UNO

2017 no. 29

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THE *NEW CITIES* THAT
are Changing the World

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SUMMARY

2017 **no. 29**

José Antonio Zarzalejos

He is a licensed attorney, graduate of Deusto University and journalist, as well as Editor-in-Chief of *El Correo of Bilbao*, Secretary-General of Vocento and Editor-in-Chief of *ABC* in Spain. He works in connection with LLORENTE & CUENCA as a permanent **external Adviser** and served as managing director of the firm in Spain. He received several awards, including the Mariano de Cavia award, the award presented by Federación de Asociaciones de la Prensa Española (Federation of Press Associations of Spain), the Godó de Periodismo and the Luca de Tena awards. [Spain].

David Collado

Mayor of Santo Domingo National District, Dominican Republic. A member of the Modern Revolutionary Party (PRM), Collado was a deputy in the Congress of the Dominican Republic. A businessman, marketer and a communicator with a degree in Tourism from Atlantic University in the United States, Mayor Collado is a pioneer on entrepreneurial issue such as the legislative "Bill on Entrepreneurship and Business Innovation." Collado was the driver and proponent of the bill that declares November 12 as the National Dominican Entrepreneur Day, among other actions in this area. Collado has worked on promoting artistic education for young people and driving forward legislative initiatives to foster and diversify tourism in the country. The Ministry of Youth and the Presidency of the Republic has recognized him as a young entrepreneur for his contributions to the Dominican youth on several occasions. [Dominican Republic]

Javier Rosado

Partner and Managing Director at LLORENTE & CUENCA Panama. Over the years, Rosado has mainly led projects related to crisis communication and infrastructure and litigation communication. Before joining the company, Rosado was the Communications Manager at CEPSA's Refinery in Gibraltar-San Roque, and managed communication for Petresa and Interquisa. Rosado has worked for four years at the publishing house Planeta, and for more than 6 years as a journalist for different media outlets in Spain such as Cadena Ser, Marca, ABC and Agencia EFE. [Spain]

Raimundo Díaz

Senior Director at LLORENTE & CUENCA Panama. Diaz has a Master's Degree in Marketing from ESIC and a PhD in Business Administration from the University of Cantabria with his dissertation *Open innovation and business models in smart cities*. Diaz has spoken of his research into e-Business and smart cities both at conferences at universities in several countries and in four scientific articles published in academic journals indexed at JCR. [Spain]

WHO *ARE* OUR *contributors?*

Augusto Rey

Consultant at IDB and Lima's City Councilor. Rey is a lawyer with Master's Degree in Political Science and Government from the Pontifical Catholic University of Peru (PUCP). Rey is currently Lima's Metropolitan Councilor, a consultant at the Inter-American Development Bank on anticorruption reforms and public integrity, Global Shaker at the World Economic Forum and member of the Board of Trustees at the PUCP School of Government. Rey was a candidate for Deputy Mayor of Lima and the Congress of the Republic of Peru. In addition, Rey has worked as a consultant for public innovation, associated with Miranda & Amado Abogados, and as advisor for the metropolitan municipality of Lima. [Peru]

Jordi Serra del Pino

Research Director at the Center for Postnormal Policy & Futures Studies. Serra is a consultant who specializes in futures, strategy and intelligence and is currently the Research Director at the Center for Postnormal Policy & Futures Studies, as well as an associate professor at Blanquerna (Ramon Llull University), where Serra coordinates the Master of Global Security and Anticipatory Intelligence. Serra is also a fellow member and Vice-president of the Ibero-American chapter of the World Futures Studies Federation and part of the editorial committee for the magazines *Futures, World Future Review and Revista IAPEM*. Serra leads numerous futures projects in Europe and the Americas for public administrations and companies from sectors such as financial, energy and transportation. [Spain]

Daniel Silberfaden

Dean of the Faculty of Architecture at the University of Palermo. Silberfaden studied architecture at the Faculty of Architecture and Urbanism at the University of Buenos Aires and now holds the position of Dean of the Faculty of Architecture at the University of Palermo (Buenos Aires). Silberfaden is also the main lecturer on the Architecture Project at the National University of La Plata. Silberfaden has been President of the Sociedad Central de Arquitectos, Argentina's professional association of architects and is currently the Editor of *Documentos Arquis UP*, a journal published by the University of Palermo and Curator of the Argentine Pavilion at the Venice, San Pablo and London Biennales. Silberfaden has also won several architecture and building awards and is the author of several awards-winning books and articles. [Argentina]

Mónica Ramírez

Director of the Gilberto Alzate Avendaño Foundation. Ramirez is a company Administrator at CESA (Bogota) and has an MBA from Bocconi University in Milan, Italy. Ramirez also studied International Business at Georgetown University, and took the Global Change Agents course at the Kennedy School of Government at Harvard. Ramirez has 18 years of professional experience in the private sector, primarily in marketing and project management. Ramirez has spent the last 10 years of her career at organizations such as Invest in Bogota and the Australian Trade Commission promoting Colombia, more specifically Bogota, as a foreign investment destination, contributing to improve knowledge about the country and city abroad. [Colombia]

Ana Lorenzo

Founding member of the SIC4Change social innovation cluster. Lorenzo is a strategic communications, public affairs and CSR Consultant and a founding member of the SIC4Change cluster. Lorenzo has experience in the public sector, as an Advisor to the Spanish Prime Minister's Department and as Head of Cabinet for Spain of the Vice-presidency of the Economic Affairs Committee of the European Parliament. Ramirez has also worked in the third sector, in think tanks and media outlets, as an economic affairs columnist. Ramirez is Vice-president of the Alumni Board of the University of Navarra in Madrid, a member of the Alumni Board of the Harvard Kennedy School Spain Alumni Association and a member of the New Initiatives Committee of the Genova Financiers Club in Madrid, among other positions. [Spain]

Fernando Ayala Ferraro

Managing Director of Indra Colombia. Ayala holds a B.S. in Systems Engineering from the Engineering Faculty of Uruguay. Ayala was born in Montevideo, Uruguay on November 26, 1963, and is an information systems Analyst. During his career, Ayala has led utility and energy projects in the Philippines, Mexico and Panama. In addition, since 2011, has worked as the Managing Director of Indra Colombia, a global technology and consulting company. [Uruguay]

Antonieta Castro-Cosío

Associate researcher at MDRC (New York). Castro-Cosio has a PhD in Public and Urban Policies from the New School in New York and is currently an Associate Researcher in the Department of Low-Wage Workers and Communities at the think tank MDRC. Her research areas include policies on urban sustainability, financial inclusion and social-ecological resilience, primarily in low-wage urban communities. Castro-Cosio previously worked as director of Sustainable Development Dialogue at the British Embassy in Mexico, in charge of developing the strategy for the program in the areas of sustainable cities, governance for sustainable development, climate change, natural resource management and sustainable consumption and production. Castro-Cosio holds a degree in International Relations from the Monterrey Institute of Technology and a Master in Development Management from the London School of Economics. [Mexico]

Gerard Pascal

Founding Partner and Director of PASCAL ARQUITECTOS. Pascal was born in Montevideo, Uruguay in 1954 and moved to Mexico in 1972 and studied architecture at the Universidad Iberoamericana in Mexico City. In 1979, together with his brother Carlos, they founded Pascal Arquitectos. Pascal has appeared at many conferences in Mexico, the United States, China, Europe and South America. Pascal is a member of several international associations including the IIDA (International Interior Design Association), AMDI (Mexican Association of Interior Designers) and MI-IFI (Mexican Society of Interior Designers). Pascal is a Professional Associate Member of the IFI (International Federation of Interior Architects/Designers) and a Fellow Member of the IDI. [Uruguay]

Medellin Convention & Visitors Bureau Foundation

Non-profit foundation responsible for promoting Medellin as a tourist destination in national and international markets. [Colombia]

Víctor M. Villalobos

CEO of the Inter-American Institute for Cooperation on Agriculture (IICA) (Costa Rica). Villalobos has more than 35 years' experience in the fields of agriculture, natural resources and genetics. He has been a teacher, researcher, research director, both an international and governmental civil servant, an administrator, negotiator and leader of multi-disciplinary analysis and decision groups. As a researcher, Villalobos sparked the development of agricultural biotechnology in Mexico and the rest of the world. In Mexico, Villalobos was deputy secretary of Natural Resources and deputy secretary of the Secretariat of Agriculture, Livestock and Rural Development, Fisheries (SAGARPA). [Mexico]

Alejandro Romero

Partner and CEO for the Americas at LLORENTE & CUENCA. Ever since 1997 Romero has been at the forefront of the company's expansion processes in Latin America, starting operations in Peru, Argentina, Colombia, Panama, Ecuador, Mexico and recently, Miami. Romero has also recently led the communication processes in three of the ten most important M&A operations in the region: the selling of BellSouth operations to the Telefonica Group; SABMiller's acquisition of the Corporate Group Bavaria and; the selling of the Financial Group Uno to Citibank. In 20 years, Romero has managed to position LLORENTE & CUENCA as the leading communication network in Latin America. [Spain]

Arie Ellstein

Senior Director of the Public Affairs Area at LLORENTE & CUENCA Mexico. Previously, Ellstein was Chief Executive of Legix, a firm specialized in Legislative Affairs and has collaborated in the area of government and public affairs in companies such as MetLife and in international communication consultancies. Ellstein holds a degree in Political Sciences and Public Administration, as well as a degree in Psychology. Furthermore, Ellstein has a Master's Degree in Politics from the University of Essex and another one in Political Science and Political Economy from the London School of Economics. [Mexico]

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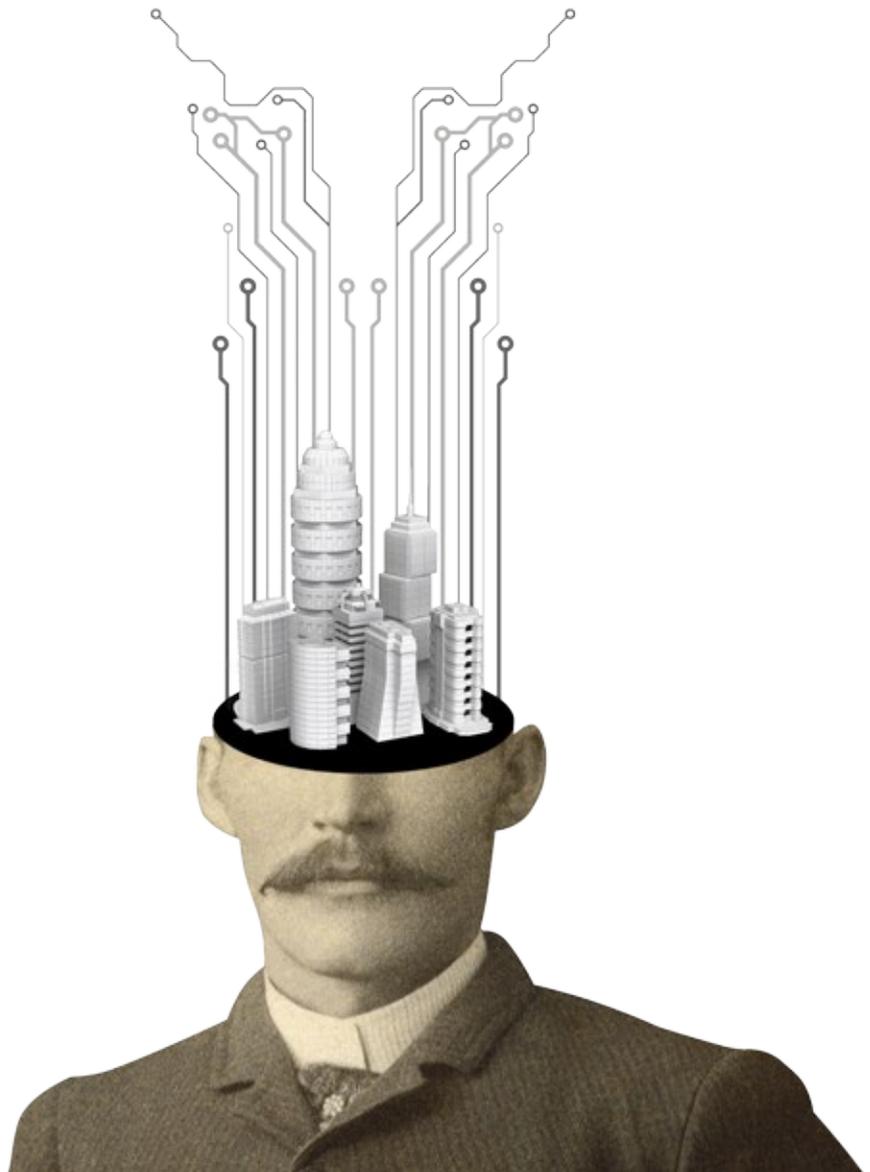
José Antonio Llorente

Founding Partner and Chairman of LLORENTE & CUENCA / USA-Spain

> *"Those that have a transformative vision and aim to turn their cities into global spaces all agree on the need for a development plan, as it is public-private collaboration*

"We are going back to the Renaissance." These are the words of none other than Simon Smithson, architect and winner of the Pritzker Prize in 2007. The quote is from an interview you can find in this issue. He is referring to the importance and identity that some world capitals are attaining and how, if United Nations expectations of population growth over the coming decades are accurate, the way in which our societies are structured will change. Those that govern these megacities will have to face up to the challenges of poverty, insecurity, pollution and mobility on a scale far greater than we are used to. It is in this context where concepts such as smart cities or global cities become particularly relevant. The concept encompasses much more than the simple digitalization of cities. It involves a structural change of how to live in them, just as our collaborators point out, and where indicators such as life quality, population decline, resilience and happiness will all be particularly important. Likewise, the need to commit firmly to renewable energy, which favors sustainability and reduced consumption of natural resources, are also essential challenges that should be addressed over the coming years if the great phenomenon of global cities is to be managed in good time.

Those that have a transformative vision and aim to turn their cities into global spaces all agree on the need for a development plan, as it is public-private collaboration, with the aim of converting cities into modern spaces where culture, technology, mobility, security, health, connectivity and economy are pillars for growth. As is also pointed out in this issue, the collaborative economy and citizen participation,

which are already becoming part of our society, will have an even greater presence in our cities in the future, giving communication a fundamental role in successfully managing these megacities.

The importance of a strategical vision is key in order to build solid, timeless foundations. Likewise, we cannot forget the concept of sustainability, of generating responsible development and innovation. Nor can we forget the cultural diversity and the social harmony between tradition and modernity. For this, these pillars will only be effective and transformative insofar as they have the capacity to be sustainable in the long-term.

In this issue, we analyze all of these variables with the aim of continuing the debate, which is already underway on these matters. Furthermore, we do so from different perspectives and with the help of diverse collaborations in order to be able to create a framework, which enables a context, yet at the same time offers a reflection on this phenomenon that has already started to change the way we live.

José Antonio Zarzalejos

Journalist, former Editor of *ABC* and *El Correo* / Spain

Let us look at the figures: Tokyo has 38 million inhabitants and is the most populated metropolis in the world. This is followed by New Delhi with 27 million, Seoul with 25, Shanghai with 24, Bombay with 23, Mexico City with 22, São Paulo and Beijing with 21, and then Osaka and New York with 20 million inhabitants. These are the largest cities on Earth. Looking at more figures: in 2015 there were 28 major cities in the world with more than 10 million residents, 16 of which are located in Asia. In Hong Kong more than 6 million skyscrapers over 20 floors high have been built, with the Bionic Tower being over one thousand meters high. In Mexico City, more than 5 million vehicles circulate the roads every day, Berlin has a density of 3,837 inhabitants per square kilometer whilst Bombay's is 23,989. In cities in the United States there are 30 million garage spaces and the record for building a 57 floor skyscraper is registered in China, where it only took 19 days for it to be completely built.

When added together, the results of these figures are as revolutionary as they are curious. In just three decades, 70 percent of the world's population (6,400 million) will live in urban environments and rural areas will be emptied. These large, unoccupied

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spaces will only be used as farms for the cities, based on a technical and intensive system of agriculture. The city is already the great political and technological actor of the 21st century, and it will be even more so in coming years. Therefore, the power will be where the large demographic concentrations are. The cities will become the State's great interlocutors. They will boost the digital-collaborative economy and there will be even more hedge cities and smart cities than there are today. They will completely concentrate on cultural manifestations and they will foster new employment (specialists in robotics, cyber-security analysts, scientists in the field of artificial intelligence, platform engineers, cloud architects, experts in urban innovation and technicians in 3D printing, amongst others).

The transformations will be–as they are starting to be–truly revolutionary. Mobility is one of the great problems of the present day. The demonization of the private vehicle will settle the problem, which will lead the way for above ground hybrid and electric private and public transport and larger subway and tram networks. The use of the bicycle will continue to grow, thanks to its cleanliness and speed. Also because of its health needs, as it is

a way of overcoming sedentary lifestyles and their associated illnesses. Pedestrianization will make cities and avenues for people to walk rather than to drive along. These will be cities with universal Wi-Fi connections where you will be able to work in the street because large urban areas will be covered to protect them from the rain, and heating will be installed to combat low temperatures. Everything will be cleaner, because these megacities will have to be sustainable. To achieve this, a robotization technique will be used to an extent that, perhaps, we are not even aware of yet.

According to the conclusions of the Norman Foster Foundation opening forum, held in Madrid in May this year, cities will need to be built for more than a billion people in the next 25 years, especially in Africa and Asia, where there are places that right now lack safe water and sewerage. In both continents, fifty people move from the countryside to the city every hour. Far from considering this great migration a tragedy, architects, sociologists and scientists are approaching this as a great challenge and are using technology and new management tools. The city structure is an environment in which all group and individual capacities can develop, from sophisticated employability to an extraordinary lengthening of life expectancy, thanks to healthcare and medical equipment. Cities in decline will recover as Colombian cities Medellin and Bogota have done. Both are examples of new sustainability with the building of cycle paths, clean and fast transit systems, libraries, schools and hospitals.

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This transformation will not just take place in declining, sprawling Latin American and Asian conurbations. Rather, European cities have set out extraordinary plans to reshape their development. In London, King's Cross will be the largest communication hub in the British capital, Canary Warf has regenerated the harbor area and Nine Elms will soon be a financial, residential and commercial district within the city, turning a decaying part of the city into a first class one. In Paris, La Défense has extended the Champs-Élysées and has created a business center of more than 300 million square feet. Amsterdam has also redeveloped Zuidas into an area with more than 16 million square feet for offices and housing; Milan has achieved a great feat in Porta Nuova by linking three previously blocked off neighborhoods together, converting them into a new district with a range of uses. Railways no longer dominate Mission Bay in San Francisco, and it has achieved this through the university, the biotechnology laboratories and oncology centers. In New York, Hudson Yards is the biggest private real estate project in the history of the city, which will convert an old industrial area of Manhattan. There are similar projects in Melbourne and Sidney; and Berlin, with Potsdamer Platz, has turned one of the emblems of the city into an example of urban recreation design.

According to architects Richard Roger and Simon Smithson—who have designed the master plan of the Castellana Norte District in Madrid "will tell the world it is back." The city will redevelop an area of over 300 million square feet in the north of the city. This will be a compact and dense, more functional and inexpensive development. However, it will also humane with facilities, green spaces, and high-rise offices and housing, both priced in the open market controlled by the Administration. It will be a green lung for the Spanish capital, a large extension of the Paseo de la Castellana. This will create an incredible space with a range of uses and services with the ability to provide the city with what it currently lacks and, above all, provide a boost of enthusiasm about the city, as was the case in Barcelona with the Olympic Games in 1992 and in London in 2012.

So is everything rosy then? Certainly not. When reading Sergio del Molino's essay *The Empty Spain*; or Juanma Aguelle's *The Destruction of the City*; or *The City of the 21st Century. Conversing with Bernardo Secchi; The Spain of the Cities. The State Versus Urban Societies*, by Jose Maria Marti Font; *Smart cities. A Vision for Citizens*, by Marieta del Rivero; or *Cities for a Small Planet*, by Richard Rogers and Philip Guuchdjian, one cannot shy away from big, serious social problems. These social problems refer to the need to humanize life in dense and complex areas and the need to remove those potentially destructive negative energies. The ideological issues are even more serious. The left wing aims to limit urbanization and to constrain free trade as cities encourage 'liberal and neo-capitalist logic.' On the other hand, the political behavior of city dwellers is different to that of rural citizens. In Great Britain, 60 percent of London citizens voted for the United Kingdom to remain in the European Union, while the rest of the country voted leave and swung the referendum. In the United States, it is also clear that liberalism is extraordinarily strong in large cities. Donald Trump

did not win in any city with more than a million inhabitants: in Manhattan he only won 10 percent of the vote and in Washington only 4.1 percent. In Paris, Emmanuel Macron swept the competition whilst Marine Le Pen has never won more than 10 percent of the vote in the French capital.

The world tends to be a huge, great city. The challenge lies in managing it, without forgetting rural areas, by modernizing them and providing them with services and drastically reducing the cultural distance and ideological confrontation. The difficulties of history cannot be stopped. Just as the author of *The Empty Spain* so correctly wrote: "The world these days is urban, not just in terms of demographics and political geography, but also in its concept."

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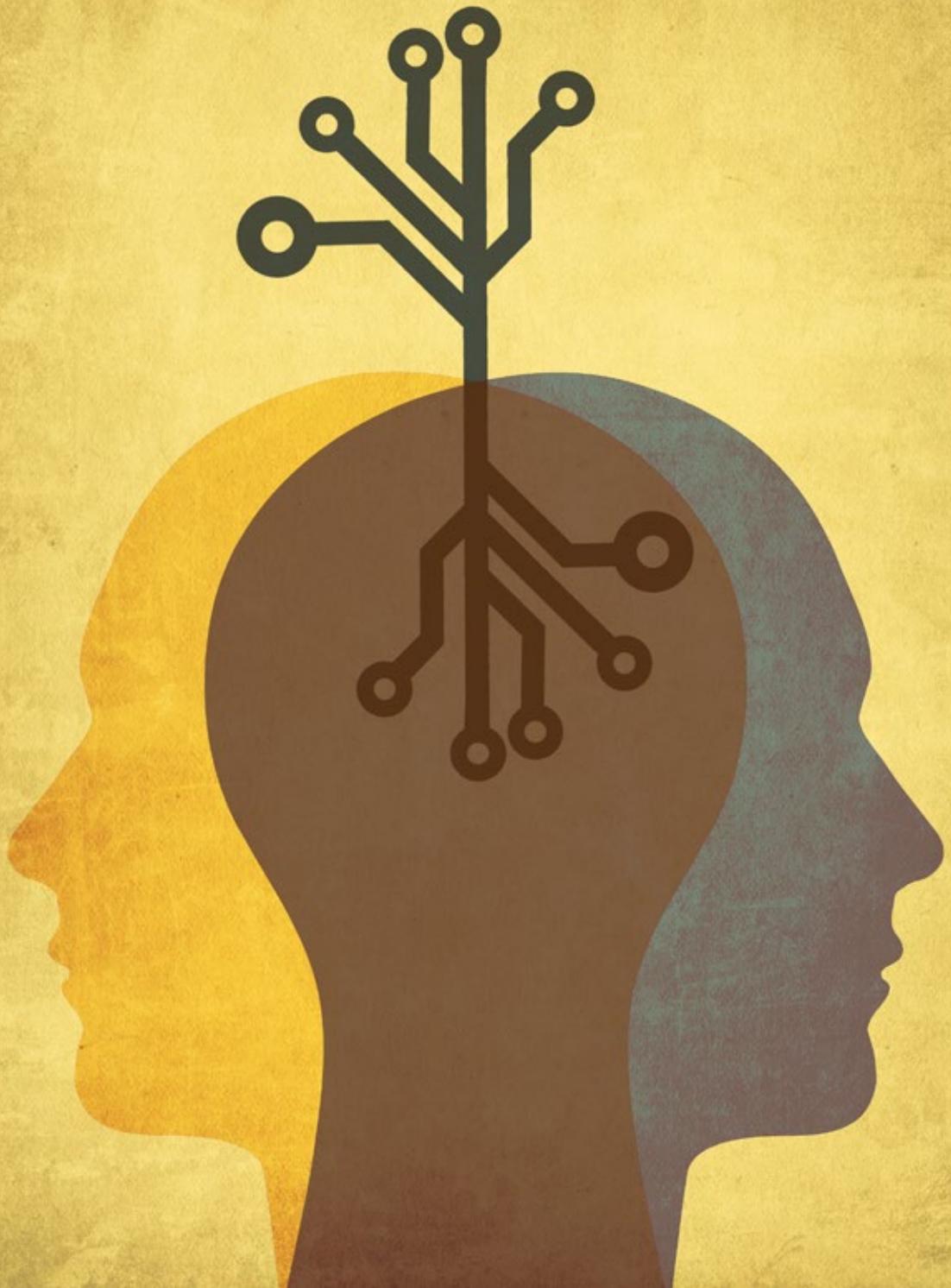
FROM *VISION* TO *REALITY*.
SANTO DOMINGO AS
THE *Caribbean's* SUPER CITY

David Collado

Mayor of Santo Domingo National District, Dominican Republic / Dominican Republic

It is August 21, 2030. I leave a meeting in the Ciudad Colonial and I head for my car to go home. I change my mind. I leave my stuff, lock the car and start walking. I am rapt by the energy of the Ciudad Colonial. I start walking along Calle El Conde, which is full of shops selling the best Dominican and international brands, restaurants and cafés, boutiques and art galleries as well as the offices of large companies and local startups. I observe the people. I see tourists fascinated by the city's beauty, the mishmash of flavors and customs. I see relaxed locals, smiling and friendly, happy to welcome so many foreigners as guests. I see lots of bicycles and fewer cars than before. I am hearing people speak Spanish, English, French and many other languages. I see faces with African, Asian and European features. I breathe the air of a Santo Domingo that is completely different, one of the cities that young people all over the Caribbean dream of reaching; some to study, others to work, others to set up a startup and others to train for the Olympic Games. Santo Domingo has earned its name as the capital of the Caribbean; it is a financial center, a city that has attracted big companies and big brains, a city that combines history and modernity, a city that has preserved its identity and that has been enriched by accommodating new cultures and accents from all

> 66 *I breathe the air of a Santo Domingo that is completely different, one of the cities that young people all over the Caribbean dream of reaching; some to study, others to work, others to set up a startup and others to train for the Olympic Games*

of the Caribbean islands. Santo Domingo is now an organized, easy city where the human being is the center of attention, a city that protects the quality of life of its citizens, giving them fresh air to breathe, making them feel safe, providing going-out, relaxation and sports options. A place provides them with economic opportunities, a city that meets challenges and one of the five most innovative cities in Latin America.

Back to the present. Today, August 21 2017, Santo Domingo looks very different and the new team in the Mayor's office faces many challenges and responsibilities since it has the mission of transforming this vision of the city into a reality. Today, we need great efforts to turn it into a normal city, while we face the parallel challenge of advancing rapidly towards its future. A city has inherited major infrastructure and urban development problems. It is not a particularly friendly city, with streets that celebrate cars rather than citizens; a place where the people's anxiousness for change hangs in the air. It is a place that has developed without a vision of the future, with no planning and without any consideration for the environment; a city that has ignored its treasures instead of turning them into opportunities, like its 10 kilometers of coastline or its old colonial center, the

Ciudad Colonial. However, it is our city and it has the potential to become a livable, compact, resilient, sustainable, equitable and enterprising city, one that is open and full of opportunities for its residents and foreign citizens as the capital of the Caribbean.

ROAD TO THE FUTURE

There are three main areas we are targeting to turn Santo Domingo into the Super City–Capital of the Caribbean: its economic potential, its management and urban development and its connectivity. To maximize economic potential we are looking to get private initiative and the central Government on the same page in relation to the road that leads to the city's future, to make it possible to optimize the resources invested by both of them and so to sustain its growth. In terms of projects, we are looking at fostering tourism in the city of Santo Domingo. This could be achieved by connecting the city's financial center (Metropolitan Area) with the historic and cultural center (Ciudad Colonial) with with the Malecon seafront avenue. Also, by attracting people traffic and fluidity while at the same time stimulating economic activity in a noble area of the city that is underused and which has enormous potential due to its history, natural beauty and existing infrastructure. We

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66 The fostering of an education cluster as a pillar for continued development of the city through technological innovation [...] extending social and digital inclusion and offering greater opportunities

are looking at creating a plan for cooperation between entrepreneurs and the Mayor's office to develop leisure and commercial activity on the Malecon to increase economic activity and, consequently, property valuations. We want to create technological development centers in strategic areas of the city, connected to areas that must undergo a process of urban regeneration. We must make efforts to encourage foreign investors to find business opportunities in Santo Domingo through technology and agreements with city councils in other cities.

A key component of the expansion of Santo Domingo must be good planning through the leadership of the city halls and in order to ensure that the process of developing housing, commerce, public transport, traffic, services and health and security are harmoniously integrated with the Common Land Use Plan (POT) that is currently under development. We have been working for over a year now on the organization of the city, on improving security, increasing urban mobility options, on creating standards for construction and economic activity in different areas of the Distrito Nacional with the aim of making Santo Domingo a city to be enjoyed; an inclusive city that's open to the entire region. We have been studying how to turn ourselves, the citizens, into guardians of the city, how we can swap our bad habits for good ones, making caring for the environment a priority.

The way the city will be able to develop rapidly and in a structured manner and will be able to expand to other latitudes, to citizens from other countries in terms of information, goods and products is a connectivity issue that requires collaboration

" *Turning Santo Domingo into a Super City is a task that requires cooperation for the development of society in different aspects; it requires entrepreneurs, Government and the population to unite around this challenge in search of common success that will benefit all*

between the central government and the private sector. The solutions include an airport developed as a regional hub and the fostering of an education cluster as a pillar for continued development of the city through technological innovation along with the implementation of incentive plans to attract socially responsible companies, extending social and digital inclusion and offering greater opportunities. The use of the technology as the main resource for population-city integration, the development a data-oriented management system that offers better services to citizens and business and attracting foreign citizens seeking to study, invest or unwind here are just some of the areas to focus on over the coming years.

Turning Santo Domingo into a Super City is a task that requires cooperation for the development of society in different aspects; it requires entrepreneurs, Government and the population to unite around this challenge in search of common success that

will benefit all. The vision already exists, and so does the plan and the team that one year ago assumed control of the city administration seeking to adjust the cultural patterns of the past. The team is now implementing actions reaching far beyond its mandate and that will influence the future to give Santo Domingo its place as capital of the Caribbean and one of the great cities of the world.
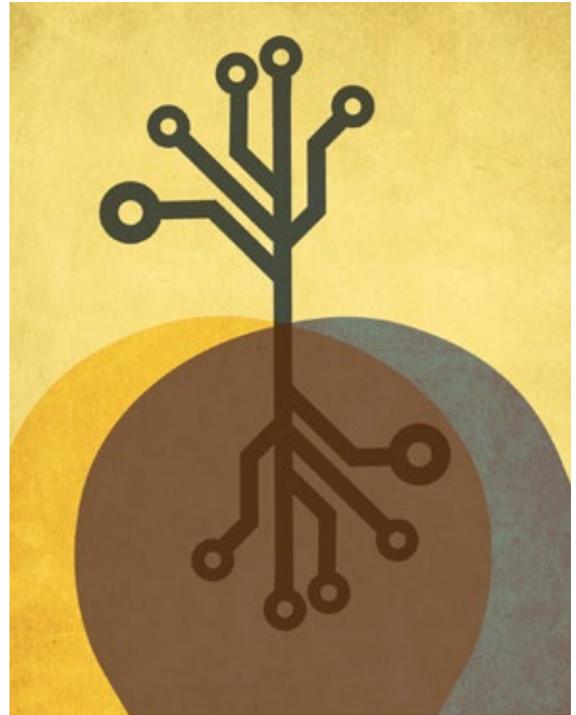
LATIN AMERICA BEFORE THE **SMART CITIES'** CHALLENGE

Javier Rosado
Partner and Managing Director Panama / Spain

Raimundo Díaz
Senior Director at LLORENTE & CUENCA Panama / Spain

The spread of the smart city concept has led many to seek solutions to the technological challenges faced by cities. In effect, technology has historically been essential to social progress. The steam engine kicked off the industrial revolution and the emergence of the middle class. However, technology alone is not a solution to these challenges. What is more, technological solutions may even exist now to eradicate poverty, reduce inequality, control pollution and rationalize mobility, although the problems remain. The lack of a solution, therefore, would seem to be for non-technological reasons.

The tech community, probably out of self-interest, has imposed the narrative of the smart city based on performance indicators in managing municipal services. Claiming that a city is smart, based on the use of new technologies to manage all municipal service processes is a reductionist approach. The city—understood as a project that harmoniously coexists in a territory—is smart when citizens' living conditions are optimal. Philosophers, architects and communicators must join forces and design the city, in order to redirect the course that popular opinion has taken recently about the public management model. More concepts must be involved within the field of smart cities, such as life

> **" The city—understood as a project that harmoniously coexist in a territory—is smart when the citizens' living conditions are optimal**

quality, resilience, downturn and even happiness. Some researchers have developed smart cities rankings that take all of this into account, such as the educational level and the life expectancy, but in most published methods, technological indicators take precedence.

Latin America's opportunity is that urban management has become a hot and recurrent topic of debate with the increasing popularity of smart cities. Five years ago, the smart city was the object of analysis at business congresses in a growing number of scientific articles, and in meetings of municipal administrators. Google hits related to this topic have grown exponentially; and what is more, the appearance of city rankings has caused even mayors to feel obligated to compete ramping their cities up to be on the cutting-edge of "smart" cities, and not fall into the hole of "dumb" cities. For individuals, the city is the main legally established space for social interaction, since the base of most life quality factors depend on whether they run well and smoothly. The establishment of in-depth conversations on municipal management in Latin America should lead to improvement in the provision of public services and improvement in harmonious coexistence.

The smart city is classified in six categories:[1] smart government, smart environment, smart economy, smart mobility, smart citizens and smart lifestyle. Latin America has room for improvement in all, but also it has models worth looking at for other regions.

The first category, "smart government," refers to the offering of electronic services, as well as measures and policies that contribute to transparency and citizen participation in decision-making processes. Most Latin American countries are lagging behind in implementing electronic administrations compared to Europe and North America, except for Colombia and Chile, which have made progress, at least in State-level administrations. Greater investment in electronic administration is recommended for the region. This would result in long-term cost savings, both for the public administration and for the private sector. In addition, the implementation of initiatives that foster citizen participation would strengthen institutions. There are case studies in Latin America such as that of Porto Alegre, which in 1988, became the first major global city to establish participative budgeting. There are also recent innovative projects such as the Mudamos.org technological platform, in Brazil that enables online voting for bills. It is also worth mentioning that Brazil and, especially, Mexico hold prominent positions in the World Wide Web Foundation's Open Data Barometer.

"Smart environment" is about reducing environmental impact and implementing energy efficiency measures. There is a paradox in the region that has the planet's largest green lungs and, simultaneously, suffers from high doses of pollution in megacities. Medellin is an international case study for urban planning, led by its last three mayors who have promoted environmentally friendly transportation systems and raised society's awareness about environmental protection. IDB consultants for medium-sized cities like Cuenca

66 *Latin America's opportunity is that urban management has become a hot and recurrent topic of debate with the increasing popularity of smart cities*

(Ecuador), Trujillo (Peru) and Montevideo (Uruguay) have also been the source of transformation in urban environmental management. However, regional municipal leaders still need to commit to a firm and continued push to support renewable energies. Thus, reducing natural resource consumption and improving the reliability of electricity supply, water and sewerage distribution networks.

With regard to the "smart economy," there are significant differences between countries. On the one hand, productivity is based on low wages and it is hard to find examples of business innovation throughout an entire city. There is a need to strengthen research and innovation systems so that they contribute to the development of the entire urban ecosystem. On the other hand, in a region where only Chile and Panama are in the top 50 of the global competitiveness index, there is a clear need to implement reforms to increase productivity and execute policies that favor the development of innovative companies with an international vision.

"Mobility" has become a major problem for Latin America's megacities owing to the lack of public transportation infrastructures and systems, increased use of private vehicles and the lack of political willingness to regulate it. For instance, the examples of Bogota, with the implementation of the Transmilenio, and Curitiba (Brazil), with the combination measures to relieve traffic congestion and an innovative transportation system, need to be looked at by other large cities. Innovative business

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[1] Smart Cities Ranking of European medium-sized cities, Giffinger et al. (2007)

models arising from new technologies can enable the financing of these infrastructures.

The reach of education[2] is one of the region's most noteworthy advances of this century, as it is the recognition and support for the most disadvantaged ethnic groups in cities like Rio de Janeiro. A new generation of "smart citizens" that have open minds and are committed to improving their communities; represent the hope of a promising future in Lima, Bogota and Quito. The continued promotion of education and digital inclusion is essential for creating a prosperous ecosystem.

Buenos Aires and Mexico City are cultural hotbeds. Tourism continues to grow in Panama City (Panama) and San Jose (Costa Rica). The "life quality" index in Latin American cities has grown steadily this century. However, serious problems persist, including insecurity and lack of health-care services. Nevertheless, new technologies could solve these problems. A paradigmatic case is Rio de Janeiro's Operations Center, installed prior to the two major sporting events hosted in the city in 2014 and 2016. It is probably the most complete and advanced technological security system in the world.

Technology must contribute to resolving basic and recurrent regional challenges, as well as those specific to each territory, because cities must have their own personalities. On the one hand, differentiation is the way to compete for investment, talent and other resources. A city's personality is the result of citizens' free participation in making decisions about the future of the shared project where they live.

> *" Collaborative work between all the different stakeholders in the ecosystem [...] will make cities progress quicker in their challenge to become smart and understand smart as in a way that makes it real*

The broad vision of the smart city–that identifies the opportunity for Latin America in the debate on municipal management, which has emerged without focusing solely on technology–requires enabling the ecosystem to achieve the objective of improving the life quality of citizens. Collaborative work between all the different stakeholders in the ecosystem (governments, companies, researchers, the tertiary sector and citizens) will make cities progress quicker in their challenge to become smart and understand smart as in a way that makes it real.

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[2] UNESCO: "The State of Education in Latin America and the Caribbean: Towards a Quality Education for All 2015," p. 136

LIMA: THE IMPETUS
OF THE *Peruvian capital*

Augusto Rey

Consultant at IDB and Metropolitan Councilor of Lima

In the last decade, Lima climbed 19 places in the ranking of the best cities for doing business in Latin America, written each year by the magazine *América Economía*. It moved from 26th place in 2006 to eighth place in 2016. Peru's capital will hold the 2019 Pan American Games, and in recent years, the city has hosted–quite successfully–events that have attracted worldwide attention, such as the Asia-Pacific Economic Cooperation Forum, and one of the most important climate change summits in modern days: the COP20. For a city like Lima, which only a little more than a decade ago was not present on this international radar, these honors should not go unnoticed.

This new spirit of trust and adhesion could find its explanation in the growth of the Peruvian economy in recent years, the boom in cuisine, the upcoming construction of new subway lines, the promise of a reform that will modernize public transportation, the infrastructure projects being executed and the higher number of global companies that are setting up shops in the city. However, not all of these reasons are enough to understand the real size of what is behind this international awakening. Lima is a city that is building its foundations on an internal and effervescent energy that has been, and continues to be, a prior and an essential condition for these achievements and new possibilities.

> " *This diversity is the outcome of a country of contrasts that is profoundly multicultural, which experienced a radical migration and urbanization process whose backlash are still present*

DIVERSE CITY

Defining Lima in only a few words is a risky endeavor that would be quite difficult to get right. The Peruvian capital is a combination of several cities that, when interwoven, achieve a mix of cultures, experiences and ambitions that come together in a universe with its own life and its own spirit. Lima is creole tradition, Andean Huayno music and dance, tacacho from the jungle regions, the humidity that penetrates from the Pacific Ocean, the hills that herald entry into the sierra, the archaeological heritage that has survived urban expansion, the colonial inheritance that is seen in the architecture of its historic city center and the vertiginous modernity that redefines everything in its path. Lima is a blend of all of these and much more.

This diversity is the outcome of a country of contrasts that is profoundly multicultural, which experienced a radical migration and urbanization process whose backlash are still present. In a few short years, Peru has changed from being a country with a predominantly rural population to a country in which the majority of its inhabitants live in cities. In 1940, fewer than 45 percent lived in cities, and now 75 percent do. Indeed, more than half of the 30 million Peruvians live in the country's 15 main cities, with one-third living in Lima.

No phenomenon has changed the Peruvian capital's face as much as this displacement, which involved millions of people and originated– in the words of archaeologist José Matos Mar–a popular overgrowth. In 1940, Lima had 600,000 inhabitants; a couple decades later this number had tripled, and at present stands at approximately 10,000,000. Urbanization was one of the main changes gestated since the middle of the last century with the arrival in the capital of Peruvians from provinces, the Andes and the jungle that started to occur quickly, haphazardly, inorganically and completely lacking any planning. Lima changed forever. The city was overflowing in all senses and the way in which migrants settled in the city ended up reshaping economic, social, political and cultural relations that we can now see in its streets, hear in its music and savor in its dishes, which are conquering kitchens in the entire world.

MODERN CITY

Lima's new residents, who initially faced great difficulties in managing to move to outlying districts of the capital seeking a better future, today are not only citizens who rightly demand respect for all of their rights, but are an example of innovation and, in many cases, the main generators of employment. They become the engine of an economy that today illuminates the main commercial emporiums. They were people driven by popular capitalism, who worked and were educated in order to define a new profile for the city.

This led to the city's growth being accompanied by a decentralization process that has led to the creation of different development hubs. If in the eighties and nineties, the Lima designed for modern commercial exchanges was a single city, now there are many Limas interacting vertiginously together. A growing middle class is what is determining new patterns of consumption, tastes and aspirations. The mega shopping centers, operating in what were once the outskirts of the city, are a proof of this reality. In parallel, new spaces are opening for culture and entertainment. In August, last year alone, the International Book Fair in Lima welcomed over a half million people, the Lima International Film Festival attracted the main regional producers and directors, and the Mistura Food Fair–the most important in this part of the world–opened its doors again. The demand for new commercial, cultural and public spaces is increasingly bigger than the available supply.

" More than half of the 30 million Peruvians live in the country's 15 main cities, with one-third living in Lima

If to this new economic and cultural interaction scenario, we add that Lima concentrates nearly half of the gross domestic product and three-quarters of all of the country's financial transactions, as well as being the only capital in South America on the ocean, with a strategically located port and airport in Callao to connect to the world. It is undeniable that Lima is not only one of Latin America's most popular metropolises, but also one of the most dynamic, active and promising.

POSSIBLE CITY

The official discourse of President Kuczynski at Peru's homeland festivals, on July 28, had good news: the need to create an urban transportation authority to improve the capital's mobility has been taken seriously. Furthermore, the construction of other subway lines added to the single line existing today is closer to becoming a reality, and not just a promise. The aforementioned is not a minor issue for a city where transportation is a main problem. There are also increasing voices that demand an urban plan and a territorial organization to create a true focus for the capital's promising future, assuring higher life quality for people and certainties for investments. These are consensuses that did not exist several years ago and the same Lima residents are driving them forward, inspired by international experiences that have guided the renovation and modernization of the cities we live in.

" There are also increasing voices that demand an urban plan and a territorial organization to create a true focus for the capital's promising future, assuring higher life quality for people and certainties for investments

Lima is changing with the new needs of a society that opened up to the world and joined a current where cities are increasingly more relevant for defining the future of humanity. Lima claims its past and is challenged, is reinvented and exceeds itself on a daily basis, getting ready to surprise us once again. The Peruvian capital, with its challenges and opportunities, is an invitation to a very good possibility.

INTERVIEW WITH
SIMON SMITHSON
Partner at Rogers Stirk Harbour + Partners (RSHP) / United Kingdom
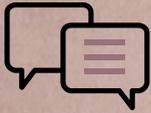
Partner at Rogers Stirk Harbour + Partners (RSHP). Smithson currently runs the RSHP expansion process in South America and manages a multilingual team on a mixed-use scheme in downtown Bogota, the firm's first project in South America. Smithson also oversees the Graphic Design and Visualization department, and has a degree in Architecture from Cambridge University and a Master in Urban Design from the Graduate School of Design, Harvard University. Smithson was Project Architect for the Stirling Prize-winning Terminal 4 at Madrid Barajas Airport. Smithson's other most notable projects include leading the design of the Campus Palmas Altas, the new headquarters for Abengoa, and an office complex development as a model of sustainability on the outskirts Seville. Smithson has played a fundamental role in projects as important as the ParcBIT sustainable master plan (Palma de Mallorca), the redevelopment of the South Bank Centre in London, the National Assembly in Wales and Antwerp's Court of Justice. [United Kingdom]

Cities must change to survive, which is why the development of the north of Madrid will be spectacular

A tall, slim and British man. That is the first image conveyed by Simon Smithson, one of the most renowned architects in Europe, partner and right-hand man of Richard Rogers, winner of the 2007 Pritzker Prize and co-designer of large buildings such as Terminal 4 at the Madrid-Barajas Airport. That project earned him the prestigious Stirling prize, awarded by the Royal Institute of British Architects. Smithson is also a professional dedicated to Spain and Latin America and at his and Richard Rogers' hands a project is being shaped that, he claims, "in terms of scale is the most important in any European city." That project is the development of northern Madrid in the operation called Distrito Castellana Norte.

Smithson welcomes me into his studio in Madrid, located on a light-filled floor on the central Calle Velázquez. He speaks broken and guttural, albeit intelligible, Spanish in a near monotone. When I ask him what is happening in cities and their new prominence, as they are on their way to housing more than 80 percent of the world's population, he takes his time to respond:

"We are returning to a structure similar to that of Renaissance Italy, when cities were more important than States and this phenomenon is also linked to employment. Since the industrial revolution, the reason for migrating to the city has been employment, to work. The big jobs are tertiary and this is the main reason for urbanization, having a pool of employees who live in metropolises that offer them good jobs. Cities have also started competing with each other and becoming more important."

Would this movement from country to city explain the electoral and ideological differentiation between urban and rural citizens? Smithson supposes that

> ❝ **The large problems of cities are mobility and pollution, which is why the private use of cars will decrease, and it will be shared with other means of transport**

the conditioning factors of the city explain this phenomenon, but does not delve into a matter that is perhaps more related to politics and sociology than urbanism. Although, then he immediately explains that the problems of modern-day cities are specific:

"In my opinion, I believe that the main issues are mobility, traffic and, consequently, pollution and environmental sustainability. The car will not disappear, but it will have to coexist with new technologies (referring to electric and hybrid vehicles) and public transportation. For example, London already approached this problem, and one of the most significant revolutions was the phenomenon of bicycles as a clean and fast means of transport. There are other urban movements such as pedestrianization, which is a notable characteristic of New York."

…and what about habitability, and run-down areas of cities?

"Well—nods the architect thoughtfully—I believe that these situations in the suburbs are related to the extension of public services. In Madrid the population growth in recent years has been between 10 and 14 percent, although in occupation of area it is double or triple. The new developments in Madrid—and in other cities—are low density, which entails high costs in urban maintenance, such as lighting, cleaning and public transportation."

Under these circumstances, how should cities grow? Horizontally or vertically? Once again, Simon Smithson takes his time to reflect:

"Density is not necessarily related to height. That is a bit of a myth. My preference is a combination of a vertical and horizontal city. The height of buildings is somewhat mysterious. After the 9/11 attacks in New York, they said they would reduce building heights, but nonetheless there are more towers under construction than ever."

Smithson has thought inevitably leads to another: Does architecture impose style on a city or does the city determine the style? For the British architect, there is no definitive answer to the question. Again, he takes a long pause before answering:

> ❝ **In London, the bicycle revolution took place as an alternative, and in New York, the phenomenon of pedestrianization**

"The trend since the 1950s indicates that buildings throughout the world will end up being similar, but there are other schools of thought that think that buildings should reflect a city's spirit. Several factors influence the style of buildings, the raw materials used in construction, climate, and accessibility and, although the technology is shared, buildings must reflect the conditions typical of the citizens' environment, especially the weather. A good building captures the spirit of the metropolis. In Madrid, people live more in the street; in London, they prefer to stay indoors. There is another factor in the dialogue of buildings in cities: They have responsibility with respect to their occupants, but also for the context of the city."

" *There are more towers under construction than ever, despite the impact of the 9/11 attacks*

Smithson leads projects in Latin America. He confesses that the project in Venezuela is "on hold". It was a bus station originally, but then shifted to a more complete and aesthetic public space, multi-use, which would also be used as a community space. However, he does speak enthusiastically about a project under construction in Bogota, financed by a private businessman who wants to recover the city's historic center, which was constructed in the nineteen fifties after the riots known as "El Bogotazo" (April 1948) that destroyed a large part of the city. "The dream is that the Colombian capital will have the best public space in the country," says the architect, showing optimism for the project that is already in the construction phase. "The first tower will be opened in Bogota in 18 months. There will be offices, a hotel and residential housing." He also refers to the BBVA headquarters in Mexico, a project about which he feels great satisfaction and pride.

His challenge, and that of the entire studio, led by Richard Rogers, is the momentous development project in the north of Madrid:

> "The north and south districts of the city are not connected. It is as if a chunk of the city were missing. Madrid is a relatively new invention. The Salamanca neighborhood, Gran Vía, La Castellana... these are all spaces from the last century. Cities, including Madrid, have to change in order to survive. Paris completely understood this, as did London with the Olympic Games, and Barcelona for the 1992 Games. There is a convergence of needs that ensure that this project moves forward, along with a general air of enthusiasm. This can be felt in the meetings with neighbors. People understand the project's importance for Madrid, more than any other."

Is the project more important than many other projects currently in the portfolio at the studio of Richard Rogers and Simon Smithson? He does not hesitate: "I think it is. It will be spectacular. Madrid is a great city, along with Paris and London, but the metropolis must keep changing and growing, ambitiously like what happened with initiatives like Madrid-Rio."

I suggest that there does however seem to be something of a phobia of urbanization: "Yes, that is true. There is resistance to return to the life of cities before the crisis, and some city development models were not the best–speaking of the PAUs (urban action development plans) in Spain–but the Castellana Norte project is different, because it goes further than the construction projects of the past. Madrid could be like Paris and thus take on its status, bearing in mind that there is a better life quality in Spain's capital." He stresses the importance that this operation in north Madrid has for the verticality of Paseo de la Castellana, which houses political and cultural institutions. This will be its prolongation.

The time is drawing near, but Britain leaving the European Union is still pending. "We are going to search for a compromise. We, British are artists at reaching them. In addition, we will reach a compromise with the EU. Europe is more important than mere commercial agreements; it is a space of democracy and freedom."

" *The dream is that the Colombian capital will have the country's best public space in its city center*
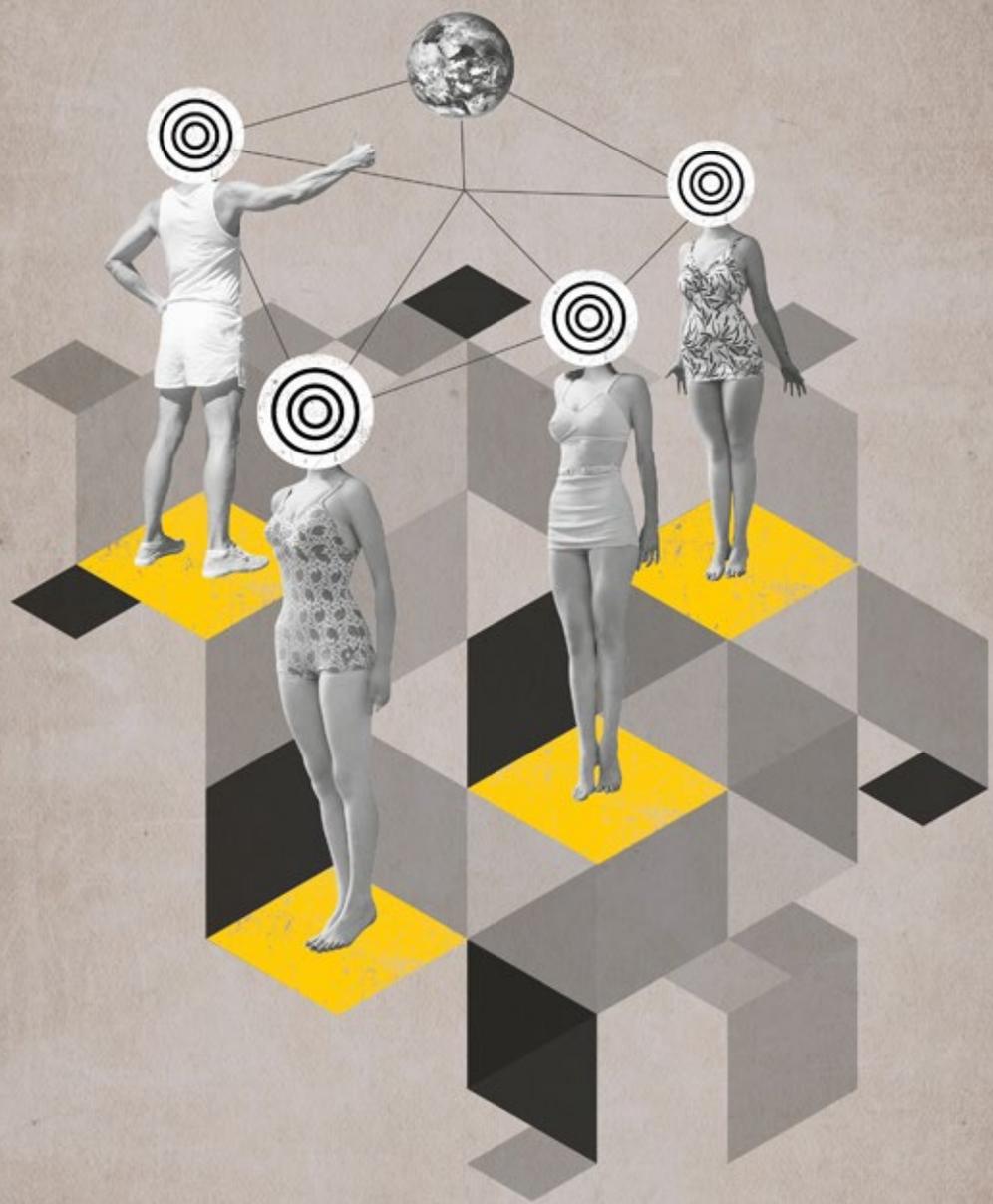
Jordi Serra del Pino

Research Director at the Center for Postnormal Policy & Futures Studies / Spain

Humankind's evolution is essentially a phenomenon of city dwellers. It is in the cities where the important innovations and theories that have made us progress were developed. Indeed, one could argue that the urban environment is the most genuinely human ecosystem. Thus, cities have been essential to our history. In addition, however, a much more basic question is being asked: Do cities have a future?

If forecasts are accurate, by 2050 over six billion people will live in major cities. This means that cities must be capable of handling these challenges:

SUSTAINABILITY

Historically, the cities that have managed to be economically, socially and politically viable have progressed, although normally at the cost of being environmentally unsustainable. This has forced metropolises to increase their ecological footprint, often disproportionately, to obtain the resources they need. However, this strategy has become unfeasible, and it will become less and less. In the future, only cities that can generate their own resources will have a future. This means that

> *However, what is possible now may not be so later depending on climate change, which calls into question many cities' capacity to sustain a growing population*

cities must be self-sufficient and close their production cycles to minimize the loss of resources. Right now, cities can already produce much more energy, efficiently use the water that they receive, grow crops in vertical farms and reduce waste generation. However, what is possible now may not be later depending on climate change, which calls into question many cities' capacity to sustain a growing population. A commitment to sustainability is increasingly becoming a requirement rather than merely an option.

LIVABILITY

The English term "livability" often translates as life quality, although in reality it refers to something more basic that in this case, it could be described as cities' capacity to make a life worth living possible. This transcends a city's ability to ensure that a specific number of people can live in it. It implies that these people can also have access to health, education, culture, entertainment and security, infrastructure and many other services. Essentially, it is important that everyone have easy reach and access to these services. Social issues, therefore, should be included here such as the fight against social exclusion, the promotion

of gender equality, the protection of minors, and so forth. One could say that if sustainability guarantees people's survival, livability makes it possible for human societies to develop in healthy cities (in the broadest sense of the term).

CREATIVITY

If cities are interesting it is not because they let many people live together, but because of what happens when so many people live together. In effect, a city is density before anything else. Low density does not lead to the urban phenomenon and, at most, we will have suburbs and housing complexes that do not make true citizen-life possible. However, where density is too high, this affects "livability," and the most probable situation is that the urban agglomeration would cause all manner of tensions that would make the city less attractive. No. A balanced density lets complex social networks be woven, leading to a concentration of talent and the emergence of innovation and creativity. Furthermore, if this density contains a high degree of diversity, these qualities will increase (although so will the risk of social conflict). In some way, an active and vibrant city has to move in dynamic equilibrium, not entirely free of tension. It would be tough for innovation to take place in a city that is too comfortable.

"*An active and vibrant city has to move in dynamic equilibrium, not entirely free of tension. It would be tough for innovation to take place in a city that is too comfortable*

This last factor is particularly decisive in a world that needs transnational governability tools, but in which pro-State logic seems to prevent this from happening. Can cities become the new players that bring about a truly global system of governance? There are arguments that suggest this may be possible, given that the large metropolises share similar circumstances and problems. Indeed, these similarities between cities are often greater than their similarities with the surrounding territory. Therefore, it makes sense for cities to try to take on greater levels of self-governance so that they have the instruments they need to handle the challenges set out and become truly sustainable, livable and creative cities.
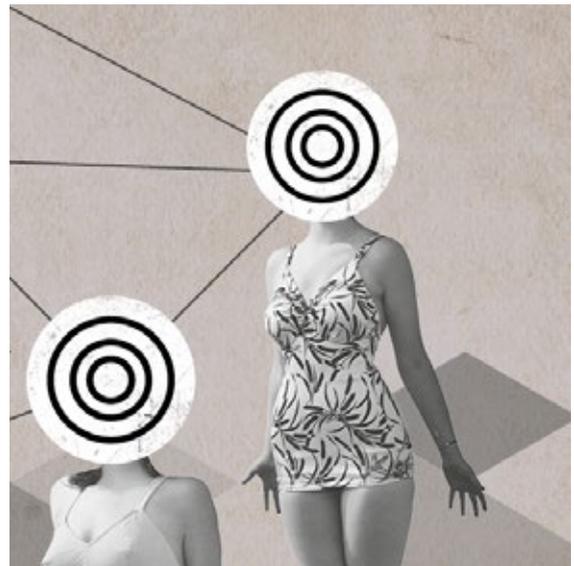
IMPROVING OURSELVES
AS *citizens*

Daniel Silberfaden

Dean of the Faculty of Architecture at the University of Palermo (Buenos Aires) / Argentina

The city is the space for the expression of the society in which we live and, at the same time, is the physical expression of what we are.

In the world we live in, the old boundaries of space and time are becoming increasingly tenuous. Although this phenomenon is not new, we can state that over these recent decades of definitive consolidation of the global economy, migratory flows, means of transport, the development of telecommunications and other advances in engineering and in science, have seen exponential growth with visible consequences in our cities, which are undergoing significant structural transformation

The city of Buenos Aires has a population of three million and it is the center of a Metropolitan Area of 14 million and covers a territory of four thousand hectares. It is the principal business and decision-making center and the second most important industrial center in the country. Its planning is marked by the profound transformations that are unique to metropolitan cities and manifest in their social and urban space. The privatization of public services, the impact of telecommunications and IT, economic reconversion, social segregation and new trends in suburbanization are some of the new factors that articulate in the context of competition

> " *The city is the space for the expression of the society in which we live and, at the same time, is the built manifestation of what we are*

between countries, regions and territories. They coincide with the need to reshape the role of Buenos Aires as an autonomous city and the capital of a nation within the framework of an open economy.

Over a century after, it became the capital (1880) and the delineation of its legal and administrative borders (1887). In 1996, Buenos Aires acquired the statute of autonomous city and the citizenry elected its Head of Government. The current urban structure arose both from the large scale transformations of the old center carried out by the generation of 1880. This project culminated in the *Plan de Estética Edilicia* (Aesthetic Building Plan) of 1924, the *Código de la Edificación* (Building Code) of 1944, the *Código de Planeamiento Urbano* (Urban Planning Code) of 1977 and subsequent amendments right up to the present day, with a new urban code in the making.

Our city immediately faces a number of challenges that it must resolve, many of them are real and others are imaginary. However, it must do so with the confidence that it is an exceptional city and that thanks to this quality, its basic structure resists the mistakes of the past and allows for corrections that reverse the trend towards the fragmentation of the city and the individualization of experience and of social relations. The citizens can feel it, act and

"It is impossible to think of a city that does not grow, that does not evolve and adapt at its own pace. The contrary would be to condemn our city to death. A city that renews itself, therefore, must, by definition, change

react; people of all social classes establish networks of interaction and recreate urban society from the ground up. They create relatively stable networks and generate community organizations and urban social movements that perform a fundamental role in the configuration of a contemporary city. Recovering the human dimension of the city and, with that, reaffirming the identity of those that inhabit it is a major issue that starts off small, and locally. Because improving a city and its neighborhoods involves recovering the influence of its residents over decisions that affect the immediate environment in which they live their lives. Therefore, the first step towards the regeneration of that old invention is as important as it has been debased; what we call citizen democracy. It is essential, therefore, that the formation of the city must be fundamentally subordinated to the real general interest and not simply to growth, devoid of development, with the indiscriminate occupation of areas according to the criteria of those promoting their urbanization.

It is impossible to think of a city that does not grow, that does not evolve and adapt at its own pace. The contrary would be to condemn our city to death. A city that renews itself, therefore, it must, by definition, change. But nor can the city think of growing without a State that guides and that helps drive private investment, that invests in public space and quality public buildings and that creates a project that is strong enough to be developed over time, integrating the permanent dialogue between the urban shape and planning and architectural definition.

The challenge of these projects is to test the ability to integrate different variables of urban complexity and its management. Multiple stakeholders, a combination of public and private voices, planning instability, the rezoning that affects urban and architectural space that must be planned as a dynamic process with continuous chopping and changing of the overall idea, the many organizations and the scaled start-up of work over time.

Buenos Aires must be a planned, interconnected city with a defined role and an urban, environmental and strategic plan that guides and allows its structuring and foreseeability. It needs codes for construction and organized urban planning that are up-to-date and agreed between professionals, institutions and residents. In addition, it needs a justice system capable of understanding urban issues and providing real legal certainty. It must have good quality, exemplary public works through open and transparent competition. An autonomous city as envisaged in the Constitution of 1994, that is, with a transport policy and that manages security and its territory. A joint leadership with the Province of Buenos Aires that allows articulating the metropolitan threshold. A leadership dedicated to plan the next 30 years with creativity and free of fear.

To change and rebuild Buenos Aires according to present and future times, we must improve our quality as better citizens, more aware of the loss concerning to our lack of involvement in what is common to all of us.

BEING **BIG** IS NOT ENOUGH
TO BE A *global city*

Mónica Ramírez

Director of the Gilberto Alzate Avendaño Foundation / Colombia

All the different measurements and rankings of global cities consider different factors of what life means in a large city. Topics such as economic and business activities, human capital, infrastructure, life quality, the institutional structure, the environment and the cultural offering are determining factors for Bogota to stay on the road to positioning as an increasingly more relevant city in the international arena.

The city's growth in recent years has undoubtedly been vertiginous. This is a city whose population has grown, welcoming not only Colombians from all regions, but increasingly more foreigners. Calculations state that 45 percent of Bogota's inhabitants were born outside the city, which speaks of the great strength it has in terms of diversity and the opportunities on offer. Its economy has also grown, to the point that today Bogota contributes one-fourth of the country's GDP and has a larger economy than that of many countries in the region. Moreover, the city is growing geographically, expanding to the north, south and west, until reaching the limits of neighboring municipalities.

The city's transformation has been noticed internationally, as there are increasingly more tourists who visit it. The number of visitors to the

> *" Interpreting a specific city project (Bogota) –the one of revitalizing the center–through space-transformation projects from a cultural perspective*

country has doubled in the last 10 years and the capital receives 43 percent of them. Much of this increase is related to the city's large cultural offering, which makes it more attractive for tourism.

Along with growth, challenges the city faces are also growing and are increasingly complex with regard to the environment, mobility, social matters and sustainability.

The commitment of Mayor Enrique Peñalosa's administration points precisely to a city in which the decisions that are made today take into account the Bogota of tomorrow, where the vision is built on the pillars of urban democracy, life quality and equality and community building.

In particular, at the Gilberto Alzate Foundation, we have been in charge of interpreting a specific city project–the one of revitalizing the center– through space-transformation projects from a cultural perspective. Whether they are tactical city development proposals that through cultural interventions let public spaces be temporarily reinterpreted and given new meanings, or via projects as ambitious as that of creating the city's first creative industries district, in the now-defunct Bronx neighborhood.

> *Bogota's great challenge will be to conserve its character, while in parallel generating cohesion around vital projects for the city's sustainability*

In different scenarios, the Mayor has spoken of the city's public space as the great equalizer as the place in which all citizens are equal. One could even say that the public space is the city, as it is the place in which citizens convert concrete structures into living organisms. In addition, if the city is a blank sheet, culture is the language with which our future will be written.

Bogota ranked as one of the top five cities in the world with the best urban art, and its graffiti tours are famous; its Ibero-American Theatre Festival is recognized as one of the most important in the region. UNESCO acknowledged it as a Creative City of Music in 2012; and the "Al Parque" events (with Rock in the Park at the forefront) appear on the list of the best free music festivals in the world. In the field of art, initiatives such as ArtBo and Barcù are starting to be mentioned on international circuits, the culinary offering is increasingly better known, and new local commitments arise with greater frequency to generate higher quality cultural proposals with a greater scope and international projection on topics such as cinema, literature and other artistic genres. Examples of these are IndieBo, EstereoPicnic, BogoShorts, and the Feria del Millón and LIT Festival.

One of the elements that most defines a city may be its culture, and Bogota is definitely a city with a lot of personality. A recurrent observation of the many foreigners who visit us is how surprised they are by the diversity and contrasts they see, which are exactly what make it an interesting and unique city.

Bogota's great challenge will be to conserve its character, while in parallel generating cohesion around vital projects for the city's sustainability.

The opportunities for Bogota to stand out as a global city are many and increasingly clearer, but decisions must be made to take it in the right direction. Investments must continue in terms of infrastructure, mobility, economic development and improvements in life quality, where using the language of culture as a tool to revitalize and project our city is a step in the right direction. Bogota deserves and needs this.

LIQUID DEMOCRACY AND EXPONENTIAL *TECHNOLOGY* FOR *transforming* THE WORLD

Ana Lorezno

Founding member of the SIC4Change social innovation cluster / Spain

It would take rivers of ink and hours of scrolling to include just part of economic and political history, all of which repeatedly show us how the participation of civil society and accountability of the governments is needed to achieve a more solid and transparent democracy. There is nothing new under the sun.

What appears to be new are the exponential changes of the 21st century. The popular term, which is often used today to refer to our changing reality, "liquid modernity" was first coined by Zygmunt Bauman, in 1999, to describe the absence of shape in an unstructured world, in which there is no security of employment and well-being is increasingly more fragile and globalization dilutes local culture.

It is precisely this concept that feeds "liquid democracy" which, among others, was defined by Steven Johnson in his 2012 book *Perfect Future*. The *Financial Times* journalist explains how the internet generates a decentralized techno-social structure—the famous peer-to-peer networks, such as the Wikipedia project—capable of overcoming what he calls "the hierarchical centralism of the State." Thus, liquid democracy connects with activists and entrepreneurs that seek solutions to the challenges of liquid

> **"***Liquid democracy connects with activists and entrepreneurs that seek solutions to the challenges of liquid modernity under the principles of equality, cooperation and participation*

modernity under the principles of equality, cooperation and participation.

The new paradigm of liquid democracy is therefore about democratizing citizens and citizenizing democracy: giving citizens a greater role and recognizing the possibility of voting for decisions and making proposals, while also giving them the mechanism of transferring their vote to someone more specialized or someone they trust.

THE UBERIZATION OF DEMOCRACY: THE BLOCKCHAIN REVOLUTION AND CITIZEN PARTICIPATION

Just as Uber is revolutionizing markets, it seems that blockchain technology, as well turning upside down sectors of the economy like traditional banking, is doing the same with democracy. But, what is blockchain? Blockchain is a protocol that makes it possible for people to create trust through intelligent encrypted codes. Blockchain allows for the registering of operations that are distributed and synchronized between many computers and which cannot be altered without consensus.

> **"** *The blockchain can improve public administration management, allow the collaborative economy to operate with greater security for all concerned and contribute to sustainability policies within the framework of smart cities*

If this technology is going to change anything, is the way we are going to participate in democracy. Experts like Stefan Junestrand maintain that blockchain can improve public administration management, allow the collaborative economy to operate with greater security for all concerned and contribute to sustainability policies within the framework of smart cities. For his part, the author of *Blockchain Revolution*, Dan Tapscott, reveals that with this protocol, big data could be used for prediction of markets, meaning it could be used to predict, for example the effect of specific public investments on unemployment rates. A real revolution.

These new forms of participation already exist in many places. Without looking too far afield, the Local Council of Alcobendas is going to allow citizens to vote allocation for budgetary provisions by using blockchain technology. Another example of disruption of the case of the app Sufragium, the biggest voting community, which is unique in identifying people through official documents, their votes are encrypted and, moreover, it allows for direct communication between citizens and local councils and other authorities.

Nevertheless, if we take a step forward in terms of participation, we find that the country with the highest level of electronic democracy in practice is Estonia, where, in April of this year, 30 percent of voters cast their ballots in the general election using their smartphones. This is a good solution to the problem of low participation and disaffection in politics.

Other initiatives of citizen engagement—that are no less important although perhaps less disruptive in terms of technology—are public consultations launched on their respective websites by various Ministries of the Spanish Government. This is the case of the Ministry of Agriculture, to consult civil society and experts on the proposed bill to prohibit plastic bags in 2020 or the Ministry of Industry's bill to define the characteristics of tenders for major ICT projects. By using free software, participatory budget platforms have been launched by the City Council of Madrid, with Decide Madrid, focused on challenging citizen participation based on three pillars: relationship with councils, participation in municipal projects and fostering citizens' proposals; and by the City Council of Barcelona, with Decidim Barcelona, whose website combines virtual forums of debate with face-to-face ones.

TECHNOLOGY AT THE SERVICE OF THE COMMON GOOD: BIGDATA4GOOD AND APPS4CITIZENS

French economist Jean Tirole, winner of the Nobel Prize, explains his theory of economy of the common good as follows:

"The economy is not at the service of private property and individual interests, nor or those who want to use the State to impose their values. The economy is at the service of the common good in order to bring about a better world."

This exact definition is pursued by technology with a social impact.

Then there is the Social Innovation Cluster, SIC4Change, which aims to transform the way in which social problems are tackled and resolved.

At its collaborative event, BigData4Good identifies possible uses of big data for social entrepreneurs, NGOs and the public sector, such as the World Food Program from the United Nations in Pakistan, which registers donations of food and money to each family in a public blockchain to facilitate control and transparency of the assistance provided.

Similarly, platforms like Apps4Citizens that bring together numerous initiatives in their web repositories, promote the use of applications for citizen participation. Such is the case of JoinIn, the first citizen collaboration app that allows users to create social initiatives or to join existing ones, or RefAid, an app that helps refugees and migrants that contributes to coordinating humanitarian work.

This is only an example of how emerging technologies can be applied in order to solve the big challenges facing humanity. Because, as Peter Diamandis, founder of Singularity University, claims that "the biggest global challenges are precisely the best business opportunities," which generate enormous shared value for society.

66 *Peter Diamandis, founder of Singularity University, claims that 'the biggest global challenges are precisely the best business opportunities'*

LATIN AMERICA: THE NEW
smart CONTINENT

Fernando Ayala Ferraro

Managing Director of Indra Colombia / Uruguay

Due to their size, Latin American cities are some of the planet's oldest metropolises, despite their youth and the fact that their growth remains vibrant. According to the UN, Latin America is the most urbanized area on Earth, with 80 percent of its population residing in cities.

Added to this rapid increase in population is technological penetration, the increasing incomings and the transformation in the life expectations of inhabitants. All of these elements come together in this region and this allows us to witness the development and evolution of the smart cities of the future. In fact, many Latin American cities have already taken steps in that direction. So much so that in the most recent rankings of IESE Cities in Motion in 2017 and GaWC 2016, heads turned towards important major cities such as Buenos Aires, Mexico City, Sao Paulo, Bogota, Medellin and others. What they have in common is that they started to use technology to achieve a coordinated administration of its systems as a way of facing social and city planning challenges.

In terms of these challenges, despite their clear differences, most cities in the region share common issues such as insecurity, poverty, inequality, pollution and traffic congestion, to name just a few. Cities such

> *" La mayoría de ciudades en la región comparten retos comunes como la inseguridad, la pobreza, la inequidad, la contaminación y la congestión vehicular*

as Tokyo, Paris, London and New York have been thinking about and implementing solutions to these problems for decades to a greater or lesser degree of success. Whereas Latin America must face these challenges at a point in time when there are innumerable technological developments to facilitate this process.

In this regard, to start, smart cities in Latin America must be understood as an urban platform, which uses real-time information in order to understand how different elements interact (citizens' routines, mobility, the use of public services and climate among others) and to provide a comprehensive response, just as a human brain would do. Likewise, this intelligent and integrated way of acting should promote a more direct interaction with citizens who are on board with active participation and involvement.

In this process, it is essential that national and local governments and public and private institutions and companies from each country intervene in the administration of a city to jointly understand the importance of seeing a smart city as just one platform with many applications. This vision should facilitate a coordinated and articulated way of acting.

Similarly, and to be able to count on citizens' involvement and input, it is crucial to continue with its connectivity efforts. The Economic Commission for Latin America and the Caribbean estimates that the number of homes connected to the internet in the region grew on average by 14 percent in recent years, meaning that in 2015, 43 percent of households had internet access, almost double the amount of 2010. These figures show that the reach of these services is growing day by day, although it is still necessary for the rates to rise.

Building the path that these Latin American cities should follow is not an easy task. However, they have a strategic opportunity to take advantage of the support to be offered by technological partners with experience in the development of solutions that when adapted to the needs of each city, achieve successful urban management trough efficient technological innovations. There is no doubt that smart cities are closer to Latin American than what we thought.

Currently, cities such as Medellín in Colombia are global leaders in innovation. With the support of a technological partner, this city is on the way of becoming the model of a smart city in the region, through structured solutions with high international standards. In the field of mobility, for example, the city has the Intelligent System for Mobility in Medellín (SIMM). This tool works like a "brain," gathers and analyzes information from different subsystems and it plans mobility on a global basis. The SIMM in Medellín has worked to reduce emergency response times from 35 to 17 minutes. It has seen the number of accidents at traffic lights drop by 18 percent and, in order to make better decisions regarding their journeys, users receive information on billboards and social media such as Twitter.

"A smart city model implies a more coordinated and articulated vision of the city, in which citizens have a more active role, and which uses technological tools that allow for quicker thinking and manage services

Another case is that of Buenos Aires in Argentina, which has implemented a Single Center for the Coordination and Control of Emergencies (CUCC), which comprehensively covers the city's security and emergency plans. The city also has a solutions system which is aimed at more efficient, clean transport and distribution systems that are also energy and water-efficient.

Developing a smart city model implies a more coordinated and articulated vision of the city, in which citizens have a more active role, and which uses technological tools that allow for quicker thinking and manage services in order to bring about the type of cities we want: habitable major cities that are functional, competitive, sustainable and attractive.

RESILIENT
cities

Antonieta Castro-Cosío

Associate Researcher at MDRC (New York) / Mexico

The current boom in cities at national and international forums is nothing new. We only need to go back a few months to see the leaders in Quito, Ecuador, where local stakeholders were the main players at the third United Nations Conference on Housing and Sustainable Urban Development (Habitat III), which at the end of 2016 brought together some 50,000 participants from all over the world. It is also worth remembering that the modern-day State was founded and based on the city-State. Even today, there are still cases like Singapore and the Vatican City whose national territory consists of only a single city.

However, their weight has become more evident recently, in cases in which environmental, economic and political circumstances tested the capacity of national governments and politicians to meet citizens' demands. We have seen how groups opposing President Maduro in Venezuela that have organized themselves at a neighborhood level, as well as the way in which residents of different

> 66 *In the current panorama–in which changes and uncertainty seem to be the constant– there are increasingly more vigorous responses from local authorities and communities in cases where national governments are not attending to their needs*

cities in the United States have demonstrated at a local level against the policies of their new federal government. Beyond the details of each case, both are examples of communities' abilities responding through their own means to situations of external origin that yet affect their wellbeing.

Thus, we see how in the current panorama–in which change and uncertainty seem to be constant–there are increasingly more vigorous responses from local authorities and communities in cases in which the national governments are not meeting their needs. These reactions reveal their ability to "absorb alterations and reorganize themselves, while in parallel undergo change, so that they retain their functions, structure, identity and basic cycles,"[1] which is what we call resilience.

This term, which originated in the fields of Psychology and Ecology before moving into the Social Sciences, has permeated countless policies and initiatives in recent years. This is so true that it merited 18 mentions in the United Nations' Sustainable Development Goals, and the Rockefeller Foundation launched a large-scale initiative called 100 Resilient Cities, with the

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[1] FOLKE, C., CARPENTER, S.R., WALKER, B., SCHEFFER, M., CHAPIN, T. and ROCKSTROM, J., 2010. *Resilience thinking: integrating resilience, adaptability and transformability.*

aim of strengthening the resilience skills of 100 cities around the world. Numerous disciplines apply resilience today with the purpose of tackling current challenges, including topics such as the mitigation of, and adaptation to, climate change, crime prevention, reducing urban violence and combating poverty. In all of these issues, cities stand out as the key players.

This is no exaggeration, as more than half of the world's population lives in cities today, and the expectation is for this number to increase to 60 percent by the year 2030. It is important to stress that the majority of this urban growth will happen in cities located in low and middle-income countries, which magnifies the difficulty of any challenge, due to the inequalities and shortages that usually prevail. This is why growth must be tied in with strengthening local stakeholders' abilities to prepare, adapt and prosper in the outcomes of these challenges, as they will be the ones, as they always have been, at the front line of any efforts, putting it into practice and giving lessons on resilience.

" It is important to stress that the majority of this urban growth will happen in cities located in low and middle income countries, which magnifies the difficulty of any challenge, due to the inequalities and shortages that generally prevail

THE CITIES OF THE *FUTURE*
OR THE *future* OF THE *cities*

Gerard Pascal

Founding Partner and CEO of PASCAL ARQUITECTOS / Uruguay

Ever since ancient times, human beings have grouped together in strategic areas in order to exist and, these cultures and their cities have been defined in line with the climate and resources of those areas.

Cities began to appear close to the sea or rivers, giving them access to communication routes and natural resources. Sometimes they appeared on mountains or in isolated places in order to protect themselves from military attacks.

The cultures that we know have, largely, grown or come to a standstill due to where they established themselves. Some have emigrated in the search for better life conditions, while others have adapted to their habitat, achieving growth in the same place.

Climate is a determining factor as it causes those in cold climates to prepare for their survival, working extremely hard during the warm months so that they have supplies and protection during winter, developing suitable rooms that respond to the harshness of the weather. On the other hand, those in warm climates have normally developed less due to the access to food, resources and even housing, which does not require great isolation and the availability of building materials is abundant.

> *Talking about today involves talking about the future, but due to the rapid rate at which these technological advances come about, it is very complicated to predict what is going to happen to humanity and cities in the future*

This makes groups that live in cold places develop more intellectually.

Faith and religion have also been other factors regarding the culture and the development in cities. Some cities have always been led by a government, be that military or religious, which have launched large-scale works in the name of God or a military leader, thus causing large periods of wars, invasions and changes, growth and disappearance of cities, all in the name of faith or for the vanity and ego of the governors.

Humanity and cities have been evolving constantly and undergoing changes in each era, which led to where they are today. In short, it began with the use of fire, then the use of metals, then the industrial period came and we get to where we are today: the cybernetic period.

Talking about today involves talking about the future, but due to the rapid rate at which these technological advances come about, it is very difficult to predict what is going to happen to humanity and cities in the future.

Communication, information and technology have led to unimaginable cities. However, a

large proportion of the world still lives in extreme poverty and in very precarious cities. Inequality of resources and the interests of the economic worlds, financial stock markets and the military have isolated and exploited these sectors of the population, holding them back from all of the benefits of modern technology.

Before the technology boom, people lived where they could and they traveled from home to work and back again, whereas nowadays there is the possibility of virtually being in another place regardless of physical location. This could change the way we conceive a city. Perhaps this will be the way we escape the madness of traffic, crowds, bottlenecks, two-hour commutes, pollution, stress, hostility and it will likely be a way of being able to see the countryside and areas far from the metropolis as an option when seeking for more ecological ways and thus re-establishing the planet's natural order.

There is another situation that we should pay attention to: over population. This is one of the biggest problems, which exist these days and, if we do not think of global investment in how to solve this, we will face (if we do not already) a larger problem. There is an option that would solve not just this problem, but all of humankind's problems: education.

In today's world, we have technological instruments that allow, through communication channels, for education to reach every corner of the globe. By doing so, people can gain awareness of the real situations that we are facing in terms of major cities, the countryside, over-population and perhaps, it can make us focus on searching for happiness through culture and the appreciation of nature and its wonders, rather than materialism and irrational consumerism.

What also further complicates the prediction of the future is that we are facing an exponential growth of technology, and it will not be long before this becomes an independent entity through artificial intelligence. Immediately, images of an apocalyptic world spring to mind, of killer androids governing us and wiping us out. Let us hope that is not the case, but by natural logic we tend to be pessimistic when thinking about the future and the truth is that there are reasons to be.

We must admit that the human being, as part of a balanced universe, has a negative and a positive part. The negative element is our selfish and power-hungry side, the part that has caused wars, spread hate and destruction and oppressed great parts of the population for the sake of personal interest. However, there is the other part that builds, helps, inspires and elevates us culturally and spiritually, and through education, which is what we must promote.

There have always been architects and city planners with visions of incredible urban utopias, but that is what they were: utopia and science fiction. It is time to find ways for these futuristic projects can adjust to our future, or seek out new ideas based on all of the knowledge that we have gained throughout this last century. We can implement new ways of generating energy and recycling absolutely everything, the recovery of drinkable water, there are even desalination plants, which exist today on a small scale, which use solar energy that would allow cities to establish in the most remote areas of the planet.

To conclude, I firmly believe that today, we have the tools to be able to solve the problems, which are currently affecting our cities. I know that it would be difficult to plan long-term, due to the speed at which the population grows and technology advances, but we must solve this on a global scale, without political or economic interests, purely thinking about the common good. Perhaps, utopia.

BUSINESS TOURISM: AN IMPORTANT ELEMENT OF A *competitive city*

MEDELLIN
CONVENTION & VISITORS
BUREAU

FUNDACIÓN MEDELLÍN CONVENTION & VISITORS BUREAU

Private non-profit foundation / Colombia

We hear more and more that Medellin has become the epicenter of business tourism in South America. Bogota won by the so-called Oscar of tourism–the World Travel Awards–as the best Destination for meetings and conferences in South America (2014 and 2015), the Best Getaway Destination in South America (2016). The city has grown most in events tourism in the Americas in the last nine years according to the ICCA ranking's (International Congress and Convention Association). All of the above make this city's leadership position clear in the events industry. Medellin is enjoying a purple patch for attracting important national and international events. This undeniably attracts the world's attention much more to the capital of the Antioquia department.

At least this is clear for those of us who are involved in the tourism sector. However, citizens on the street who have no direct relationship with such matter, might ask themselves how this international recognition and the accelerated growth in events and conventions benefits them, their families, their household economies and their life quality.

The benefits are clear. Firstly, international visibility is worth mentioning. The fact that Medellin is associated with positive models and that it is the

> *Is Medellin's commitment to the events industry a real development strategy? Does this leadership position truly reflect on the market?*

venue of events hosted by organizations as important as the United Nations (2014 World Urban Forum), has a direct impact on the old negative image of Medellin around the world.

The generated knowledge for the city is invaluable. What is the value of having international experts in specialized medical fields during–for instance–the International Cervical Cancer Congress or the Latin America Sleep Congress? Medellin continues to advance and gain knowledge, learning from the world, from best practice and is on the cutting edge in several areas, as reflected in the development of different sectors of the economy.

The economic spillover is the third relevant factor. International meetings, by default, attract international attendees. These visitors come to the city and, apart from just attending to the event, they stay at hotels, use transportation, eat at restaurants and go shopping, among other things. This directly generates jobs, economic impact and ultimately, improves the life quality of inhabitants.

Is Medellin's commitment to the events industry a real development strategy? Does this leadership position truly reflect on the market? We just need

to take a look at the numbers in 2016: 87 events were won by the Medellin Bureau, representing growth above 120 percent over the last five years (2011 closed with 39 events).

Among the renowned events that highlight the city as an epicenter of events in South America include the World Economic Forum (Latin America, 2016), the Global Entrepreneurship Congress (GEC, 2016), and the assembly of the World Tourism Organization (2015).

Some factors have proven Medellin's strategy in the events industry as the right one. Its climate is certainly a differential advantage. The events calendar is open 365 days a year, and is not limited to summer periods, such as other destinations that depend on the seasons. The cooperative work of the public and private sectors has enabled the generation of comprehensive strategies. The academia, the business and the public sector articulate on Medellin's nomination to host events. Finally, the emphasis of the strategy to attract, according to the city's economic vocations, is a success. Innovation, healthcare, entrepreneurship, sports… are all part of the subjects in which Medellin has significant experience. In turn, they have developed into core areas that orient and guide the search for further opportunities.

" The emphasis of the strategy to attract events according to the city's economic vocations is a success

Without a doubt, tourism has significantly contributed to Medellin's advancement in globalization, its economic development and the improvement of its international image. This vision has definitely payed dividends, and must be upheld and strengthened.

INTERMEDIATE CITIES:
A VISION FROM THE AGRICULTURAL DEVELOPMENT OF
Latin American AND THE *Caribbean*

Víctor M. Villalobos

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Urban development is an irreversible global trend. Latin America is no exception. It has gone through this process, in which a significant percentage of its inhabitants, have migrated from rural areas to cities in search for better living conditions.

As a result, the growth of cities has brought serious problems, such as pressure on basic services, transportation, pollution, informal settlements, crime and insecurity. On the other hand, the abandonment of agricultural areas has led to a decrease in the number of agri-food production units, food supply and aging of rural communities. Likewise, there is more and more urban pressure exerted on farmland and forests. It is within this context, where the need arises to analyze structural and comprehensive solutions to overcome the complex problems associated with these issues.

Intermediate Cities are defined as links between large cities and rural areas. They can be part of the solution to this situation by making it easier for the rural population not to migrate to large cities, while strengthening their identity, sense of belonging and new productive institutionalism that helps to balance out these issues.

> **"** *Connectivity and social media in Latin America serve the function of socializing information in the development, integration and exercise of the citizenship process*

Millions of people are constantly heading to cities in developing and developed countries, who then attempt to assimilate into the city life, which causes problems such as adaptation, health, insecurity and employment opportunities. On the other hand, these constantly growing cities consume 75 percent of the energy resources and emit 80 percent of the carbon that pollutes the environment. Together with the aforementioned, we must take into account that the world's population is expected to hit 9 billion by 2050, over 70 percent of whom will be living in these cities.

Latin America is the most urbanized region in the world with 80 percent of its population living in large cities and 25 percent living in poverty in informal settlements marked by high inequality, social exclusion and vulnerability of all kinds. In addition, there is a low degree of urban competitiveness since only 13 cities in Latin America are among the 120 most competitive in the world.

This reality is leading to the construction of a new pattern of development, which promotes a territorial vision of development and the demystification of the urban-rural dichotomy. About the attraction of big cities, it is necessary to identify intermediate cities

that build service networks, have connecting roles and meet the target needs of the population living in the regions. Consequently, they can continue to produce food efficiently and sustainably.

The cities' outreach requires work on public and private alliances. Thus, it is the responsibility of civil society to assume innovation leadership. Citizens must complement and support the enforcement of public policies that build the capacity to manage resources (human, economic and natural) and make it possible to execute plans and projects that seeks to achieve greater productivity in rural areas to supply cities with food security and services.

Academics, cooperation agencies and private initiatives play an essential role in this process. Their roles are defined as drivers of technological innovation by identifying global trends and studying behavioral patterns and smart solutions along with national and local public policies.

At the same time, connectivity and social media in Latin America serve the function of socializing information in the development, integration and exercise of the citizenship process. These are essential variables to be considered and then applied. They allow access to information and give relevance to the stakeholders, as well as others beyond their location.

The concern for the supply and the quality of food in cities requires consideration of the relationship with production areas and their relationship with potential urban markets. They recognize smart, fair and sustainable agro-food systems with their own identity. The tourism sector is linked to the agro-fisheries production sector as it has a strong presence and impact on rural areas, which makes of it a factor for social cohesion and a real driver of the economy.

Intermediate Cities in Latin America and the Caribbean are places that, until now, have only been determined by their population size. They do not meet a planned design to become hubs that, due to the high social cohesion owing to the number of inhabitants, can acquire the feature of "links." Hence, they offer services and the conveniences of large cities, exerting their influence through their dynamics on the development of smaller towns and the surrounding rural areas.

Currently, the definition of this category depends on each national reality in relation to population, opportunities and services. They do not always receive sufficient attention from international organizations or their States. This is because they do not compete with the problems of large cities such as overcrowding, mobility, security and exclusion.

This apparently positive characteristic of Intermediate Cities does not reflect in the same way in state responses, which must seek to prevent the recurrence of the problems of the urban development pattern. Moreover, we must emphasize that in relation to the application of the Sustainable Development Goals, Intermediate Cities are playing a leading role in debates and agreements of international organizations.

Finally, it is key to take into account that political decisions in Intermediate Cities significantly influence: (i) the effectiveness of the development of agriculture, because they condition whether there is more or less access to services, technologies and infrastructure, (ii) the conditions for accessing and expanding market opportunities for a broader range of products, and (iii) the fostering of a better life quality for their inhabitants.

MEXICO CITY: KEYS AND CHALLENGES TO BUILD

A *smart* CITY FOR ITS CITIZENS

Alejandro Romero
Socio y CEO Américas de LLORENTE & CUENCA / España

Arie Ellstein
Director senior de LLORENTE & CUENCA / México

With the collaboration of Gerard Pascal

Firmly and confidently is how we would like Mexico City to move forward in order to consolidate itself as a smart city. On this journey towards technological transition, there are aspects we must not forget in order to achieve this goal. The clock is ticking. In addition, I would like to begin by referring to time since it is a factor that we should not rely on.

Seventy years ago, the very first communication occurred between four computers for military purposes, which gave rise to what we know today as the Internet. This expanded and grew so fast that it turned into a lifestyle: connecting objects and even entire cities, thus even shaping the economy.

It was the connectivity trend that in 1999, Kevin Ashton named the Internet of Things, in which connection and communication between devices made it possible to store information and generate

> *Mexico City wants to be a smart city that offers solutions to the problems afflicting urban areas, which takes advantage of technology to simplify people's lives and facilitate business operations*

trends. With the third wave of the Internet[1], innovation became a constant process. This is because devices now have eyes and ears, which allow them to adapt to, and delve into our lives.

Along with this brief, yet precise panorama, we find the application of technology in countries' public life. We talk about a smart city[2] when the production of knowledge, derived from connected devices, converges into the management of public resources in order to improve the life quality of the people and the environment. The Inter-American Development Bank (2016) ensures the integration of technological development that makes cities more innovative, more competitive, more attractive and more resilient; it improves the lives of inhabitants.

According to figures from the aforementioned international organization, 70 percent of the world's population (more than 6 billion people) will live in cities by 2050, according to the UN. Hence, it is a challenge to achieve the appropriate integration of information technologies.

So, where Mexico City stands?

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[1] In this book *The Third Wave, an Entrepreneur's Vision of the Future* (2016), Steve Case indicates that the third wave is about the Internet being present and becoming a part of our lives; whereas the first wave was about infrastructure development and the second, access to information.

[2] Colado, S. (2013). Smart City: Towards Smart Management. Marcobo: Mexico.

MEXICO CITY WITH POTENTIAL

We shall begin by outlining some interesting facts.

Mexico City is a national leader as it is the political, economic and social reflection of the country. This is where the three powers of the Union are found: the federal executive branch, the Congress of the Union and the national Supreme Court of Justice; it is the second municipality in terms of number of inhabitants[3] and the number one contributor to the country's Gross Domestic Product[4].

In terms of connectivity, 63 percent of Mexico's population aged 6 and over declared they are Internet users; in other words, 70 million people, 3 out of 4 of whom own a smart phone[5]. According to PC World Mexico, an International Data Group (IDG) publication, the total economic contribution of the mobile device industry will reach 52 billion dollars by 2020, representing over 3.8 percent of Mexico's GDP.

With these data, it is possible to see that there are favorable conditions for channeling and creating a smart city, which is why it is necessary to look back at what the government of Mexico City has done. Last year, it has led the efforts to turn this city into a world leader. As recently as September 2016, in an effort to increase connectivity in Mexico City and move towards becoming a smart city , the Secretary for Economic Development (SEDECO), in coordination with the National Autonomous University of Mexico and the World Bank, began to implement a "Connectivity Master Plan for Mexico City" that consists of:

1. Identifying the current connectivity infrastructure in Mexico City,
2. Estimating the demand for connectivity in Mexico City,
3. Proposing a design for the Mexico City Connectivity Network,
4. Proposing a new design for the Mexico City Broadcasting System,
5. Analyzing the government structure and identifying the needs.

It is worth highlighting that this master plan provides for an "organizational division," which shall be responsible for managing the infrastructure and designing a public/private association to operate the Mexico City Connectivity Network. This should base on the best international experiences, and it would make possible to efficiently take advantage of the existing infrastructure, foster synergies and boost the autonomous and sustainable growth of new infrastructure and lay the foundations so Mexico can become a smart city.

Mexico City wants to be a smart city, which offers solutions to the problems afflicting urban areas; one which takes advantage of technology to simplify people's lives and business operations, but also goes beyond that by taking advantage of the new tools based on collective intelligence and collaborative social processes (SEDECO, 2016).

In November, it was revealed that the Nokia Smart city Playbook recognized that Mexico City has the infrastructure to become a smart city after receiving 3 out of 5 points in their assessment.

On the one hand, we have numbers that demonstrate a positive scenario as to the rate of growth in Internet users and digital inclusion; and on the other hand, we have a Government that is willing to position the city as a leader. Yet from the perspective of this humble servant, there are three important challenges for Mexico City that must

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[3] Mexico City only follows the State of Mexico, with 8,918,653 inhabitants (INEGI 2016).

[4] Mexico City contributes 16.7 percent of the country's GDP (INEGI 2016).

[5] INEGI. (2016). Internet figures. Taken from http://www.inegi.org.mx/saladeprensa/aproposito/2017/internet2017_Nal.pdf

not be forgotten and which we must remember so as not to get lost on this technological path.

CHALLENGES FOR MEXICO CITY

Despite the fact that the Inter-American Development Bank has set out a theoretical route for cities to become smart cities, I would like to offer three thoughts on the challenges facing Mexico City as its consolidation as a smart city is no minor issue.

HUMAN FOCUS TO TECHNOLOGY

To present this first challenge, I shall refer to the idea put forth by Media Lab Researcher. Luis Alonso from the Massachusetts Institute of Technology (MIT) who says that innovation has no direct relationship with technology, but rather it is about identifying the main problems and visions in each city. Mexico City is a reflection of the immense inequality found in Mexico. It is not only an economic problem as inequality is a part of practically all spheres of social activity such as education, healthcare, income, etc.[6].

Overall, the promotion of a smart city must focus on the fact that network-based knowledge must improve the lives of those connected but also bring closer those who are not connected, calibrating public policies and never failing to see the problems of big cities and everyday citizens.

In the words of Enrique V. Iglesias, the former president of the Inter-American Development Bank, the use of technology is a means and not the aim in and of itself.

[6] Paniagua, E. (2017). Smart Cities: The Key is Not Found in Technology. Taken from https://retina.elpais.com/retina/2017/04/27/tendencias/1493283914_759472.html

> ❝ *Citizen participation is a cornerstone that must not be left aside, as we, citizens, are the ones who are beginning this transformation and constantly evaluate the result of information integration*

LEGISLATION AND PRIORITY INCLUSION IN THE GOVERNMENT PROGRAM

The road to consolidating Mexico City as a smart city must not depend on will. Despite the fact that Mexico City has laws that help promote connectivity, such as the Law to Promote the Development of Mexico City as a Digital and Knowledge-Based City–which was passed in 2012–and the Law to Turn Mexico City into an Open City, the leadership of this project must transcend the six-year term of the head of the government and be promptly and deeply reflected in the goals and lines of action found in the 2019-2024 National Development Program.

Legislators must understand the major implications of a smart city and, based on this, legislate in advance. For example, the issue of cybersecurity must be handled with mechanisms to protect all parties, so the system is trustworthy and does not breach the spirit of a smart city. There is no doubt that the legislative spirit must be an innovative one.

CITIZEN PARTICIPATION

Finally, we must not forget that the real objective of this major connectivity consolidation is achieving public value; in other words, not only meeting the population's basic needs in an intelligent manner but also strengthening civic and democratic principles within society such as responsibility, transparency and participation[7].

Citizen participation is a cornerstone that must not be left aside as we, citizens, are the ones who are beginning this transformation and who constantly evaluate the result of information integration. Citizen satisfaction is the best step towards calibrating the performance of these cities.

We live in times of change where public administration requires deep and dynamic knowledge of the regions comprising society. In addition, the modification of the way governance is performed and, above all, new communication processes among the various stakeholders involved in decision-making will be decisive in consolidating Mexico City as a smart city.[8]

It was only just 60 years ago, right in the middle of the Cold War, when the idea arose to create a network of computers which, exclusively for military purposes, could have access to this type of information from anywhere in the world. At the time, it was unconceivable to imagine just how far the project using only four computers nesting strategic information would go.

Perhaps at this time it is unconceivable for us to think just how far the potential of smart cities can go, and this is why it is time to reflect upon the ultimate purpose of technological integration, giving preference to human sense and citizen participation in the formulation of policies.

Moreover, we shall do all of this because we can create many benefits for our citizens:

1. Less time used by citizens to complete procedures, this makes them efficient and simpler processes. convierte en procesos eficaces y más simples.
2. It prevents subjective judgement and there is transparency in public administration, which generates trust among the intervening stakeholders.
3. It facilitates a connection between the State and citizens, which creates public engagement.
4. Lower operational costs.
5. Continuous access and flow of information and closer relations with citizens.
6. They use the greatest of technological elements and include automatic controls.
7. It fosters participatory democracy through citizen participation.
8. It helps improve the life quality of our citizens and reduces corruption.

The clock is ticking for Mexico City.

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[7] Moore, M. (1995). Creating Public Value. Taken from http://www.hup.harvard.edu/catalog.php?isbn=9780674175587

[8] Inter-American Development Bank. (2016). The Road Towards Smart Cities. Taken from https://publications.iadb.org/bitstream/handle/11319/7743/La-ruta-hacia-las-smart-cities-Migrando-de-una-gestion-tradicional-a-la-ciudad-inteligente.pdf

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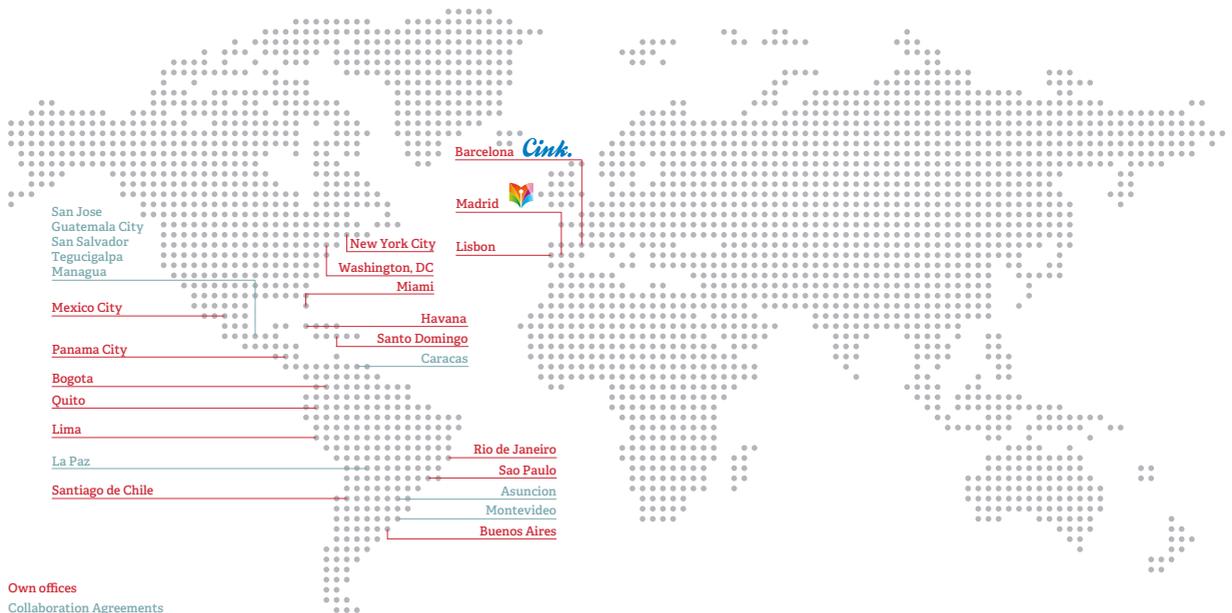
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