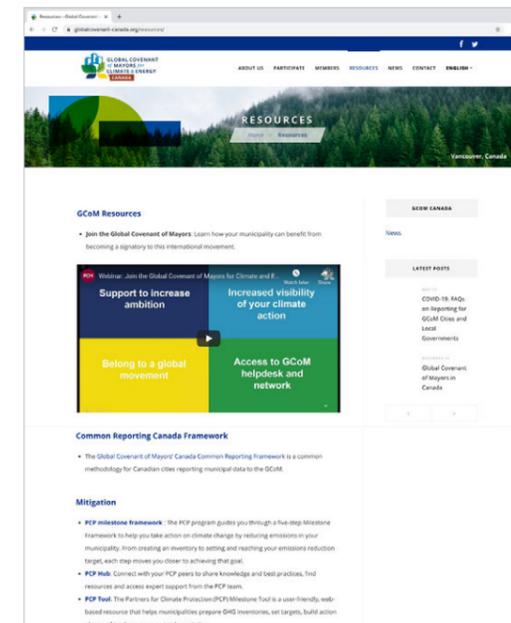
The IUC NA team worked closely with FCM and ICLEI Canada to develop alignment and a common vision between the GCoM, PCP and BARC initiatives. This has resulted in a strong and compact governance structure which enables cities to use pre-existing and popular tools and resources to easily report on their GCoM obligations without any duplication of effort. In order to prove this concept and the value of GCoM to Canadian cities, a cohort of 25 'Showcase cities' was conceived with the objective of reporting to GCoM through the PCP and BARC platforms with some technical assistance. This has been a highly successful pilot and now the foundations are in place for other members of the 450+ cities from PCP and BARC to join and report to GCoM with minimal additional effort.

As part of the cooperation between the EU CoM and GCoM Canada initiatives, a team of FCM and ICLEI staff also made the trip to Europe to meet with the EU CoM Office, Joint Research Centre and European cities and exchange best practices and ideas.



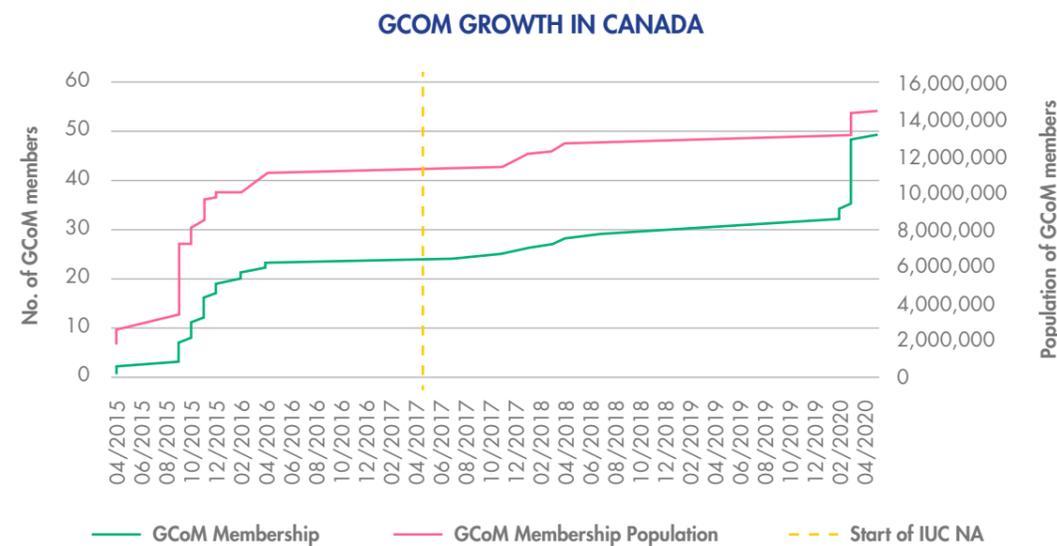
## Resources Developed

Through the partnerships with the key stakeholders, IUC NA has created a suite of resources aimed at supporting Canadian cities to join and realise the benefits and value of GCoM. This information is all housed on the newly created GCoM Canada website (<https://globalcovenant-canada.org/>). This includes the Canadian adaptation of the 'Common Reporting Framework' (CRF) as well as a 'Companion Guide', designed as a quick reference guide for cities which are part of the PCP and/or BARC initiatives to quickly demonstrate the alignments with GCoM. A basic GCoM Canada 'Funding Map' has also been created as a reference for cities to identify potential sources of finance to help fund Climate Action Plans, detailed project feasibility and/or implementation. In addition, the GCoM Canada Helpdesk has been established as the entry point for Canadian cities and to coordinate membership enquiries/submissions as well as respond to technical queries.



### Membership

Since the initiation of IUC NA activities, GCoM membership in Canada has grown from 23 to 50, with the representative population increasing from around 11 million to over 14 million. With the strong alignment between GCoM and PCP/BARC and the utility of national tools to report to GCoM now in place, membership is anticipated to continue to grow significantly in the near future.



### GCoM Canada Showcase Cities

A 'GCoM Canada Showcase Cities' pilot was conceived and resourced by IUC NA to test the process of reporting to GCoM via tools/platforms already being used by cities in Canada. 25 cities joined this cohort which has had a substantial impact on GCoM membership in Canada. The cities were selected through an open selection process with a requirement that each commit to GCoM while also achieving at least one badge towards their reporting requirements within the year. Technical support was provided through a series of online webinars and one-to-one calls as well as an in-person 3-day training event in

Montreal in January 2020, attended by over 50 municipal staff.

The in-person training in Montreal was a highly successful event and included interventions from the Head of EU Delegation to Canada, Mr Brice de Shietere as well as the FCM Chief Executive Officer, Brock Carlton. In depth, interactive training on the GCoM and alignment PCP and BARC followed as a basis for all of the technical support to follow and to familiarise the participants with the process ahead.



Following the in-person training, a series of webinars were delivered in two 'streams' (one for mitigation and one for adaptation) with sessions delivered on a monthly basis between January and September 2020. This series aimed to further develop the expertise of the municipal staff in line with their specific GCoM objectives (i.e. badges).

The Showcase cohort has been hugely successful pilot and has clearly demonstrated the value of GCoM in Canada and in particular the value of utilising the PCP and BARC infrastructure to report. This success sets the foundations for close collaboration between the respective partners in the future as the GCoM initiative continues to grow in Canada and provide enhanced value to its members.





# GCoM Mexico

## Governance

From the outset of the IUC NA programme, it was clear that GCoM efforts in Mexico should be conducted in close collaboration with the GCoM Latin America and Caribbean (LAC) regional covenant, for various cultural, linguistic and geo-political related reasons. The IUC NA and IUC LAC teams worked quickly to migrate Mexico to the LAC chapter and coordinate activities related to the website and helpdesk.

A National Consultative Committee (NCC) was established and convenes on a regular basis to set the national strategy and prioritise activities. This includes the federal agencies (i.e. INECC, SEMARNAT, SEDATU, INAFED, referred as National Coordinators) as well as some organisations with specific expertise on climate change currently working on Mexico (e.g. ICLEI, GIZ, WRI, CDP, C40, IEA). In addition, SEDATU, through its delegations, supported as National Coordinators for the states of Veracruz and Campeche. Initially it was planned that through the delegations this initiative would be coordinated at the state level. There is also local support from other organizations, such as IMEPLAN Guadalajara, SEDUMA Yucatan and SEMADET Jalisco (referred as National Facilitators).

Efforts have focused on engaging with regional, state and national level partners to endeavour to institutionalise GCoM and provide a broad network of public sector technical and political support for the initiative. On this basis, the IUC NA team worked to formally appoint various Regional Coordinators to GCoM and then promote the initiative through these counterparts and from members within the NCC. The aim of the NCC is to support the implementation of the Covenant in Mexico through the definition of strategies and networking in municipalities and regions of Mexico. Thanks to this support, the Covenant was launched in September 2018 at the Smart City Expo Latam in Puebla, with



an event where 6 new municipalities in Mexico signed their commitment to combat climate change, and which to date has opened a space for more than 80 municipalities in Mexico to sign up to the Covenant.

The IUC-NA programme continues to keep moving forward, with the Mexican Association of Planning Institutes (AMIMP) to share the NCC from October 2020 as a key organization to coordinate a greater impulse to the GCoM and to initially replicate the experiences of the five pilot cities.

We have also worked closely with international partners. The GIZ programs ViClim and Adaptur supported in a coordinated approach with IUC-NA the development of a GCoM-compliant Climate Action Plan for Bahia de Banderas, with workshops and technical inputs. WRI also offered to collaborate with the 5 “Showcase Cities” in the pilot stage of the Cities Data Portal. Similarly, the GIZ CiClim program supported with the JRC and IUC-NA the municipality of Merida. And CDP offered its support for the 5 “Showcase Cities” to explain how to report on their CDP/ ICLEI platform.

The IUC NA team worked closely with FCM and ICLEI Canada to develop alignment and a common vision between the GCoM, PCP and BARC initiatives. This has resulted in a strong and compact governance structure which enables cities to use pre-existing and popular tools and resources to easily report on their GCoM obligations without any duplication of effort. In order to prove this concept and the value of GCoM to Canadian cities, a cohort of 25 ‘Showcase cities’ was conceived with the objective of reporting to GCoM through the PCP and BARC platforms with some technical assistance. This has been a highly successful pilot and now the foundations are in place for other members of the 450+ cities from PCP and BARC to join and report to GCoM with minimal additional effort.

As part of the cooperation between the EU CoM and GCoM Canada initiatives, a team of FCM and ICLEI staff also made the trip to Europe to meet with the EU CoM Office, Joint Research Centre and European cities and exchange best practices and ideas.



## Resources Developed

IUC NA collaborated with IUC LAC to create some of the online and technical capacity building resources available to Mexican cities. These are centralised on the GCoM LAC website. A series of ten webinars was delivered (and recordings stored on the website) to build capacity amongst municipal staff. The GCoM LAC Helpdesk is also available to respond to membership and technical queries from Mexican cities. As with Canada, a basic ‘Funding Map’ specific to Mexico has also been created as a reference for cities to identify potential sources of finance to help fund Climate Action Plans, detailed project feasibility and implementation.



### Membership

GCoM membership in Mexico has grown nearly five-fold with the original 16 members in 2017 surging to nearly 90 in 2020. The represented population has grown from around 17 million to over 31 million.

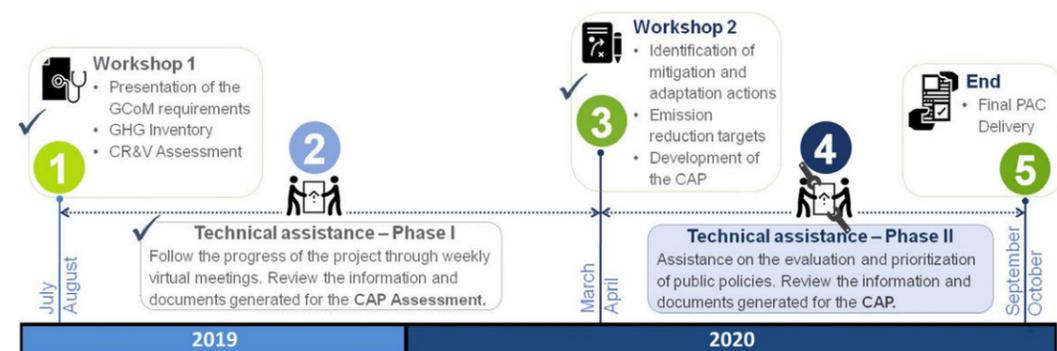


### GCoM Mexico Showcase Cities

IUC NA developed a technical assistance strategy to focus on a group of 5 GCoM ‘Showcase’ cities in Mexico, with a variety of population scales, to help develop Climate Action Plans. The objective was to develop successful Mexican case studies related to cities acting on climate change and reporting to the GCoM.

- The 5 cities were selected, and additionally the EU’s Joint Research Centre supported 2 more cities:
- Bahía de Banderas, Nayarit
  - Ciudad Madero, Tamaulipas
  - Culiacan, Sinaloa
  - Juárez, Chihuahua
  - Zapopan, Jalisco

In addition to these 5 Showcase cities, the European Commission’s Joint Research Centre also offered to provide support to an extra 2 cities, Puebla (Puebla) and Merida (Yucatan) were selected for this extra guidance.



The five selected showcase cities benefited from a technical assistance period over 15 months, starting in July 2019 and ending in October 2020. The aim for each of the local teams in the five beneficiary cities was to develop a successful Climate Action Plan (CAP) compliant with the requirements defined by GCoM, including:

- Greenhouse Gas (GHG) Emission Inventory
- Climate Risk & Vulnerability (CR&V) Assessment
- Climate mitigation and adaptation actions

The Showcase cities submitted a final version of their CAP and proceeded to obtain their formal approval and adoption process with their local Municipal Councils. Furthermore, all pilot cities are reporting to the CDP-ICLEI or My Covenant platforms.

All cities have showed commitment to conclude with the project on time, despite the relatively short timescale the CAPs have had to be developed in. One of the most important factors for a city to complete a CAP is adequate technical skills and enough human resources, which with our consultant support, the IUC NA team has endeavoured to build. The participation of Municipal Planning Institutes or climate change departments/sections in local government has proven to be a crucial factor to secure more successful implementation. The fact that GIZ (in Bahía de Banderas and Mérida), WRI, CDP, and the JRC joined the support to the cities leaves a precedent of collaboration that enriches this kind of projects.



Administrative changes and staff turnover, as well as insufficient technical resources has been a significant challenge that GCoM must be aware of if continued efforts will be made to help cities in Mexico respond to their CAP obligations. Political support is also key, and it has proven worthwhile for cities to invest time in engaging stakeholders and validating strategies with Municipal Councils and relevant actors who will participate in the implementation of their CAPs.

Finding sources of funding to enable municipalities to implement their mitigation and adaptation actions is one of the biggest challenges for cities in Mexico and Latin America and should be a focus of future effort/technical resources for GCoM in Mexico. Similarly, technical support to small and medium size cities, which do not have access to other programs, must be reinforced.



Overall, the Showcase cities activities in Mexico have proved highly successful and demonstrated the appetite of local government in Mexico to address the climate change issue given the right expertise and resources. These case studies will need to be promoted further amongst other GCoM members, other cities as well as state and national government and other stakeholders.



# GCoM USA

## Governance

IUC NA has been coordinating and supporting the coordination of the various national stakeholders and city networks in the USA since the outset of the project. More recently, this role has been directed by the Urban Sustainability Director's Network (USDN) with their niche expertise of the specific nuances of Climate Action Planning through its network of municipal practitioners. ICLEI USA, CDP and C40 have also been core organisations in developing a robust strategy to engage cities.

As USDN took on some responsibility for national coordination, IUC NA utilised some of its capacity to consider how the EU CoM models could be replicated in the USA to leverage higher membership and improved technical capacity amongst municipal staff. One key strength of the EU CoM is the existence of so called 'Territorial Coordinators', regional government or entities which help to coordinate climate action amongst their constituent municipalities. This is largely recognised as a key driver of high membership in the EU and so IUC NA set about to try and replicate this success. A pilot project was developed to identify a group of 'Metro-Scale Climate Leaders' from across the US to demonstrate the potential of this approach (see below).

As part of this effort, IUC NA also collaborated closely with the 'National Association of Regional Councils' (NARC), the leading association of regional and metropolitan government agencies in the US. The collaboration was designed to build on NARC's existing promotion of climate change work at the regional level by recognising GCoM as the recognised international best practice approach. IUC NA presented the GCoM initiative at NARC's National Congress in February 2020 alongside some of the Metro-Scale Climate Leader pilot regions.



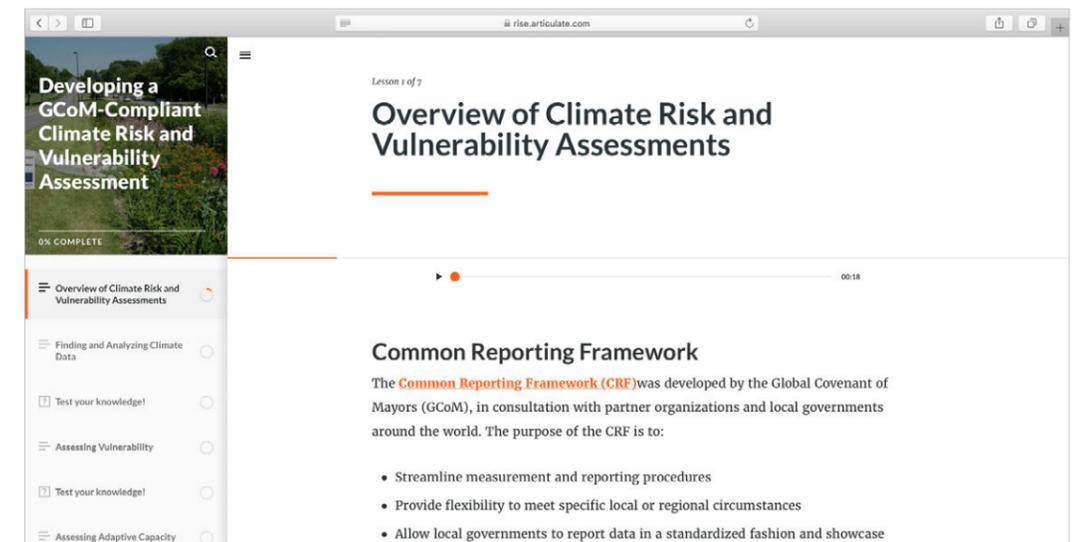
IUC NA has also been working closely with the 'US Climate Resilience Toolkit' team at the National Oceanographic and Atmospheric Administration (NOAA). The NOAA 'Steps to Resilience' process aligns closely with the GCoM adaptation pillar and the NOAA staff have been supporting staff from the Metro-Scale Climate Leader regions in collecting data and interpreting climate hazards and risks.

## Resources Developed

IUC NA has created a suite of resources aimed at supporting US cities to join and realise the benefits and value of GCoM. This information is all stored on the GCoM USA website (<http://globalcovenant-usa.org/>). As well as establishing a GCoM USA Helpdesk (managed by ICLEI USA), technical support has also been provided through a series of recorded thematic webinars. An online 'e-learning' platform has also been created as a step-by-step guide for US municipal staff to train themselves on how to deliver all aspects of a GCoM-compliant Climate Action Plan.

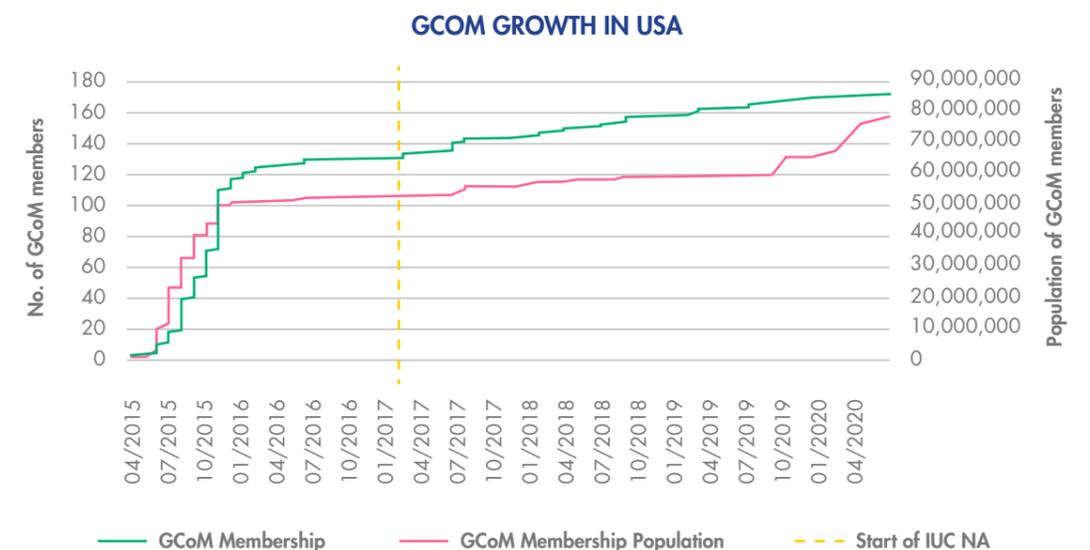
A basic GCoM USA 'Funding Map' has also been created as a reference for cities to identify potential sources of finance to help fund Climate Action Plans, detailed project feasibility and/or implementation.

The GCoM USA Helpdesk is the entry point for US cities and to coordinate membership enquiries/submissions as well as respond to technical queries.



## Membership

GCoM membership in the US has grown from 128 to 170 during the IUC NA programme lifespan. The population represented has grown from over 50 million to nearly 80 million.



**GCoM USA Metro-Scale Climate Leaders**

One key strategic objective identified by GCoM USA national stakeholders was to help foster more metro-scale or regional 'Climate Action Plans', bringing together multiple local government entities and regional organizations to tackle the issues. In response to this demand, the 'Regional and Metro-scale Climate Leaders' initiative was developed by IUC NA with the aim of replicating the highly successful and prevalent 'Territorial Coordinators' in the EU CoM. This initiative was conceived as an opportunity for metropolitan and regional associations of government to collaborate with municipalities locally and to learn and exchange with other regions internationally, with the aim of producing successful case studies for ambitious climate action which can in turn be promoted nationally and globally through the GCoM network.

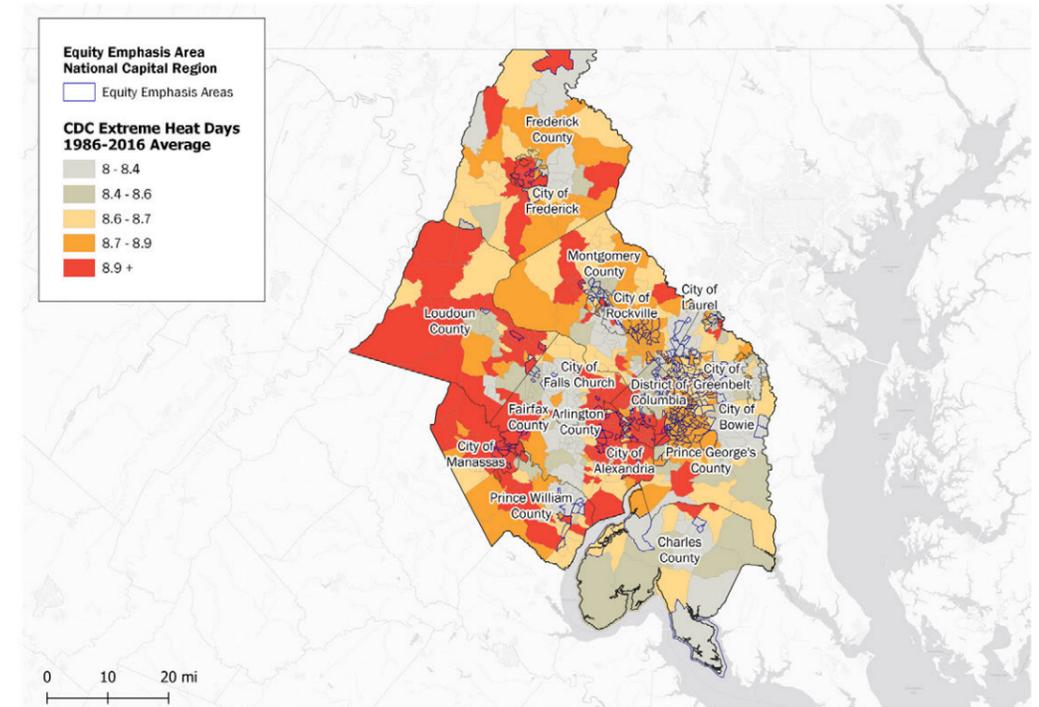


A selection process to recruit the regions was carried out in early 2019 before the regions were selected based on their applications. Initially, a group of 4 regions were selected (the metropolitan regions around Chicago, Denver/Boulder, Kansas City and Washington DC), but the support was expanded to a 5th region (Twin Cities of Minneapolis and St Paul).

IUC NA (through a services contract with Buro Happold Engineering) has supported this cohort of US regions to develop GCoM-compliant Climate Action Plans at the metropolitan level. The support included a programme of technical

assistance (in-person meetings, webinars, one-on-one calls) to build capacity within the relevant administrations to respond to GCoM reporting requirements.

The technical assistance provided has helped the regions and cities to develop regional GHG inventories and 'Climate Risk and Vulnerability Assessments'. As with similar territories in the EU, the shared geography of these jurisdictions means they are exposed to common opportunities and threats related to climate change and so developing these materials at a regional level provides an economy of scale and opportunity for collaboration.



The stakeholder workshops in each region (coordinated by IUC NA) were extremely well attended and there was a strong appetite from participants to engage in a regional climate change effort. In each case there has been a strong follow-up and momentum continues to grow which provides a strong indication that these initiatives will continue to develop after the pilot phase.



In order to deepen the collaboration, representatives from the regions were invited to Europe to meet with the GCoM Global Secretariat staff, engage with other cities and regions internationally. An EU-US GCoM metro-scale workshop was also organised by IUC NA to engage the Joint Research Centre, the EU CoM Office and a selection of EU metropolitan regions with their US counterparts.



The Metro-Scale Climate Leaders initiative has been very well received by the beneficiary regions and in each case, there has been strong engagement from the constituent municipalities and local stakeholders. Despite the ambitious timescales, the regions are mostly on track to deliver valid GCoM Climate Action Plans by the end of 2020 and there is a strong sense of continued cooperation beyond the end of the pilot phase. In addition, other metro-regions in the US are now stepping forward, recognising the value of this type of collaboration and looking to follow in the footsteps of these pioneering regions.



# IUC-NA Team



**David Calvo**

Team Leader



**Tricia Hackett**

Sustainable Urban  
Development Expert



**Ryan Glancy**

GCoM Regional Coordinator



**Eugenia Garcia**

GCoM Mexico Coordinator



**Lisa Cavicchia**

Canada Coordinator



**Susana Arellano**

USA Coordinator



**Cynthia Hernández**

Regional Coordinator



**José Canjura**

Programme Manager

**IUC-NA**

---

**INTERNATIONAL URBAN COOPERATION:  
SUSTAINABLE AND INNOVATIVE CITIES & REGIONS**

European Union Regional Action - North America 2017 - 2020



A European Union  
Programme