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## 01. Foreword

It is our firm belief that in order to build a State that is close to the people we have to think and formulate public policies based on the territory, on the places people live in, relate to, work and where they establish relationships. We understand the territory is the foundation of a specific collective identity, with problems and potentialities that deserve their own, distinct approach.

This approach involves articulating the views of all the actors settled in the territory, local governments as well as civil society organizations. We know that only they have the ability to project their future and to join efforts to pursue a common goal: build communities and spaces to live in.



Huge territorial imbalances exist in our country, particularly in Santa Fe. The urban and the rural amalgamate in a very peculiar manner, providing an imprint to the territory, to its dynamics and to its people. Urban sprawl leads to increased housing needs, to social exclusion; access to decent housing is sometimes unreachable. In this context, intermediary cities have a fundamental role to play in the provision of services and basic infrastructure to those who come looking for new opportunities.

Therefore, we, the State, should create new tools to consolidate multi-dimensional policies based on joint accountability, equality and citizens' involvement. Our first step was the collective construction of the Provincial Strategic Plan, a set of projects intended to ensure social and territorial cohesion, good social quality standards, equal opportunities and economic development. International cooperation allowed us to explore new avenues of growth and new opportunities for the completion of strategic projects.

Today, UCLG and the UNESCO Chair in Intermediary Cities are giving us a great opportunity to develop Basic Plans in intermediary cities in order to transform the territory, to suggest innovative strategies and to improve coordination between local authorities and the provincial government.

We truly appreciate this first, enriching experience; it has opened an unprecedented possibility for the development of our cities, enabling us to rebuild ties for social co-existence, to promote community life.

**Antonio Bonfatti**  
Governor of the province of Santa Fe

A handwritten signature in black ink, consisting of stylized, overlapping loops and a final flourish.

## 02. Introduction

**Josep Roig**  
Secretary General United Cities and Local  
Governments World Secretariat (UCLG)



This paper is intended to present the lessons learned by the local governments in the province of Santa Fe along the coordinated implementation of the Basic Plan tool in intermediary cities. It details innovative processes with respect to the regional/local articulation necessary for urban planning, in the context of international paradigms fostered by UCLG and its associated networks.

Region 2



Region 5



Region 1



Region 3



Region 4

### 03. Implementation framework

#### TERRITORIAL CHARACTERIZATION

The province of Santa Fe, in the most dynamic region of Argentina, features immense environmental and cultural diversity. Most of the province consists of green flatlands but it presents a variety of geographic and climatic characteristics. The environmental, social and economic dimensions display significant heterogeneity.

With 132,694 km<sup>2</sup>, Santa Fe represents 3.54% of the total area of Argentina. Population is 3,200,736; 8.15% of the total population in the country. There are 51 municipalities and 312 smaller towns (communes).

The territory is mainly rural but heavily urbanized: 93% of the population concentrates in industrial, commercial and service providing areas. This defines the provincial agriculture and food processing matrix. The most important cities are found along the Paraná River that is the connection to open sea and neighboring countries.

Ranked third in the country, Santa Fe's economic strength derives from the diversity of its production, a synthesis of the articulation attained between agriculture and processing industries. The 849km of the Paraná River running north to south are fundamental for the provincial economy: 70% of Argentine grain and agrifood exports are shipped from the dynamic ports and terminals located along this corridor.

The province is characterized by its wealth of natural resources and by immense cultural diversity, which create a remarkable complexity in its territorial extension.



3,200,736  
Population



132,694 km<sup>2</sup>  
Area



363  
Towns and Villages



24.1 hab./km<sup>2</sup>  
Average density



Mainly rural but heavily  
urbanized



**Province of Santa Fe**  
**Argentine Republic**



**849 km**  
of the Paraná River



**70%**  
of the national agrifood  
exports are shipped from  
Santa Fe



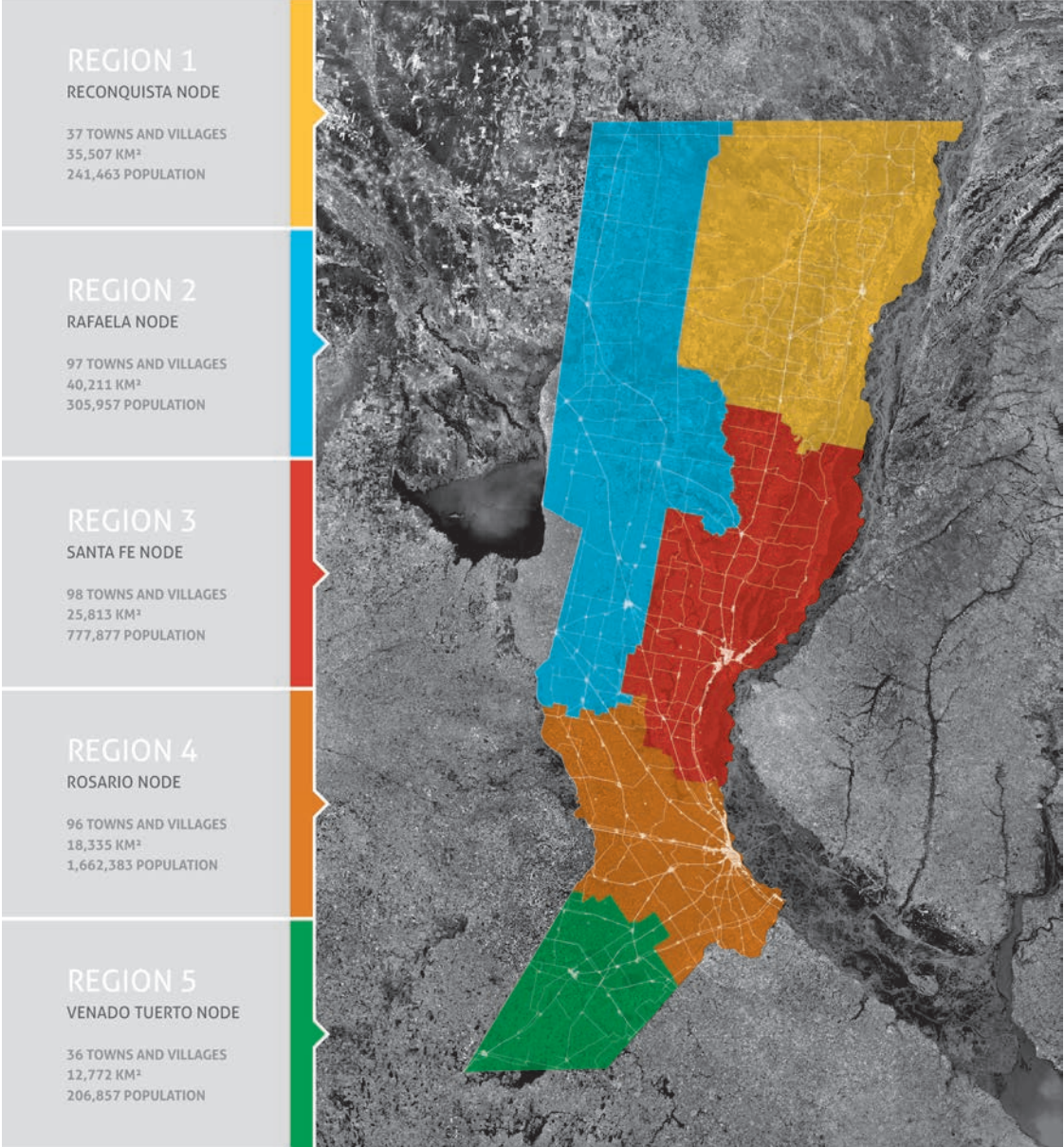
**Connectivity**  
Parana-Paraguay Waterway  
Roads network  
Railroad infrastructure



**21%**  
of the national exports are  
produced in the province



**30**  
Its economy is ranked  
third in the country





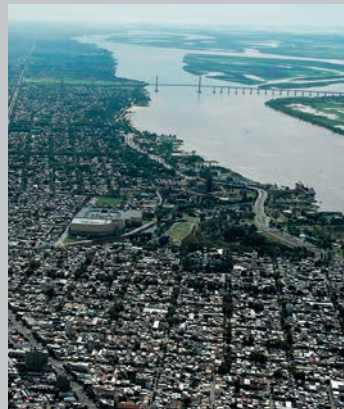
## A NEW TERRITORIAL ORGANIZATION

Since 2008 the province of Santa Fe has been experiencing a radical transformation based on regionalization, administrative decentralization, strategic planning as a collective decision-making tool and citizens' participation to foster plural dialogs in horizontal and democratic public spaces.

Regionalisation, that is, the territorial division of the province in five regions, is understood as a strategy to integrate and develop towns and villages by enhancing their resources and their productive identities. The basic premise of this policy is "Five regions, one province". It identifies diversities, acknowledges peculiarities, gives new value to the undeniable dialog between the community and the environment and establishes a new, intermediary level of belonging and intervention for the 51 municipalities and 312 communes.

This process can be assessed in its two dimensions: as a process and as a result. As a process, its implementation requires diverse manners and modes; different logics display in this scenario. As a result, the building of the Provincial Strategic Plan, thanks to citizens' involvement and to the participation of civil society organizations and local authorities, has put the public administration under citizens' scrutiny. Consequently, there is a new management tool that articulates and inter-relates territory and actions, defining 346 either provincial or regional projects with a horizon value of 20 years.

This new approach to local management has a satisfactory reference in Rosario's experience, after 25 years of a political process that led to this innovative public policy design. Strategies based on social equity and accessibility principles have resulted in a radical urban transformation. The city, chosen as an example of good practices, has been awarded important prizes and international recognition for its spatial organization in articulated districts, the municipal decentralization, the categorization of public spaces and the balanced distribution of equipments.





The State has played a crucial role. It has conducted and advocated for conditions that may promote and facilitate innovative solutions to public concerns and new styles in public management. The State is and has been the conductor of such process.

Carcarañá, Region 4



Villa Canás, Region 5



Villa Guillermina, Region 1



Villa Minetti, Region 2



Santo Tomé, Region 3



The 2030 Vision inaugurated a second generation of strategic planning. Intangible projects that focus on the relational management of actors and foster a change of scale to strengthen urban planning and land administration processes.

The new strategic projects intend to manage growth and foster local development while considering realities and potentialities. Public-public and private-public coordination have made significant progress in the articulation of joint actions undertaken by the provincial government, local authorities and territorially based organizations in 5 cities, one in each region. Santa Fe joined the UCLG's Strategic Planning Committee, a body that contributes to assess local experiences and policies in order to foster a more strategic, more inclusive planning based on the principles of urbanism.

In this context, Basic Plans are implemented to guide urban development processes in Santa Fe intermediary cities. Intermediary cities' authorities should accompany, counsel and train local governments while taking into account their peculiarities, providing technical and management tools.

The Basic Plan is a response to the frequent shortage or absence of technical and/or regulatory instruments. Ecuador and Colombia are currently developing simplified land administration plans for their cities. Santa Fe, as an intermediary government, tries to move forward and provide the possibility of articulating proposals based on the local, since local authorities have direct responsibility on their territory, its administration, growth and development.

The Basic Plan is a starting point for inter governmental work; it focuses on the physical aspect of cities and is intended to level off the urban planning approach from the local, to strategically articulate the different scales of participation from the many levels of government and, at the same time, to materialize the required urban transformations.

*In the context of CIMES International Program and using the Basic Plan as a tool, the province of Santa Fe is the first intermediate government that commits to support the urban planning processes undertaken by local authorities in the province.*

JOSEP MARIA LLOP –UNESCO UdL CHAIR–, NOVEMBER 2013

## 04. Intermediary cities

### GENERAL APPROACH

Intermediary cities are meant to become more relevant to urbanism since they concentrate most of the world population.

Although they represent very diverse groups, they feature many similarities in their global dimension, in terms of challenges and opportunities, as well as in terms of their distinct urban and territorial systems. Consequently, in order to approach planning from a sustainable development perspective, and in order to respond to the demands and needs of urban and rural population, intermediary cities should have a voice in the urbanization debate.

Being particularly aware of this fact, local governments are willing to embark on urban and strategic planning and to enhance articulation between municipalities and the provincial State.

UCLG has stated the need to understand the main characteristics and the role played by these cities so as to foster the exchange of experiences and practices. It has also highlighted that the revision and enhancement of the programs designed by associations of local governments intended to stimulate a debate on urban strategic planning should become a tool where actions are made a priority.

Intermediary cities are not defined by their territorial occupation or demographic expansion but by the functions they perform, by their mediating role in the flow of assets, information, innovation, management, etc; between the urban and rural territories they have an impact on and by their relationship with more remote centers. These cities fulfill their intermediate function in diverse dimensions, locally, territorially, regionally, nationally and even globally. (Bellet and Llop, 2003)

There is wide consensus that intermediary cities are centers of social, economic and cultural interaction, that they feed the local and external goods and services markets, that they are sources of territorial articulation and connections.

Mention should also be made to the fact that these are friendly cities, where quality of life is maintained or even improved by proximity. The offer of services is less important than in larger cities, which is sometimes considered a disadvantage. However, the reasonable size of the city floor plan presents several advantages.

The city is more accessible, it encourages biking and walking, distances are shorter, equipments are easier to find and use.

Travel times are shorter; the interaction with the environment, entertainment and services is better; as is between the urban community and the surrounding population. Consequently, the quality of life is better.

Cities generate jobs and offer opportunities; innovative solutions and projects can be implemented; it is possible to jointly manage urban and rural territories, to consolidate cultural roots and heritage, to build an identity.

Local management presents challenges and weaknesses. Revenue is lower when compared to larger cities: intermediary cities have fewer resources to respond to the magnitude of investments needed in public services. Local authorities are meant to administer their territories with limited resources and little political influence in the regional and national agenda, which makes management more difficult.

Cities (in habitants)	Radius -km- (a)	Radius area	Compactness ratio (b)	Line -km- (c)
Up to 100,000	1.9	1,359.9	0.46	6.0
From 100,000 to 250,000	3.0	3,559.3	0.36	7.7
From 250,000 to 1,000,000	4.6	7,625.5	0.10	17.4
More than 1,000,000	10.1	33,195.0	0.03	40.3
Average	3.8	7,224.1	0.30	12.5

Credit: J. M. Llop

(a) - Radius in km. Circumference covering 70% of the municipal population

(b) -  $1 / (\text{Area radius} / \text{average number of people per household in the city}) * 100$

(c) - Distance in km. Line which joins the external points of the city

## THE APPROACH IN SANTA FE

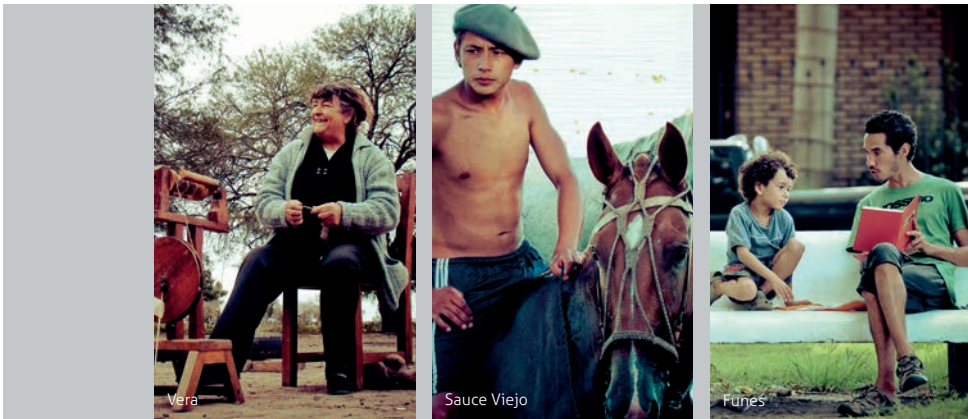
### Territorial Configuration

The provincial mobility structures, its social, economic and productive development clearly show the centrality acquired by the largest urban agglomerations. Namely: Rosario, Its metropolitan area concentrates approx. 1,500,000 people. Santa Fe, 500,000; Reconquista, Rafaela and Venado Tuerto, 60,000 to 100,000. These cities articulate service provision, production and information.

Average densities in Rosario and Santa Fe departments are 634.1/km<sup>2</sup> and 170.8/km<sup>2</sup>. The average within the province is 11.59/km<sup>2</sup>. There is a clear territorial imbalance: modernized areas with a sophisticated provision of services and other areas lacking all sort of infrastructures and services.

The regionalization, decentralization and participatory strategic planning began to address these asymmetries. The vision of Santa Fe made significant contributions to the Territorial Strategic Plan Argentina del Bicentenario (PET 1816-2016). The vision involves developing the north, enhancing the center and qualifying the south of the province.

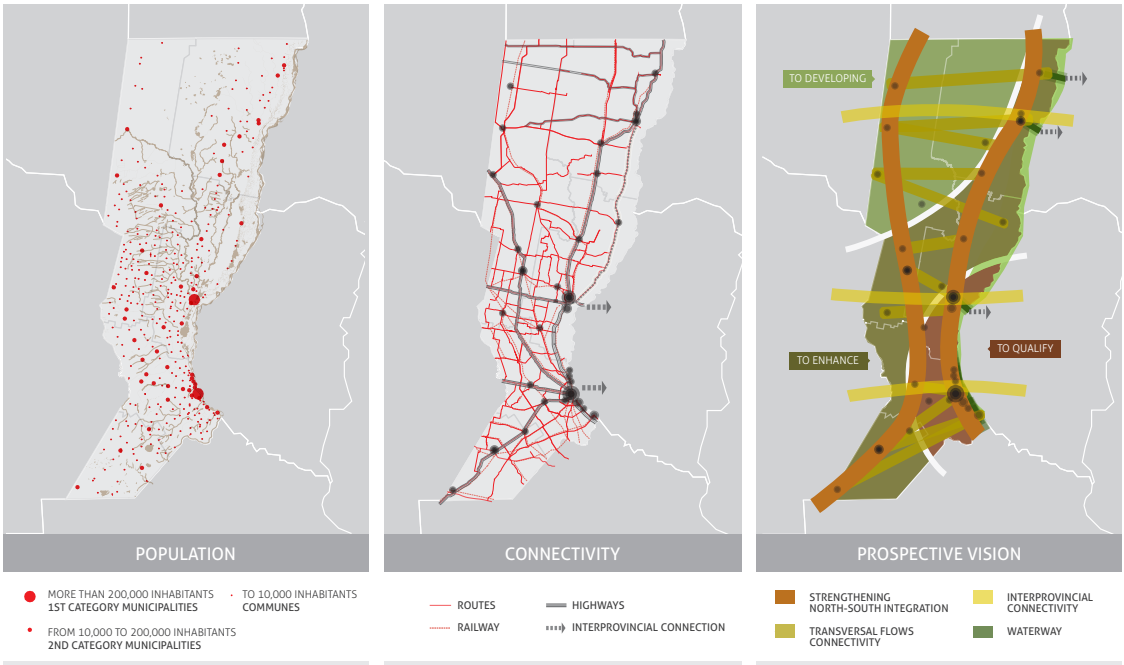
Provincial regulations rank towns and cities based on their population density. Cities with over 200,000 people are called 1° category municipalities; those with 10,000 to 200,000 are 2° category municipalities and those with less than 10,000 are communes.



In Santa Fe, intermediary cities are 2nd category municipalities, because of their intermediation roles, not because of their territorial expansion. Their geographic distribution is quite homogeneous; they combine an adequate general offer of goods and services, and have become territorial referents. Their administrative structure is stronger than the communes', though smaller than the structure of 1st category municipalities.

Most of the new growth in population has been occurring in these cities, which faces them to new tensions, big changes and radical transformation that have to be addressed with flexible and participatory tools, planning, management and proper land administration.

Following data from 2010 Census (INDEC, National Institute of Statistics and Census), 66% of towns with a population of 10,000 grew by over the provincial average, 0.7%. Cities with a population between 50,000 to 100,000 also grew above the provincial average, with variations of up to 38% in Rosario Metropolitan Area.



## Regional and Local Policies

The sustained population growth has resulted in urban sprawl and has created serious difficulties, i.e. social and spatial segregation, land tenure informality and illegality, absence of proper territorial planning and of adequate regulatory instruments.

Appropriate urban planning policies are needed to carry out a multi dimensional analysis of the current situation and to think of a feasible future scenario, to be attained gradually through flexible and modern mechanisms. Regional and local authorities should provide sufficient resources and expert technical capacities to deliver adequate responses in a timely manner, while designing applicable and specific public policies.

The province of Santa Fe has prepared a draft on land use to foster social processes for the democratic and participatory construction of the habitat.

The draft details the guiding principles, the tools and management instruments required to establish satisfactory public policies on land administration and urban planning based on their adoption by municipalities and communes.

A suitable land administration plan or master plan is the first and crucial step to open the land administration toolbox included in the draft.

Consequently, regional planning policies for intermediary cities are the first step, and probably the most significant step towards a future development of urban plans and their relevant regulatory framework.

The first experience implemented in a reduced number of intermediary cities was based on two fundamental pillars: political decision and technical capabilities.

The participation and full involvement of local authorities and municipal technical experts is a requirement, as is proper articulation. The program was launched in a first meeting with city mayors; focus was made on incentivating and fostering the adoption and understanding of the many virtues offered by local planning. Subsequent activities, seminars and workshops with local planning responsible persons revealed and underlined the significance of proper technical training to fully understand the negotiations required to implement urban changes.



*When we talk about multiple governance, we mean breaking the hierarchies of horizontalities between administrations with different technical and financial capacities.*

*The municipal teams and the provincial government embrace mutual learning and show the international community a path for innovation and development. At the same time, they acknowledge their capacity to develop innovative policies to benefit their citizens*

SARA HOEFELICH –UCLG–, NOVEMBER 2014



## 05. Tools application

### THE BASIC PLAN



#### WHAT IS IT?

It is a document, a guideline for urban planning of intermediary cities, a tool that summarizes and highlights the following:

- Flexibility, functionality, simplicity both in the designing as in the communication strategy.
- It is the basis of the plan; it allows subsequent stages to expand and deepen urban planning.
- It introduces concepts of sustainable development and participatory strategic planning.
- It helps strengthening collective efforts made by the province and the municipalities when approaching the urban scale.
- Its flexibility allows easy installation in the provincial territory, following the concept of networks of cities.



#### WHO CAN TAKE PART?

The Master Cooperation Agreement signed by the province of Santa Fe and the UNESCO UdL Chair clearly states the commitment of institutions to work together. It is called 'Intermediary Cities. Urbanization and Development', and was launched into the end of 2013.

The municipalities were formally included in the Master Agreement after the signing of an Act by their local authorities.

In Santa Fe context and considering the diverse urban dynamics, different spheres of action were prioritized. Work started in cities that:

- Take on roles of intermediation in the territory and/or forming the pivot of development due to their offer of goods and services, irrespective of their extension or population.

- Show interest in deepening the urban and territorial planning process or in making significant progress in the matter.
- Have the executive and technical capacity to carry out the complete working plan.

This first stage of the program included 5 intermediary cities, one per region, to ensure territorial balance, a criterion of the Santa Fe Provincial Strategic Plan:

- . Region 1: Las Toscas
- . Region 2: Sunchales
- . Region 3: Santo Tomé
- . Region 4: Casilda
- . Region 5: Villa Cañas





## OVERVIEW

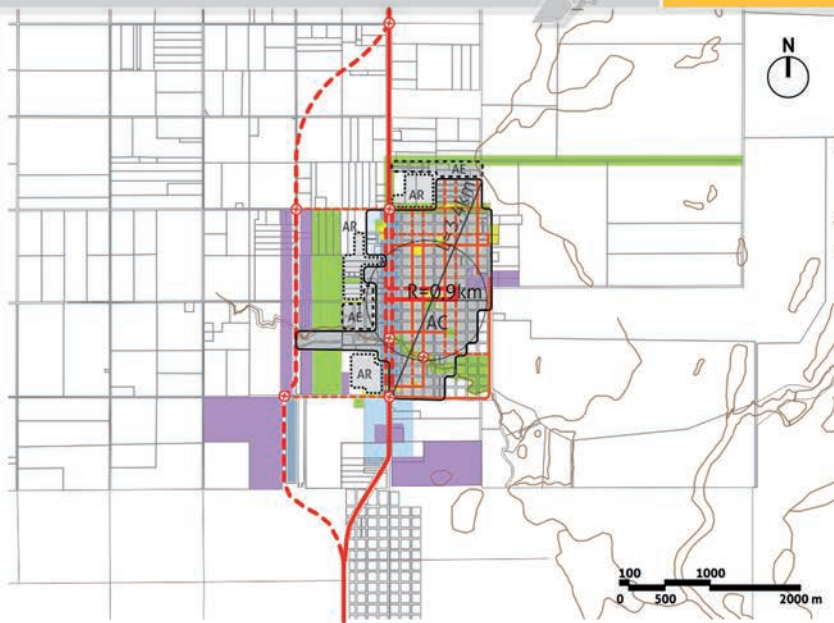
First large city in the North. Agro-industrial, with provision of services. Close to the Parana River affluents.

# Las Toscas

POPULATION: 13,500 (AN ESTIMATE)

## REGION 1

RECONQUISTA NODE



## MAIN ISSUES

Territorial connectivity infrastructures with an urban impact, productive facilities and service infrastructures that impact on the environment, water supply, sewage system, energy.



*It is very important that Las Toscas is now part of the program because it creates future possibilities. The municipality has neither a land administration plan nor a professional team that can study and/or plan the territory, mostly because of the distance with specific training centers. These are the initial steps, the foundations for a city that is growing. Services and resources will be optimized based on the Preliminary Basic Plan, on the understanding of local issues. City quality will surely be improved. Urban growth and development will, for the first time, be planned.*

LAS TOSCAS MUNICIPAL TEAM, MARCH 2014



## WHO CAN PREPARE THE PLAN?

It is a requirement to have technical and executive teams from local governments in charge of the plan, supported and advised by the provincial government.

The Basic Plan is for the citizens, it is a collective heritage. Therefore, the preparation of the plan should be done with the public interest and the social needs of the beneficiary city in mind.



## WHAT IS PREPARED?

Geographical, topographical, environmental, social, cultural, economic and service-related information is collected and processed



The result is the CIMES Survey, the current profile of the city. It summarizes the diversity of quantitative and qualitative data required to start with basic planning.

It generates the Basic Plan by resorting to a comprehensive sustainable strategy based on territorial realities and potentialities.



It should reflect the interrelation between each and every component, either stable or dynamic, that makes up the territory and use a representation based on a single language and a predetermined graphic coding:

- Road and transport system
- Access to public infrastructure
- Basic services and infrastructure
- Systems of free spaces
- Rivers, water system and flooding areas
- Urban morphology
- Habitat
- Urban areas: consolidated, extended, reserve
- Urban standards and specific plans
- Recent interventions
- Prioritizing strategic projects





## OVERVIEW

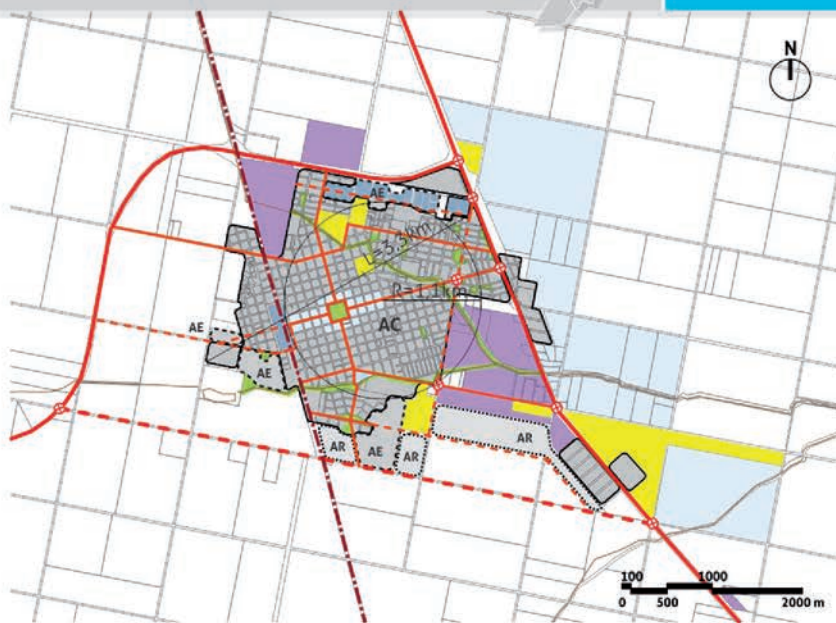
National Capital of Cooperativism, located in the most important milk production area of Argentina. Grain, livestock, meat, dairy products and metal mechanics.

# Sunchales

POPULATION: 21,304 (2010 CENSUS)

## REGION 2

RAFAELA NODE



## MAIN ISSUES

Strategic pole, social capital, agro industrial production, qualified human resources, connectivity and service infrastructures and facilities. Urban growth, consolidated city.





### **HOW LONG DOES IT TAKE?**

It is estimated that local teams will take two months of intensive work to complete the project, resulting in the Preliminary Basic Plan of the city.



### **HOW IS IT DONE?**

#### **Initially, a meeting in the territory:**

Presenting the provincial program in each municipality, raising awareness among the main referents, putting together the local technical team and visiting the city together.

#### **First round of technical meetings in the territory:**

Detailed explanation of the work methodology, handing of a CD with the digital compilation of data and basic information to be used, answering questions and supporting the CIMES Survey.

#### **Seminar. Workshop on the network approach:**

Collective and cooperative activity between the UNESCO UdL Chair, the province, the municipalities to design, develop.

#### **Second round of technical meetings in the territory:**

Answering questions and supporting the Preliminary Basic Plan approach.

Presentation to the community of the Preliminary Basic Plan by the Municipality with the support of the provincial government, a strategy to raise awareness and encourage the involvement of citizens to complete the project with legitimacy. In fact, the plan will be observed, adjusted, amended by the collective selection of strategic projects that will be given a priority or by the implementation of other participatory tools offered to the local community.





#### OVERVIEW

Part of a network of economic and service-related exchanges, at a junction of a road that connects to networks in the region and Mercosur. Quality residential activity.

## Santo Tomé

POPULATION: 66,133 (2010 CENSUS)

REGION 3  
SANTA FE NODE



#### MAIN ISSUES

Interconnectivity, accessibility, urban mobility, service networks, urban growth, habitat, flooding vulnerability, natural and cultural heritage, social inclusion.



*The Basic Plan approach helped summarizing a citywide audit that can perfect current instruments of action on the territory (master plan). Furthermore, it creates the conditions necessary to develop and implement new management models enabling the enhancement of public policies within an urban and territorial plan.*

SANTO TOME MUNICIPAL TEAM, MARCH 2014

## 06. Keys. Achievements and lessons learned

### LEARNING BY DOING AND CREATING A PEER COMMUNITY BETWEEN THE CITIES INVOLVED



#### THE POLITICAL - INSTITUTIONAL RELATIONSHIP BETWEEN THE GOVERNMENTS INVOLVED

The prospective vision of the province we want, an integrated Santa Fe in solidarity, with territorial balance, social quality and economic development, is the perspective that frames this initiative.

The political decision to move forward and strengthen the management capabilities of local governments in territorial administration and urban planning supports the deployment of the Basic Plan program in the five provincial cities in the first stage.

The commitment taken on by the local authorities in each region and even by government leaders from different ideological colors should be highlighted. This secures the implementation of the first experience with a territorial balance logic which, at the end of the day, intends to make local authorities stronger. Having seen that the benefits of the program are shared, a high degree of understanding and agreement among the parties was achieved, as evidenced by this commitment.

The relationship between provincial and local governments is gradually strengthened, both in the political - institutional facet and in the articulation among technicians toward the concrete development of the work experience. The training methods applied should promote local government leadership in administration and planning.



#### THE ROLE OF THE TECHNICAL TEAMS

Building a cross-discipline team at each municipality, with two or three people as a minimum, has been a key factor. They include officials from the current local government and technicians on the payroll. This approach has secured that the outcome of the effort is in line with local policy. That is a critical factor to achieve the first results and guarantee the continuity and deepening of the program without losing the sense of the reality the city is going through.

Increasing capabilities, raising the bar and giving the proper place to the role of the local technical teams in territorial and urban planning are fundamental factors. The goal is to promote their leadership in implementing the decisions that progressively move the city to a more sustainable destination.



## OVERVIEW

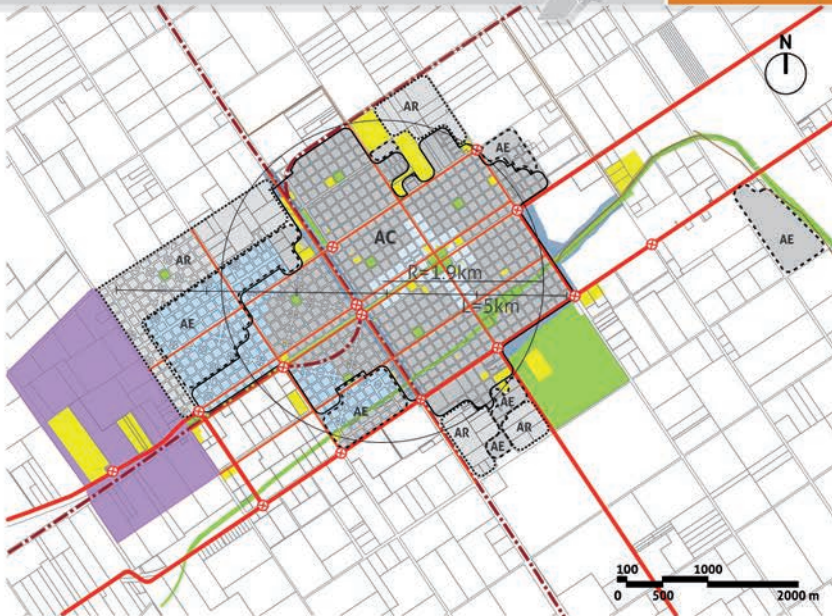
Economy based on agriculture, regional, urban and university relations.

# Casilda

POPULATION: 35,058 (2010 CENSUS)

## REGION 4

ROSARIO NODE



## MAIN ISSUES

Urban growth, public transportation, infrastructures, social inclusion, regulations.



*The Basic Plan enabled a retrospective view of the city, the representation of data and issues and concluded that the implemented projects are sound and solid. Future actions will resume the experiences contributed by the local administration, considering positive aspects included in the urban territorial strategic plan draft.*

CASILDA MUNICIPAL TEAM, MARCH 2014

Collective seminars and peer workshops have proved highly motivational. They feed the exchange of information, experiences, technical criteria, procedures and behaviors. Even more, the acknowledgment of other urban realities from the provincial environment has proved inspirational and there is fresh interest in the capacities of the city itself and its potentials in the future.

Parallel supplementary specific training and education are also key factors. These training and education efforts dwell on this subject not just through the transmission of theoretical concepts but mainly through case studies.

Such as with other experiences facilitated by UCLG in other regions, training in the territory needs to be quite effective so as to help solve priority daily issues, making sure knowledge is applied to bring about solutions and promote management in a more proactive manner.



#### THE SHARED WORK PROCESS

The support of the provincial technical - executive team evidences the relevance of frequent technical meetings in each municipal seat prior to launching the program, throughout its development and in the further phase of deepening the experience. This approach, put forward to provide permanent orientation and follow up progress secures, in general terms, simultaneous compliance of the goals and deadlines committed with by participating cities.

Representing the plan from its inception with a single graphic language that talks to all the teams favors reflection. This arises from the fact that comparative instances open up from the joint analysis of the outcome, and provide supplementary observations of the different plans put together, apart from an agile visualization of shared issues.







#### OVERVIEW

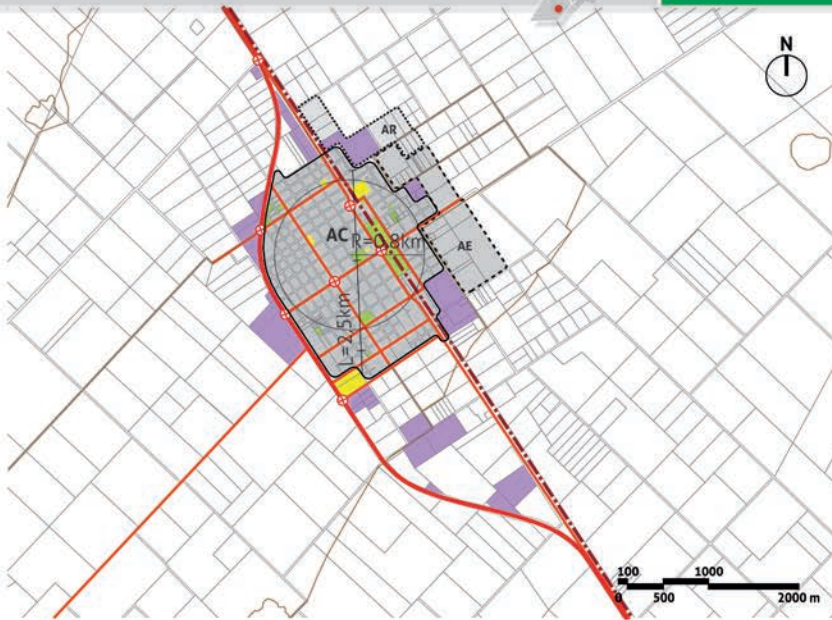
Agricultural city in the Humid Pampas, with a strong cultural and tourist influence at regional level.

## Villa Cañas

POPULATION: 9,433 (2010 CENSUS)

### REGION 5

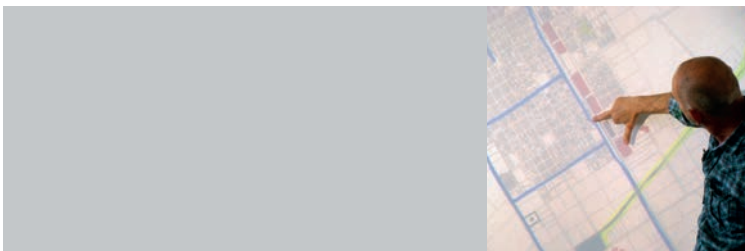
VENADO TUERTO NODE



#### MAIN ISSUES

Energy, connectivity infrastructure, urban growth.

- |  |                         |  |                                  |
|--|-------------------------|--|----------------------------------|
|  | COMPACTED RADIUS        |  | PUBLIC FACILITIES                |
|  | COMPACTED LINE          |  | SERVICES, INDUSTRY AND LOGISTICS |
|  | CONSOLIDATED URBAN AREA |  | GREEN AREAS                      |
|  | EXTENSION URBAN AREA    |  | HYDROLOGIC SYSTEM                |
|  | RESERVE URBAN AREA      |  | REGULATION ZONE                  |
|  | SPECIAL URBAN AREA      |  | IMPROVEMENT ZONE                 |
|  | NODES                   |  | TRANSFORMATION ZONE              |
|  | PRIMARY ROADS           |  | PRESERVATION ZONE                |
|  | SECONDARY ROADS         |  |                                  |
|  | RAILROAD TRACKS         |  |                                  |





## GROWING CONSENSUS AROUND THE VALUE OF SANTA FE'S SYSTEMATIZED BASIC PLANNING

This first experience validates the choice of agile methods for urban planning and their adoption by intermediary city governments. Despite their smaller organic structure and resources, they are managing to engage into an intensive work process.

Concurrent provincial - regional - local planning is tested in approaching the plan, as work starts from considering all the plans, projects and actions in place that have an impact on the different scales of the territory, and the consensus of the citizens sprouting from their involvement.

Having a basic plan provides the municipality a clearer view of concrete possibilities of transformation in the urban arena. This stems from actually seeing the physical boundaries of the issue, the universe of players involved and the capacities and capabilities required to overcome it.

The Basic Plan is conceived as the reference framework for everyday decision-making and defining short-, medium- and long-term actions on the local stage.

The CIMES Survey is also positively valued as a compendium of first-hand summary information for the city's daily management. Putting the Survey together has actually required frequent interaction among different-tier agencies in the municipal government.

For those cities that already had older or newer history in terms of planning their cities themselves, the method proved its generic and flexible condition to provide the flesh to an up-to-date city project based on interpreting, reviewing and revising prior urban planning.



## 07. Future steps

Basic Plans are part of a set of integrated territorial policies in the body of the Provincial Strategic Plan - Vision 2030. Progress in its deployment is a challenge that cannot be postponed.





In that sense, the following activities are in the pipeline:

### DEEPENING THE FIRST EXPERIENCE

A new instance of institutional support and professional technical advice opens up this year toward managing and possibly implementing the interventions drawn on the Basic Plans.

Participation to concretely discuss prioritized projects (proposal selection, management and deployment). Both public and private strategic players will be called on board to follow up and monitor commitments taken up.

Provisions have also been made to take care of and channel the demands for executive projects, as a prior step to their actual deployment, once the required funding side has been sorted out. Projects that require some deeper technical effort, such as a special plan for a certain green area, improving the urban infrastructure, executing new buildings or recovering existing structures, etc.

Simplified financial and economic tools need to be evaluated, either new or already existing in any of the governmental levels (local, provincial, country-wide) or in place abroad, to add criteria of feasibility, prioritization, and management by outcomes.

### MULTIPLYING THE EXPERIENCE

Expanding the experience to the region by adding ten new towns to the program, i.e.: two by region, thus securing the ongoing implementation of the territorial balance criterion.

As an innovative action, the support of the technical representatives of the cities that have worked in the first experience will be added.

On the other hand, both provincial and federal technical training will continue, aimed at the local teams involved.

### ACTIVE PRESENCE ON THE INTERNATIONAL AGENDA

For the cities involved it implies, regarding the progress made, the possibility of bringing them to the focus of the multicultural discussion that is taking place in different parts of the world, with continuity in the next few years.

This is possible thanks to the fact that the Province of Santa Fe has become an active member of UCLG, and has joined its Strategic Planning Committee.

The CIMES International Network, sprouting from the UNESCO UdL Chair, is a platform with a permanent projection in the contemporary discussion of this type of city, which is now in the world's spotlight.

## **Provincial Authorities**

### **Governor of the Province of Santa Fe**

Antonio Bonfatti

### **Vice Governor of the Province of Santa Fe**

Jorge Henn

### **Minister of Government and State Reform**

Rubén Galassi

### **Secretary of Regions, Municipalities and Communes**

Horacio Ghirardi

### **Deputy Secretary of Planning and Decentralization**

María Paz Gutiérrez

### **Secretary of International Relations and Integration**

María Julia Reyna

### **Minister of Public Works and Housing**

Julio Schneider

### **Secretary of Architecture**

Silvana Codina

### **Secretary of Planning**

Gerardo Barro

## **Regional Coordinators**

**Region 1** - Sergio Rojas

**Region 2** - Omar Martínez

**Region 3** - Carlos Suárez

**Region 4** - María Pía Zelayeta

**Region 5** - Oscar Pieroni

## **Local Governments**

### **Las Toscas**

Mayor Leandro Chamorro

### **Sunchales**

Mayor Ezequiel Bolatti

### **Santo Tomé**

Mayor Fabián Palo Oliver

### **Casilda**

Mayor Juan Carlos Bacalini

### **Villa Cañas**

Mayor Norberto Gizzi

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Sara Hoeflich de Duque

## **UNESCO Cathedra UdL "Intermediary Cities: Urbanization and Development"**

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Roxana Tapia

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Leticia Leonhardt

### **Locals Technical – executive teams**

#### **Las Toscas**

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Raúl González

#### **Sunchales**

Celina Paira  
Francisco Tíbaldo  
Rodrigo Filippi

#### **Santo Tomé**

Luis Martínez  
Rubén Piacenza  
Jerónimo Poquet  
Mario Catena  
Betiana Guerrero

#### **Casilda**

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#### **Villa Cañas**

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