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Strategic Planning in Europe: Connecting Cities, Migrants and Migration

Policy Report
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This report aims to contribute towards the attainment of the Sustainable Development Goals (SDGs), with particular focus towards:

- SDG 11 - Sustainable Cities and Communities: Make cities and human settlements inclusive, safe, resilient and sustainable.
- SDG 17 - Partnership for the Goals: Strengthen the means of implementation and revitalize the global partnership for sustainable development.

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SUMMARY

Cities are central nodes of migration processes and this report argues that urban planning is a crucial factor steering this articulation, for good or for bad. By examining city strategic planning trends through an in-depth analysis of the published documents of 20 European cities, this report explores how well equipped this framework is to face the processes of migration. The findings show that migration is rarely in a central strategic line or connected to concrete policy indications, and is often brought up in a broad sense and as a descriptive tool for the city's demography. Local actors face the challenges of developing an articulated governance with other scales of power (transnational, national and regional). Additionally, urban planning must be informed by on-the-ground practices through participatory methodologies, critically bridging global and local values. The report recommends approaches in different scales to re-energise strategic planning in order to create better articulations between planning and migration processes.

INTRODUCTION

This report argues that urban planning practices must be improved to respond to the complex processes of urbanisation, specifically with relation to migration. Multilateral organisations such as UN-Habitat¹ have pushed for the use of strategic planning, and promote its dissemination globally. Strategic planning as a methodology establishes a specific way of understanding the urban space, allocating resources and producing shared future aspirations. Cities that uncritically incorporate strategic planning methodologies risk producing urban agendas detached from their contextual peculiarities.

Through content analysis of strategic plans from European cities, the present report evaluates the impact of strategic planning methodology on urban policies regarding migration and indicates pathways for higher relevance in urban policy recommendation. Exploring the mindset of these strategic plans and major in-text trends provides the potential to identify biases and weaknesses, leading to the appropriate policy recommendation.

This report also highlights the main trends related to migration and how cities are tackling this complex phenomenon and therefore identifying the best improvement opportunities for policy-makers. The visibility of these contradictions and the critique to some of the central premises of strategic planning processes should be faced. The resulting recommendations are based on this investigation exercise and aim to provide more context sensitive and relevant policies.

Migration and Urban Planning

The United Nation's 2030 Agenda for Sustainable Development (UN, 2015) produced a cohesive method to structure a global normative framework – especially through the Sustainable Development Goals – that faces the challenges posed by globalised socio-economic fluxes and unequal processes of urbanisation. In this document, migration processes are highlighted as a central complex phenomenon in the present day that must be managed through global

¹ See UN-Habitat, 2005

cooperation.² New important mechanisms for a global approach to migration are currently being discussed and should be adopted in Morocco on the 10th and 11th of December 2018 in the global compact for safe, orderly and regular migration.³

Migration's importance in most public policy debate spaces can be explained, firstly because the current numbers are somewhat close to 244 million international migrants and 740 million internal migrants.⁴ Its importance derives from its cross-cutting articulation with topics related to issues such as the global economy, security, climate change and human rights. Additionally, international migration is fundamentally a transnational trend that involves different countries while, at the same time, materialising in the local levels, especially in cities.⁵ Migration processes reshape cities all around the world, and in many cases are the main explanatory indicators for populational growth and demographic configurations (Skeldon, 2013).

Today's global socio-economic conjuncture is marked by accelerated urban transformations, the growth of cities, global-scale connections, mass human displacement, and deep social inequalities. Statements related to the 'urban age' – the notion that for the first time in history a majority of people are living in the urban areas, rather than rural areas – give significance to cities and their rising implications in the face of the globalised economy (see UN-Habitat, 2015). Furthermore, cities are often regarded as fundamental nodes of planetary fluxes (see Brenner, 2013; Sassen, 2008) and leading stages for political mobilisation.

Urbanisation is usually depicted and imagined as strictly related to population and density.⁶ However, it is important to note that even if the 'non-urban' zones do not have population density, social fabric or infrastructural equipment, these regions are essential and strategic to the

² '10.7. Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well managed migration policies.' (SDG 10: Reduce Inequality within and Among Countries, 2030 Agenda, 2015:25).

³ Final draft published in 11th of July of 2018. Available from:
<https://reliefweb.int/sites/reliefweb.int/files/resources/migration.pdf>

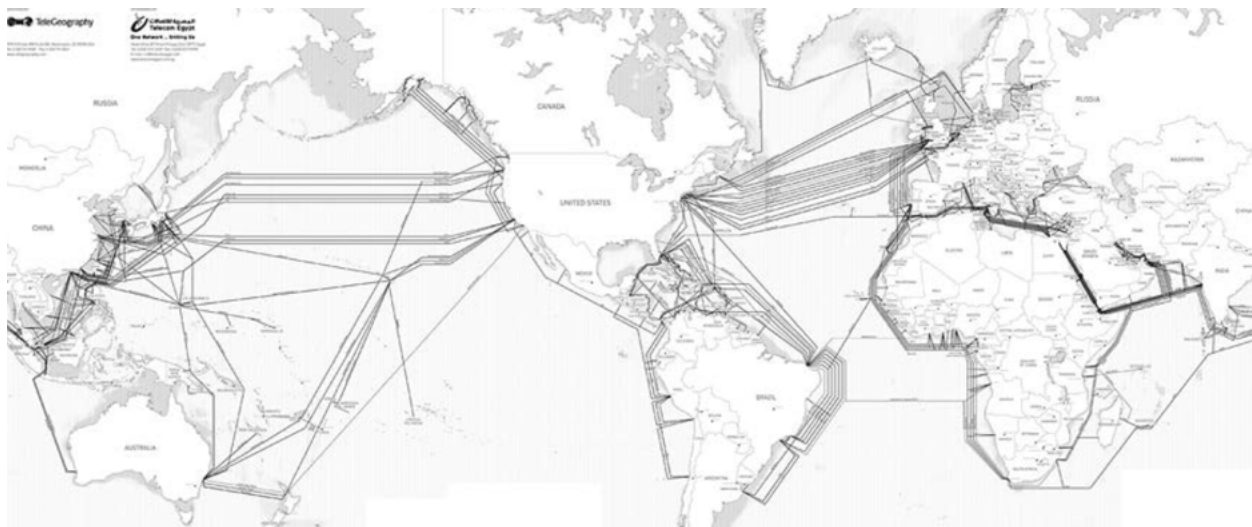
⁴ UN Desa 2015 estimates.

⁵ 80% of internally displaced persons (UDPs) and around 60% of the world's refugees reside in urban areas (UN-Habitat, 2015: 2)

⁶ Kingsley Davis (1973) famously conceptualised urbanisation as the expansion of cities' population in relation to the total national population. This paradigmatic understanding of urbanisation still permeates most institutionalised data collection systems around the world.

flows that emanate from cities: resources, energy, nutrients, water, labour force, logistics, communication, residual waste, and many others (see Figure 1). Presently, these areas are produced, built, planned and re-planned through large-scale territorial projects that aim to support the expansion and growth of cities.

Figure 1: 2012 Submarine Cable Map



Source: TeleGeography, www.telegeography.com

The rhythms of development of these areas are increasingly more connected to the urban centres, especially through the social division of labour, commodification processes, enclosure and socioecological degradation, resulting in a scenario of dispossession and mass relocation (see Zeiderman et al., 2017).

The perspective proposed by the 'urban age' claim only scratches the surface of urbanisation-related impacts beyond the cities and city-like zones, exposing the importance of actively working towards urban governance schemes that connect different regions worldwide and are sensitive to migration processes.

Attention given to urban settlements is energised by multilateral policies and global agreements like the 2030 Agenda, the SDGs (especially goal 11⁷) and the 21st meeting of the Council of Parties (COP 21). The New Urban Agenda (UN-Habitat, 2016) poses a set of goals and guidelines that could lead to an interesting turn in urban planning.⁸ Nonetheless, this global normative framework can only go so far, and it is decisive that planning practice per se, through a solid collaboration among governance actors, is well equipped for the inevitable challenges.

Connecting migration and urbanisation processes is a complex challenge that must be faced. The International Organisation for Migration (IOM) published the World Migration Report in 2015 (IOM, 2015) devoted to the articulation between migrants and cities. In 2018, the IOM's World Migration Report (IOM, 2018) explains that this concern was still not properly tackled. A dominant theme of this document is to produce planning practices that are able to structure – in a consistent manner – the plural policies concerning migration in general.⁹ The 'Global Migration: Resilient Cities on the Forefront' report (100 Resilient Cities, 2018) stresses that urban planning must comprehend migration as a structuring element of the city that produces specific dynamics in the urban fabric related to traditional elements of planning (e.g. transportation and economic development).

City planning is often brought up as a key effort to create a coordinated stance capable of grasping the structuring impacts of migration in different urban elements, consecutively producing strategies that are capable of fostering social, cultural, economic and political inclusion of migrants while potentialising their impacts on the city as a whole. However, planning in the city level is not automatically positive. This report argues that planning practices that are not adequately equipped for today's complex challenges regarding migration processes risk bringing negative effects to the citizens, the city and beyond the city's borders.

⁷ '11.3. By 2030 enhance inclusive and sustainable urbanisation and capacity for participatory integrated and sustainable human settlement planning and management in all countries' (2030 Agenda, SDG 11: Make Cities and Humans Settlement Inclusive, Safe, Resilient and Sustainable).

⁸ 'If well-planned and well-managed, urbanisation can be a powerful tool for sustainable development for both developing and developed countries.' (New Urban Agenda, 2016: 6).

⁹ 'Declaring a policy of, for example, migrant inclusion, openness to migrant entrepreneurs and support for their integration is one thing, but it is in planning that concrete implementation begins. Plans embody priorities for allocating resources, and they frame decisions made by administrators and elected officials.' (IMO, 2018: 236).

Assessing City Strategic Planning in Europe

Well-planned urbanisation is a recurrent theme in this report, although not all urban planning practices are created equal. There are different ways of approaching the urban space and its constitutive trends (e.g. Master Plans, Sectorial Plans, Multicultural Plans among many others). Strategic planning is a relevant methodology emerging in the last three decades that permeates the mindset of a large number of city plans across the globe. Is strategic planning well equipped to articulate urbanisation and migration processes?

The UN-Habitat has an important role in the designing of global urban agendas and reports concerning urban planning. The ‘Promoting local economic development through strategic planning’ (UN-Habitat, 2005) report and the ‘Global Report on Human Settlements’ document (UN-Habitat, 2009) promote strategic planning as an important methodology for urban planning. Another important document for the diffusion of strategic planning is the ‘Citywide Strategic Planning: A step by step guide’ (UN-Habitat, 2010) report that encompasses the roles of urban planners and decision makers on how to create and maintain the process of strategic planning in different contexts.

Strategic planning aims at managing the processes of formulation of goals and implementation of projects, analysing the conjuncture and defining the action for a specific city. This process is characterised by different stages and activities that may vary from place to place, however, it is usually based on the idea of producing a diagnosis of the current situation, defining the privileged future vision for the city and creating a strategy to optimally reach this goal.

There are diverse motivations for cities to implement a strategic planning process, such as creating consensus over a specific future agenda or reacting to generalised crisis perception. There are cases where even if the planning process is not explicitly called strategic planning it is possible to notice the adoption of specific concepts and tools developed by the strategic planning methodology (see BOX 1).

BOX 1. Strategic Planning Methodology Overview

The methodology can vary from place to place but is often grounded on the following stages:

- 1) Defining the vision for the city
 - Workshops, public events, thematic groups, technical commissions, municipal staff, and public participation.
- 2) Designing objectives and strategies.
 - SWOT analysis, debates and plenaries.
- 3) Defining programmes and projects,
 - Workshops, interviews, institutional and organisational lobby and marketing.
- 4) Institutionalisation of the plan.
 - Submission of the plan document itself, presentations, public events, public consultation and technical evaluation.
- 5) Implementation and monitoring.
 - Follow-up schemes, financial arrangements, external committees and reviews.

A large number of cities in Europe (see Burgess and Carmona, 2009; Parnreiter, 2011) adopted this methodology and produced their own strategic plans, and with them constructed their cities' diagnosis and future aspirations, subsequently promoting a set of strategic lines to guide the way there. Does this methodology for city planning overflow the methodological structuring of the documents and impact the quality of these plans regarding migration? In other words: how well equipped are strategic plans to face the complex processes of migration?

Almost one third of the world's international migrants (75 million) lived in Europe in 2015. Over half of these (40 million) were born in Europe, but are living elsewhere in the region, which has increased from 27 million in 1990 (Figure 9). In 2015, European-to-European migration was the second largest regional migration corridor in the world (after Latin America and the Caribbean to Northern America). The population of non-European migrants in Europe reached over 35 million in

An in-depth study of a sample of strategic plans in European cities¹⁰ – collecting data from a wide array of political, economic, social and cultural backgrounds – provided this report with a nourished grasp of this planning methodology and its actual materialisation as an official document. The next step is learning how these cities access migration and urban planning, and how well calibrated strategic planning is for this challenge.

Figure 2: Case studies



Source: Generated with Google Maps

¹⁰ Cities list: Barcelona, Belfast, Belgrade, Berlin, Budapest, Copenhagen, Dublin, Helsinki, Kiev, Krakow, London, Paris, Prague, Reykjavik, Riga, Rome, Stockholm, Tallinn, Vienna and Zagreb.

The database was created by examining cities in Europe that have strategic plans. The criteria for investigating cities linearly explored the cities already mentioned in the related literature (see Vainer, 1998; Santacana, 1998; and Sánchez, 2009), followed up by targeting capital cities with available documents in PDF, prioritising diverse cultural backgrounds. The selected cities experience the connection between migration and urbanisation in diverse ways and intensities (e.g. international or internal migration, immigration or emigration flows), allowing this investigation to identify city planning patterns across various contexts and specificities.

WHAT DO THE PLANS SAY?

A content analysis of the documents was undertaken, searching for trends in the main strategic lines taken in the plans. Topics related to ‘Economic Growth’ and ‘Sustainability’ are unanimously chosen as priority dimensions in the documents examined. The relevance given to these topics has pervasive impacts on the definitions of the strategic pillars that compose the documents and therefore the subsequent projects to be pursued by the cities. Strategic pillars provide the guiding framework for strategic plans and materialise in projects and goals. Consequently, the content of these pillars is key to the plan’s unfolding.

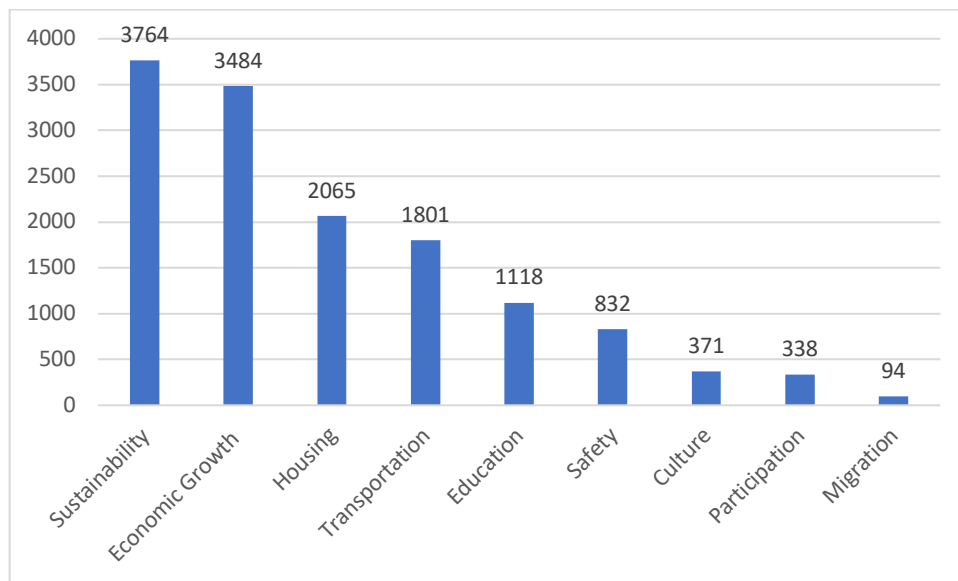
Figure 3: Strategic Pillars Example



Source: Berlin Strategy: Urban Development Concept Berlin 2030

Topics related to migration are scarcely designated as chief topics for the city's future urban vision, not being present as a strategic pillar in any occasion. This finding leads to a reflection: if migration is not represented as a strategic line for the plans, does it mean it is represented throughout the texts as a whole, permeating every section of the plans? Consecutively, this report investigates the relevance given to migration and any topic related to it across the full texts. An in-text word-frequency examination reveals how recurrent some topics are in these plans (see Figure 4).

Figure 4: Word-Frequency by topics



'Migration'-related words were used 94 times, while topics related to 'Sustainability' were mentioned 3,764 times and those related to 'Economic Growth' were mentioned 3,484 times. To put this into perspective, for every time any mention connected to 'Migration' was stated, around 37 mentions connected to 'Economic Growth' and 40 mentions connected to 'Sustainability' were stated. This shows that migration-related topics were given substantially less weight in the documents in comparison to other traditional topics in urban planning.

The goal of this report is not to dive into the peculiarities of each case and explore the reasons that explain these results. The present analysis focuses on exploring general trends on diverse locations in Europe and identifying patterns across cases.

Seven out of the 20 cities examined have zero mentions of migration processes: Belfast, Dublin, Krakow, Prague, Reykjavik, Riga and Stockholm. Belfast's strategic plan and Dublin's strategic plan have in common the fact that all their mentions related to migration are concerned with bird migration and none related to human mobility.

The underrepresentation of migration in strategic pillars of the plans and in the in-text word frequencies demands another investigation of the contexts in which 'Migration' was brought up and how relevant they are. An in-depth content analysis was undertaken for every one of the 94 mentions across the 20 documents, connecting the mentions to their specific contextual frames. Resulting from this examination is a series of findings that expose another critical set of features of strategic plans activating migration issues:

- Migration is mainly mentioned in a descriptive manner, often in the overview sections, tables in the appendixes of the documents, demography analysis and populational growth statements.
- Migrants and migration are scarcely related. In other words, the processes that activate human mobility and materialises into migrants moving to the city are often not examined.
- Migration is rarely present in concrete policy indications, lacking substantive proposals and being very often brought up in a broad sense.

Concrete cases are illustrative of the debate raised so far in this report. Strategic plans of cities like Copenhagen, Kiev, London and Tallinn are examples of the most frequent standpoint on migration: a demographic trend. If on the one hand migration is indeed a significant demographic trend for most cities, on the other hand the fact that the aforementioned cities do not mention these processes in any other sections of the documents is telling of the limitation of this methodology for city planning. It indicates the deep disjuncture between migration as a descriptive tool and as a policy-making element.

In Belgrade's strategic plan, topics related to migration are only mentioned twice, both in a section called 'Belgrade of the Past and Present' referring migration to demographic changes. The document brings up migration as an important process yet fails to activate concepts related to it in the strategic lines, future aspirations and concrete projects for the city. The text even references the negative impacts of the lack of structured policies in the past:

The system of settling Belgrade in the period 1991-2000, and to a lesser extent later, was not controlled in an organised urban planning manner. A huge number of refugees and IDPs, and relatively fewer internal migrants moved towards the territory of Belgrade in order to solve their housing issues individually. The lack of a firm policy in terms of controlling construction land and construction contributed to thriving illegal construction (Belgrade 2008, p.16).

Another noteworthy example is Zagreb's strategic plan. It mentions migration-related topics in a table under the session of 'SWOT analysis' and has a bullet point in the 'strengths' section and under the 'threats' section of the analysis. Even if in this case this topic was chosen as one of the most relevant trends that constitutes the city's diagnosis, there is no further development of this topic throughout the document.

Even cities with powerful initiatives regarding migration fail to connect this topic with their planning practices. Despite the fact that Berlin is a city leading many interesting projects regarding migration,¹¹ Berlin's strategic plan only mentions migration topics three times in the whole document, demonstrating a clear under-representation of this topic in the text. The textual context and quality of the times that migration is mentioned indicates the shallowness given to this subject in strategic planning in general.

With its enlightened attitude towards the integration of migrants – its so-called 'welcome culture' – and its cosmopolitan feel, Berlin truly is a global city open to all (Berlin 2015, p.32).

¹¹ An interesting example is the award-winning project 'Give Something Back to Berlin' (available from <http://gsbtb.org/about/>).

It is striking how this topic is touched upon in a broad sense with statements of interesting potential yet without any detailed accounts of diagnosis, goals, targets and concrete proposals, despite the fact that ‘in 2015, Germany had the largest foreign-born population in Europe’ (International Organisation for Migration, 2018, p.69). This report argues that migration should not only be included in urban plans as descriptive tools and issues to be dealt with, but actually examined and actively addressed.

The Budapest strategic plan indicates an important discussion related to migration and includes this topic in a promising manner by connecting the inclusion of different cultural backgrounds and abilities to innovate. Nonetheless, there is no in-depth follow-up or concrete proposals that could guide and link the future aspirations of Budapest and its strategic lines. Helsinki showcases an inspiring movement by associating specific immigrant groups’ needs to a calibrated housing policy; however, similar to Budapest’s case, there is no substantive follow-up on these statements. This shallowness regarding migration topics is present in most plans examined. This investigation exercise has also exposed good examples of city plans that substantially engage with migration (see BOX 2).

BOX 2. Vienna - The outlier

The strategy plan for Vienna (2015) is a good example of a document that is able to go past the initial migration discussion related to populational growth and indicates interesting initiatives for concrete topics:

- Female migrants’ specificities regarding social inclusion and the labour market;
- Young migrants’ and public leisure-time facilities;
- Elderly migrants and the eldercare system;
- Development of the legal framework regarding migrants;
- Educational institutions’ curricula and immigrants;
- Connecting migrants’ integration and the city’s prosperity;
- Immigration’s potential for local innovations;
- Immigration and social and economic stability;
- Migrants and entrepreneurial activities;
- Migrants’ networks.

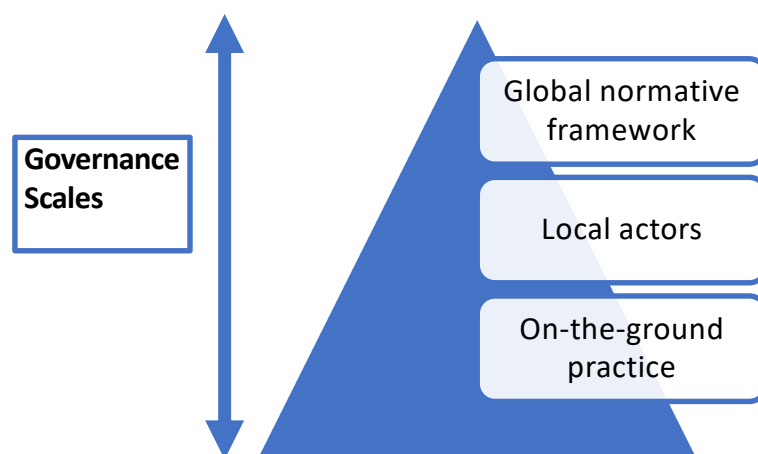
This example showcases the complexity and cross-cutting trends related to migration processes.

The findings exposed by the investigation and illustrated by specific examples indicate that in most cities strategic planning materialises in documents with poor articulation between city planning and migration processes. How could we develop planning practices at a local level that are capable of overcoming this disjuncture?

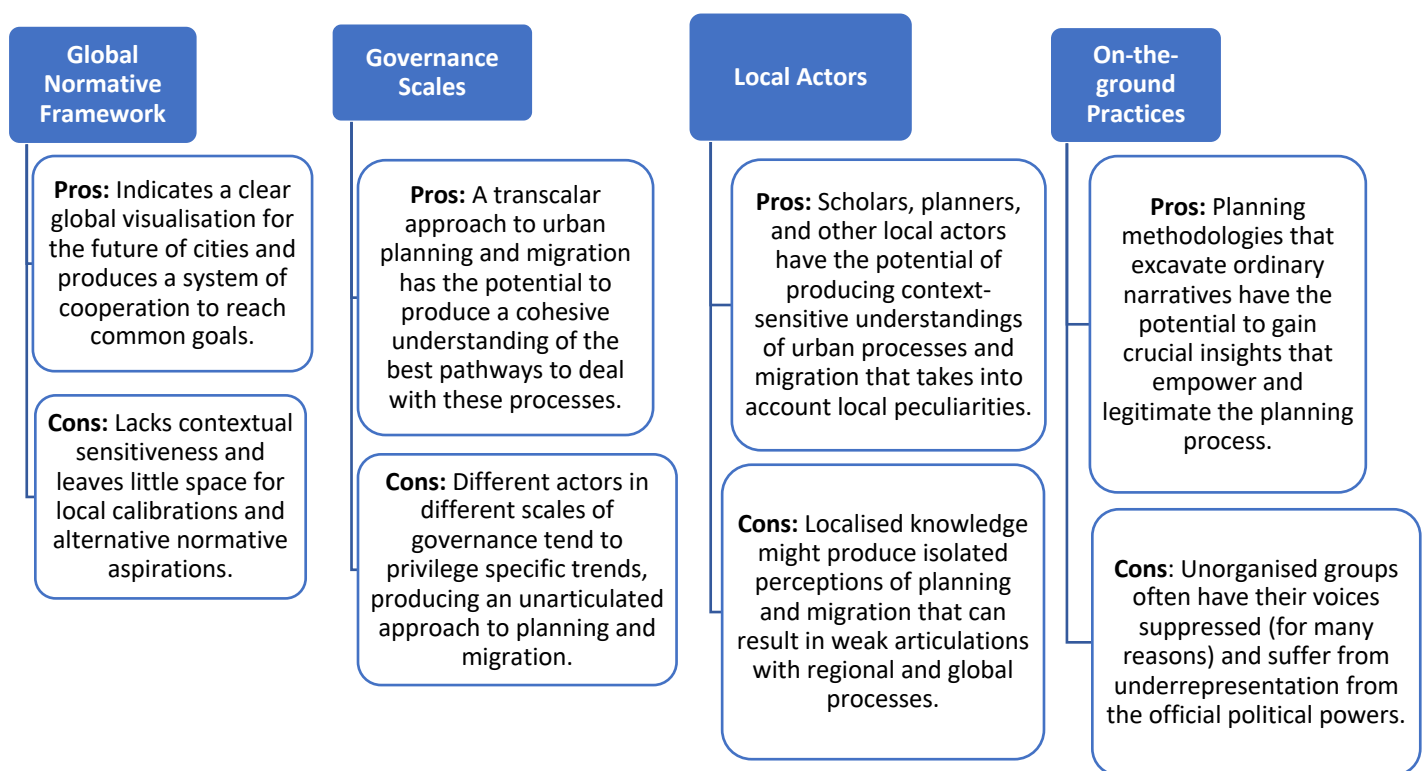
Policy Pathways

Urban planning in general and strategic planning in particular indicate a strong underrepresentation and poor engagement with migration in planning practices. Simplistic instructions and shallow guide-like answers are weakly equipped in face of the nuanced multidimensional challenges examined in this work. This report explores important factors that must be adjusted and proposes specific recommendations for each one.

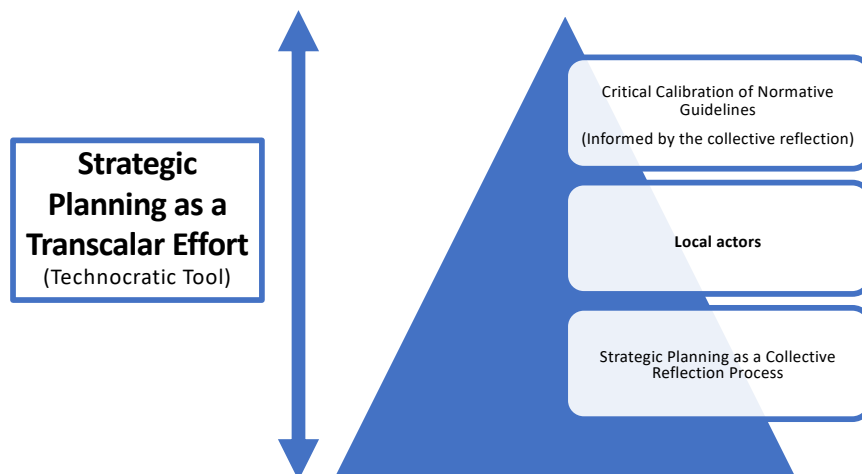
A critical task for the connection between city planning and migration, is a four-directional tension between global normative frameworks, governance scales, local actors and on-the-ground practices. Each of these analytical vectors pushes to different directions in its relational power cartography, creating an overall poor connection.



‘Global Normative Framework’ refers to guidelines produced by multilateral organisations. The Agenda 2030 and New Urban Agenda are examples of guidelines for normative sustainable development policy elaboration. ‘Governance Scales’ denotes the transnational, national, regional and local powers relational schemes with regards to urban planning and migration. ‘Local Actors’ in this context indicates the local perception of the urban phenomenon and migration, activated by local intellectual perspectives and expertise (scholars, planners and local political powers). Finally, ‘On-the-ground Practices’ are connected to local perceptions of urban practice and narratives. In other words, the experience of ordinary people in their everyday lives. Accommodating these vectors is important to maximise their ‘pros’ and minimise their ‘cons’. Given the natural heterogeneity of the political landscapes across scales, these vectors tend to weaken each other. Local political powers, local expertise, and planners are key agents in the re-empowerment of these linkages.



Migration processes can only be grappled with and effectively faced through the accommodation of the above-described forces in the planning of cities. Specific recommendations will be directed to local political actors, scholars and planners in relation to each analytical vector in order to work towards the construction of a synergic relationship. The expected outcome is working towards the creation of a cohesive framework with clear and relevant normative aspirations – calibrated by localised knowledge and on-the-ground practices – and operationalised by a solid governance structure.



It is crucial to scrutinise the assumptions in global discourse that drive urban policies, confronting all-encompassing narratives with already existing concepts and theorisations in specific contexts, with peculiar institutional landscapes and cultural backgrounds. An example of ‘situating research in practice’ (Lawhon; Ernstson and Silver, 2014) is Edgar Pieterse’s (2018) engagement in criticising the idea that conventional understandings of cities serve as references that guide research and urban policies. Pieterse (2018) argues that, on the contrary, everyday practices should ignite the debate and inform the theory of urbanisation and its implications for urban policies (see also Simone, 2004).

The argument is that this type of work will reorient theory-making and stabilise a different image of the city — what it is (ontological difference), how it works (epistemological difference), whom it is for (moral), and how it can be changed (political project) (Lawhon; Ernstson and Silver, 2014, p. 11).

It is essential to engage in a cooperative cross-fertilisation between policy and academic literature and the creation of dynamic and permeable goals and aspirations for the urban future. This process is not the same as passively replicating global values and creating homogeneous city models, but, on the contrary, to critically assess and scrutinise the guidelines offered and attune these projections to local aspirations.

This interaction cannot be legitimated without being informed by on-the-ground practices, narratives and the voices of ordinary people, in a democratic and participatory fashion. Urban planning should be centred on producing refined methodologies that engage the population in the planning practice process, not only in the vetting of the final proposals (see BOX 3).

BOX 3. Direct Participation for Future Visualisation

An interesting example of a radically engaging methodology for planners is the ‘South Africa City Future project: Visualising the futures of our neighbourhoods’ project (<http://cityfutures.co.za/>). It centres the intellectual and technical aspects of planning in the dialogue with local people, opening space for concrete experience to inform urban projects. This project culminated in a documentary that shows the process in details and the backstage with the researchers (<https://www.youtube.com/watch?v=ajBKyRBwhNk>).

Methodology:

Based on the ‘Methodological tripod’: dynamically articulates stories, urban form and scientific data.

- Engage local people in workshops and produce a series of activities that result in a collaborative envisioning of the communities’ future aspirations.
- These activities ranged from Q&As, excursions, writing reports, taking pictures, selecting and singing songs, to mapping sessions, model building, brainstorming, interviews and negotiation.

The process of engaging with ordinary people in order to co-produce aspirations for the urban space has a great potential for calibrating relevant and context sensitive urban policies. (Re)opening the future for discussion in such a manner helps in bridging the gap between experts and the community, and creates an empowered understanding of local priorities and the according pathways to be pursued as a society.

The dynamics between global normative frameworks, on-the-ground practices and transcalar governance results in a puzzle and a challenge for local actors. Connecting grassroots narratives from migrant communities with global normative frameworks regarding migration in a cohesive governance scheme has the potential to produce democratic aspirations for the future of cities, articulating migration processes and urbanisation in a positive manner. The crucial first steps for this synergic balance can be given by local actors by refining their city planning practices. This report indicates a set of recommendations to create better articulations between planning and migration processes.

RECOMMENDATIONS

This report exposes a critical disjuncture between strategic planning and migration processes, but this does not mean that planning at the city level should be abandoned, on the contrary, it should be re-energised. City planning is essential for the creation of a collective reflection process that enables cross-sectorial policies with a cohesive structure, migrant-inclusive urban governance, and sparks the potentials of an inclusive city.

Governance Actors:

- Addressing urban planning and migration in a cooperative framework that connects different political scales towards a cohesive governance endeavour.
 - The local level is where migration will be experienced in practice, therefore local powers should be included in the related national decision-making and responsibility circuits.
 - Creating a cooperative urban governance scheme across national, regional and local scales.
 - Developing regional plans is central for empowering and potentialising city planning.
 - The UN-Habitat 'Implementing the New Urban Agenda by Strengthening Urban-rural Linkages' (UN-Habitat, 2017) report offers an interesting transcalar approach to

governance and urban planning. It indicates important topics such as urban and rural partnerships, regional planning, inclusive investment and finance, mobility and migration, urbanisation and small and intermediate towns, etc.

Local Actors and Global Normative Frameworks:

- Actively engaging with global normative frameworks while treating it as an ongoing dynamic process with local specificities.
 - Refinement of the local protection and regulation of migrant rights and their subsequent inclusion based on, but not limited to, the Sustainable Development Goals.
 - On the other hand, it is essential to face the responsibility of producing contextually significant calibrations to these global parameters. These guidelines must be critically assessed and democratically informed by local practice.
 - The Local 2030 is a good example of a network that proposes the active participation of local-level actors in the pursuit of the Sustainable Development Goals.¹² Participating in these events is important for local leaders concerned with the implementation of the SDGs in their cities.

Local Actors and On-The-Ground Practices:

- Producing context relevant city planning practices that (re)locate migration processes as constituting pillars of urbanisation.
 - These processes must be informed and actively connected to on-the-ground practices through participatory and democratic planning methodologies.

¹² 'Local2030 is an innovative network that brings together the United Nations system, local actors, and national governments to collaboratively develop and implement solutions that advance the Sustainable Development Goals at the local level' Available from: <https://www.local2030.org/>

- This leads to the creation of new specific channels of participation (e.g. public consultations congresses, on-line tools, popular work groups, etc.), without suppressing already existing channels of participation (e.g. refugee and migrant associations, social movements, spontaneous mobilisations, etc.).
 - Empowering grassroots networks and information sharing platforms.
 - Expanding traditional understandings of participation and advancing in the recognition of heterodox planning and political mobilisation approaches.
 - The 'Urban Refugee Platform' (<http://www.urban-refugees.org/>) is an interesting example of an effort to give a voice and connect already existing narratives to policy recommendations.
- Excavating ordinary practices and narratives as a way of nourishing the planning practice in a substantive way (defining priorities, designing projects and projecting aspirations), especially through direct participatory methodologies.
 - Participation not as a legitimising factor for a set of pre-existent strategic guidelines, but, on the contrary, it should provide the guiding principles of planning practice.
 - A great example of serious articulation between planning and participation is the African Centre for Cities project 'South Africa City Future project (BOX 3)'.

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