

Presentation document and call for applications in order to select 24 professional participants.

PUEBLA - MEXICO

METROPOLITIZATION AND HISTORICAL CENTER

A SUSTAINABLE, OPERATIONAL AND COLLECTIVE DEVELOPMENT



Puebla's historical city center is compact, ordered, and provides all kinds of services. Yet, it suffers from an important depopulation. Thanks to its public areas and exceptional monuments, the city is featuring on the UNESCO's World Heritage List. On the other hand, the suburbs are spreading, the public spaces are structured around cars and public transports is inefficient. The urban sprawl is no longer contained and the necessary investments for its functioning are no longer provided.

The ecological and social consequences of these phenomenon have been acknowledge by the City's authorities, and they are currently working to create planning tools so as to develop a long-term vision.

The reflection led by Les Ateliers is structured around the city center and the forsaken nearby districts, and will allow to identify some action threads on both the wider scale and the public space scale. It will also allow to propose more concrete projects and ways to implement those propositions.

FOREWORD

The city of Puebla is a hundred kilometers away from Mexico. It is the capital of the State of Puebla and is located within a fast growing agglomeration (its constructed area has been multiplied by 12 whereas the population hasn't even doubled). Several phenomenon coexist and explain the city's urban sprawl:

- the real estate speculation is creating new land lots and is also physically and socially shattering the city's territory
- The size of the colonies: a Mexican phenomenon of organized and illegal occupation of the land. They are located further and further away from the urbanized center whereas only 30% of the population owns a car, and public transport is inefficient.
- The city center's population is replaced by services.

Natural areas have been invaded when the fertile plain could have been preserved as a natural landscape or used for food industry purposes.

Metropolization is a global urbanization phenomenon. Activities and population are concentrated in big cities and are connected to secondary cities, defining a network of new polarities. What are the polarities of the State of Puebla, their functions, and their limits ? The situation of the State of Puebla brings forth the issue of its metropolization with Puebla's city center. Metropolization involves the spatial organization as well as the urban strategy for a territory's development whose capital city is Puebla (2,5 million people in the State and 38 municipalities).

In preparation for the workshop, a team of 5 people has been sent to Puebla in November 2011 so as to define the topic of the present document. The team has worked in partnership with the French Embassy and has met with all the city services, scholars, the IMPLAN (the new urban planning agency) and many people who shown interest in Les Ateliers' work. The team has come up with a 7 points analysis, that are used in this document. Future candidates will be able to gain perspective and make an analysis of the city of Puebla, and they will begin to grasp the first issues of the topic.

The workshop is happening midway of the City Council's term (A term lasts 3 years in Mexico). It will be the perfect time to bring forth actions threads for different times, in order to organize the city's future territory.

THANKS

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GENERAL CONTEXT

Geographical context

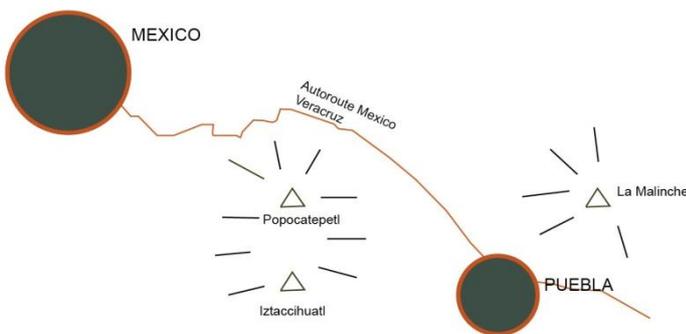
Puebla or Puebla de Los Ángeles, officially Heróica Puebla de Zaragoza is the capital of the State of Puebla, the fourth Mexican city with a population of 1,6 million (2,5 million in the agglomeration). It is located 110 kilometers away from Mexico, on the highway between Mexico and Veracruz, at an altitude of 2 160m.



The city lies in the very rich Cuetlaxcoapan valley, surrounded by volcanoes. Amongst them are the Popocatepetl (5,500 m) and the Ixtaccíhuatl (5220 m) who are located 40 kilometers West. In the East, lies the tallest North American volcano, the Pico de Orizaba whose altitude reaches 5675m and in the North, the Malinche (4461m).

The city center, a major historical hub

The city was officially founded in April 1531 and baptized Ciudad de Los Angeles (City of Angeles), or Puebla de los Angeles. It was built by Spanish colons who wanted to create a model city with spanish workers, in opposition to the encomienda regime, which made Indians work. In the 18th century, thanks to its location, halfway between Mexico and Veracruz, the city grew and became one the most important city of New Spain. In the 19th century, Puebla witnessed a series of battles, especially the popular fights for the Mexican independence in 1821. The 5th of May 1862, the French troops were defeated by General Ignacio Zaragossa's army. Ever since, the city baptized itself Puebla de Zaragoza and the 5th May became an important holyday in Mexico. Following the 1880's reforms, new plans were made for the city's parks and avenues, and their size tremendously expanded in all the directions since 1950.



Puebla has an exceptional historical city center with a regular grid plan. The city features on the Unesco World Heritage List since 1987 and preserved many buildings from the Spanish colony era, like the Neo-classic Cathedral (16th and 17th century), the Santo Domingo Church (Mexican baroque) and magnificent palaces, like the old archdiocese and many houses whose walls are covered with azulejos. The architecture is a mix of several 19th century European architectural styles.



Views of the city center – The Cathedral, Zocalo facades – Main Theater.

The Pre-Columbian city of Cholula lies 10 kilometers away. It was founded in 1557, and before the Spanish conquest, it used to be an important religious center. Today it has 80 000 inhabitants. Cholula is famous for its pyramid, on which was built the church of Nuestra Senora de los Remedios in the 18th century. From the top of the pyramid, the magnificent view gives one an opportunity to understand the region's geography. Cholula has become a western suburb of Puebla, which has an important student life.



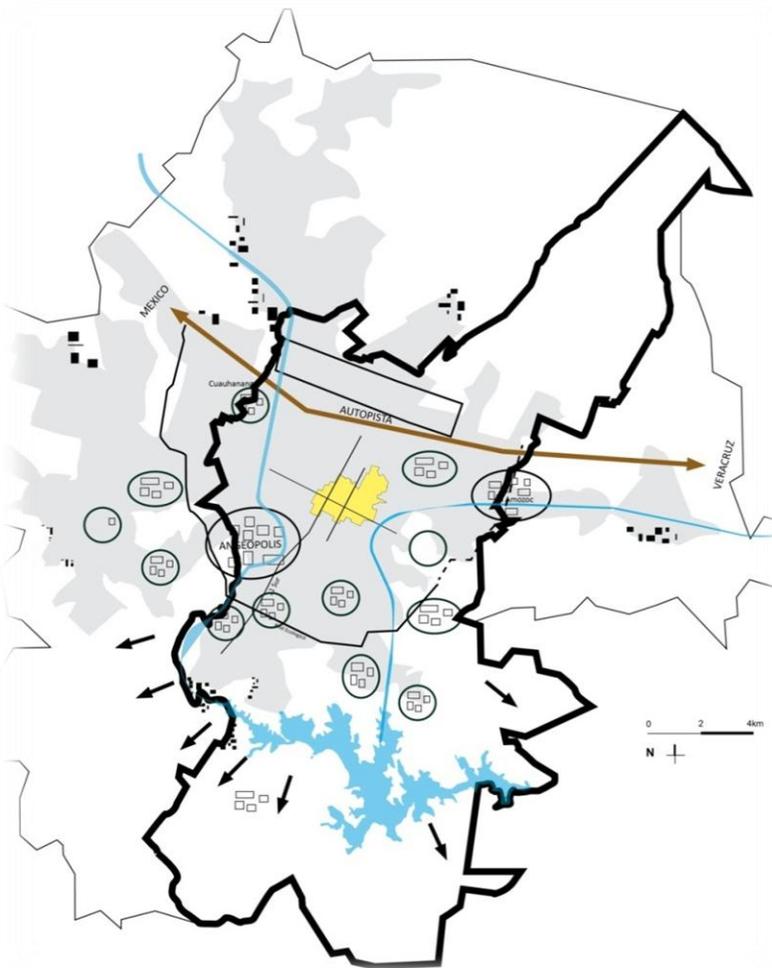
Panoramic view from the Nuestra Senora pyramid in Cholula



View from Nuestra Senora in Cholula and the Popocatepetl

A powerful economic driving force, a shattered metropolis

At first sight, the city seems spatially, economically and socially shattered.



Puebla is one of Mexico's main industrial center. The textile industry has grown importantly around the city center, with one of the most important textile factory in South America (La Constanca Mexicana Factory), which is now closed. The city center has been slowly abandoned following the industrial crisis and there are many brownfields left. Ever since, two major industries have settled in the large industrial areas in the North of the city, along the Mexico-Vera Cruz highway: Volkswagen, which opened its factory in 1964 (South America's largest car factory) and has attracted many subcontractors ever since, and the steel factory Hylsa. Finally, the food industry has always been a part of Puebla's development with farming equipment, agricultural chemistry and food industry factories. The city's commercial areas have also developed in the city's outskirts, creating a North-American suburban atmosphere.

Housing has known a shattered development, without a global strategy, with the development of condominiums (fractionamientos), projects, or even informal housing areas in the suburbs (mainly in the South and in the North) which are now massively spreading over Puebla city's boundaries.

Thus, the city's dimension has been revised, from 5000 hectares in 1980 to 55 000 hectares in 2000 and a population only growing from 1,8 to 2,5 million. Even though the city's growth is persistent, the metropolis has to improve its mobility: public transport is inefficient and only a third of the poblanos owns a car, whereas 80% of the public space is organized around the car. Today, two third of the poblanos don't have access to the city's amenities, and they tend to live further and further away.

The metropolis is suffocating, shattering itself and creating isolated islets only served by car-friendly roads, with poor public spaces. The disappearance of the social network is a chronic issue and has consequences on the city's development.

We would like to remind here the topics that were raised before the November mission. They are local topics that shall be kept in mind during the workshop.

- The lack of public spaces in new districts led to a degradation of the social network, no social cohesion
- The importance given to cars in the planning of the public spaces, pedestrians are no longer at the center.
- The political decision to preserve the historical center led to depopulation, despite the presence of many services (education, health, leisure, culture, business...)
- The city's identity: promotion of the heritage and finding binding elements on the metropolitan region's scale

FIRST STEPS

During the November mission, the team presented seven topics which will be the teams' thinking foundations during the future workshop in May.

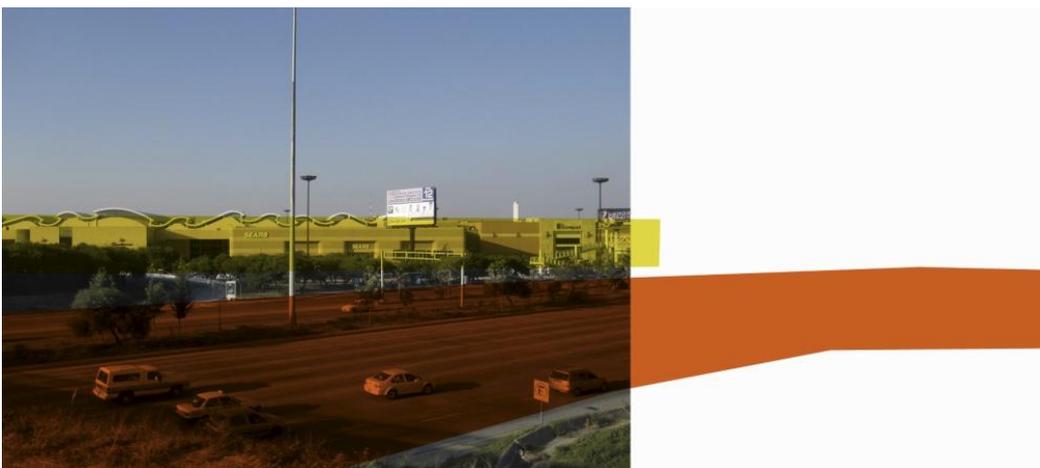
1 - An economic, spatial, social and temporal fragmentation of the metropolis.

Puebla has grown according to a center-suburbia model with a star-shaped organization. Once compact and centralized, it spreaded and shattered with monofunctional and socially even areas. The lack of coordination of the planning documents and the multiplication of the real estate opportunities created by the ejidos reform has reinforced the spatial discrepancies and the urban sprawl. Bits of the cities are about: land lots, universities, businesses with no other links but the express ways which create separations within the public space. The city has become a patchwork of autonomous, shattered areas, which are hostile to pedestrians whereas 2/3 of the Poblanos still don't own a car.

Within this patchwork, the installation of private infrastructures for education or health in Angelopolis for instance, has driven the middle class population to move away from the city center (Angelopolis - in reference to "the City of Angels" - is a new district welcoming the city's biggest mall, the biggest private hospital of the country, "Los Angeles", many university campuses and roads). This came along with a new housing structure in "fractionamentos" (condominiums) which are closed, and where the public space becomes private and where urban continuities like streets are interrupted. This creates barriers and a loss of urbanity.

In the popular districts, housing habits have evolved with the underlying question of security within the public area. House units have closed themselves from the public areas: buildings with barb wires, car parks, public spaces like the districts of La Margarita or Agua Santa. The city is less shared than before. The city center and its shared open areas are in direct opposition with these closed districts.

Stopping the expansion of the urban area within the frame of this "shattered" model seems to be a priority. The journey's length to the workplace, the public or private amenities and homes have increased incessantly and differences occur according to social groups. A metropolitan transport project (metro-bus) led by the State of Puebla is currently ongoing: it aims to improve the existing and inefficient public transport's network. An ecological reserve in the South, near the lake was opened by the city in order to stop a new "fraccionamiento" project. This new reserve will be integrated to the city's sustainable planning process...



Angeopolis, a new bit of the city, a juxtaposition of equipments and houses. An oversized road for sole connection.

2 – The depopulation of a city center with an exceptional architectural heritage.

The city center (6,9 km²) has been on the World Heritage List since 1987. The grid plan has been preserved and has been extended to an area of 1200 hectares. Ever since its creation, the 83m by 120m blocks have been preserved. The INAH has allowed the protection of the heritage and urban interest of the public spaces for a majority of Poblanos. Yet, the city center has been abandoned by the inhabitants: 340 000 in 1978 versus 108 000 today. According to the city's services, a strong policy could allow 238 000 inhabitants to live there.

There are many reasons behind this depopulation:

- The transformation of houses into tertiary activity buildings.
- A majority of small houses that don't fit the family's needs.
- The UNESCO programme creates standards that are sometimes tough to comply with for the owners, like the "facades" standards, which preserves the houses' facades in order to hide car parks for instance.
- The development of real estate suited for a wealthier population outside the city center.
- Various inconveniences: there is a reorganization and sanitation project for the markets' outskirts because of the insufferable noises and odours. The population is slowly claiming the spaces back.
- More than 50 % of the population have an informal job and do not have access to social housing.
- The traffic and transport network are saturated.



Architectural renovation in the city center / House in the historical center / Forsaken factories in the immediate outskirts of the city center.

Around the classified area, entire districts have been forsaken as well. The collapse of the textile sector in the 80's has emptied the factories and the workers houses are almost in ruins. Some factories remain active and provide local jobs in an unbearable urban disorder, whereas some traditional activities are nearly extinct.

On the metropolis' scale, the roads crossing the center from North to South and East to West are lowering the quality of the public spaces without being efficient. Yet, the metropolis' urban economy, the efficiency and the financing of the public services, the quality of life and Puebla's attractiveness could be hugely improved.

The new local authorities are clearly willing to launch a project using all the assets and the public equipments of the city center. But such a project would require a metropolitan cooperation and an operational device in order to get things started. This all leads to the thread of a shared governance.

3 - Housing: how to live together?

The shattering and the urban sprawl, whether it concerns wealthy or poorer population are the two main characteristics of the housing development in Puebla.

The current houses are very specific: individual houses next to the city center, 1950's projects, guarded condominiums (large houses or small collective buildings) and informal housing spreading in the outer suburbs. The real estate speculation has dramatically increased the land value. The real estate operations seem to offer an apparent sense of security and a better quality of life with the closed condominiums. Yet, this model is dependent of the individual car, which has shattered the city, and is creating a social and



Margarita's social district: 42 000 inhabitants.



Along the "ecological peripheric way"



New social housing in the Eastern outskirts of the city.

spatial barrier interrupting the social network. It is obvious that this development model, far from promoting the city's regeneration, is stimulating the "private city" without the necessary public spaces to reinforce the social cohesion.



Nouveaux campements en périphérie urbaine

The idea of a "public city" can still be sensed in the historical city center, in the consolidated city, whereas large areas don't provide quality homes. Over the last few years, the development of the city has been overwhelmed by the development of large real estate projects. The installation of the new universities, the construction of the ring in 1992 from the Mexico-VeraCruz highway has had a major impact: the wealthier population has moved East and South.

The « ecological corridor » ought to be a symbolic limit of the city, and eventually turned out to be a major real estate investment booster on all its perimeter. The same effect can be witnessed in the Western area's new route. In addition to that, important social groups have promoted the settlement of irregular "colonies" on the weaker areas of the suburbs.

Within the consolidated city, we identify several areas that would offer a better quality of life, with an urban dynamic and important activities, with public services, public amenities and spaces but which have become expelling territories. How can houses become a networking force within one of the lowest density area of the country ? What new housing forms can we create to invent new ways of living together, all the while considering security matters ? What are the alternatives ?

Puebla's evolution



1531
Foundation of the city



1908
Redensification of the original layout. 50% of the colonial houses are destroyed. New architectural constructions. Launching of the railway.



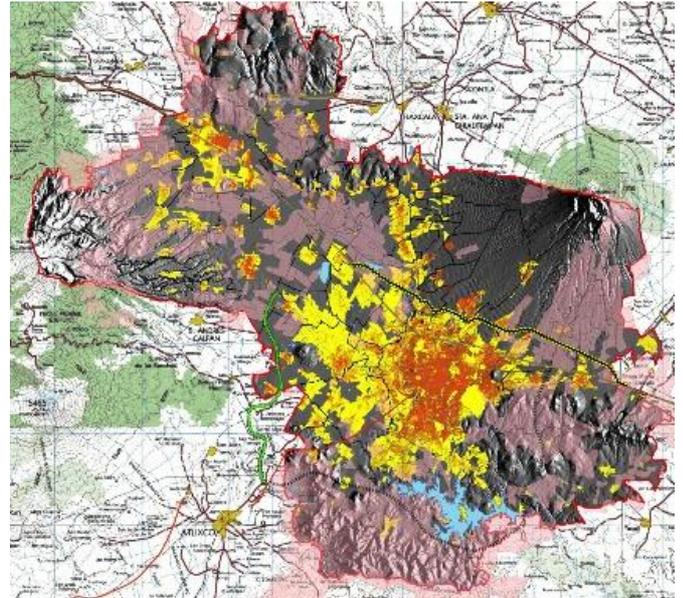
1947
Acceleration of the city's growth. Development of the colonies in the suburbs. The spatial unity is broken.



1997
Industries settlements in the North from 1965, and acceleration of the growth.



2010
Uncontrolled growth



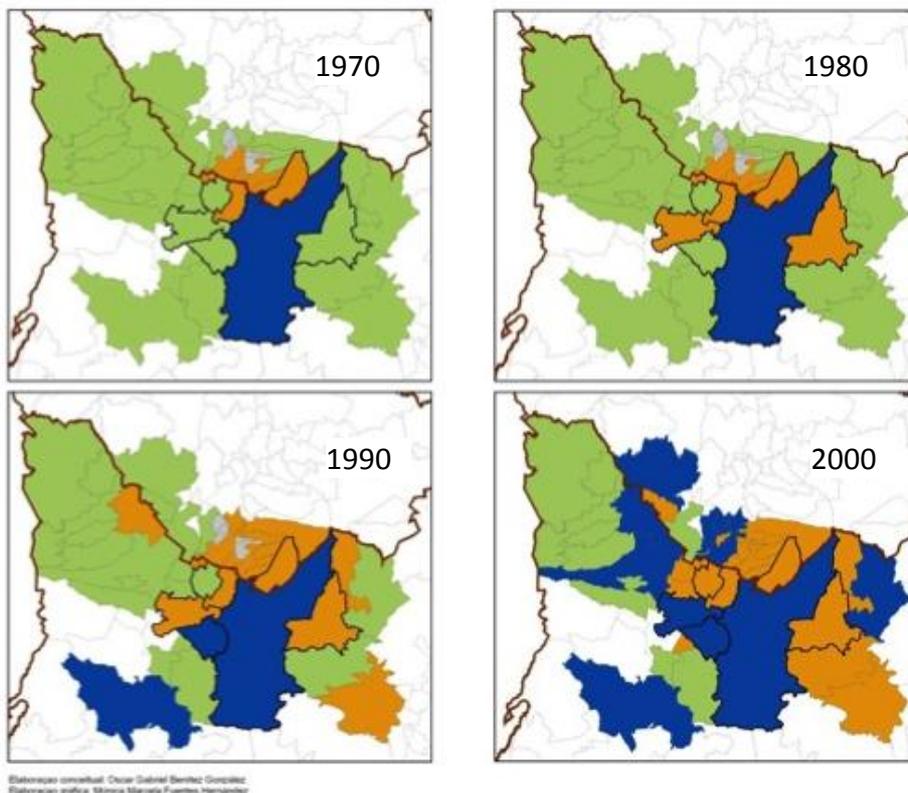
Density of Puebla's metropolitan area

Urban Sprawl:
The surface of the metropolitan area has been multiplied by 12 between 1980 and 2009 whereas the population has been multiplied by 1,5.
1980 : population of 1,8 million, 4660 km²
2009 : population of 2,6 millions , 58 000 km².

4 - The industrial city: A major economic driving force.

Puebla is a cultural and a commercial cluster, with a productive farming hinterland, between Mexico and the port of Vera Cruz. The city has gained prosperity thanks to its industrial production. With earthenware, glass, transformation industries, Puebla has been the most important textile industry pole in the 20th century. Thanks to its strategic position, Puebla is still the significant area for market and transformation in Mexico. Puebla offers privileged commercial opportunities towards the capital and the Mexican market, as well as exportation possibilities thanks to the port of Vera Cruz.

Recently, Puebla was able to benefit from the ALENA's evolutions and the opening of the US Market, without matching the northern "maquilladoras", and turned its productions towards exportation: the car industry is now responsible for 40% of the industrial wealth. Nonetheless, Puebla is still benefiting from its local production thanks to the transformation of its farming production (20%), metal and non metal ores (8 and 9%) and textile production (10%).



Distribution of the principal activities. In green, farming ; in blue, industry ; in orange, the services and commerce.

Thus, inspite of its cultural and tourism influence, its heritage, its universities, the city's wealth is essentially based on the existence and preservation of the industrial production. An urban planning policy cannot be conceived without preserving the activity. If the downfall of the textile industry (70's-80's) has been compensated by the growth of the car industry, the depletion of fossil energies and raw material in the next 20 years to come allows us to believe that there is a « car risk » and this source of wealth could also disappear.

How can we add value to :

- the presence of several specialized clusters
- a production that is mainly based on local resources
- the presence of renowned public and private and universities
- an enjoyable quality of life: historical city-center, wide open spaces, gastronomy, cultural offer, proximity to the capital, a feeling of safety.

As a recent example, the project "Puebla, city of design" aims to transform the city into a national design pole, through an educational and industrial project. It will develop specialized training programs in design for the car industry, the textile industry and interior design. A project for « city of design » could take place in the city center's old industrial buildings for instance. How can we use this opportunity to regenerate the city center? How can we use it to initiate a dialogue between industries, universities and the city?

6 - The great urban and natural landscape

The great landscape is a major attraction force within a territory. But it's also a force easily forgotten if we live in the same territory, a force that can easily be destroyed if people are not aware of it. Puebla has an exceptional environment, whether it is an architectural one in the centre or a natural one in its outskirts: In the North, the volcano chain is remarkable, in the South, the lake is a great open space, away from the city, and a perfect leisure spot for the week end. Nonetheless, natural areas are becoming scarce, and are located further and further away from the city because of the urban sprawl. Therefore, they are not easily accessible. The Poblanos do benefit from a wonderful landscape but there is no real area to fully preserve nor enjoy it, except renowned locations such as the Cholula pyramid.

Puebla's skyline is fairly low, marked by the Cathedral, the churches, and also a few towers that clearly show the negative effects of a profit-based verticalization of the city. Therefore, the question of the city's future skyline must be answered.



View of the landscape and the towers from the Zona de los Fuertes



The nearness of the dam water has created a leisure spot

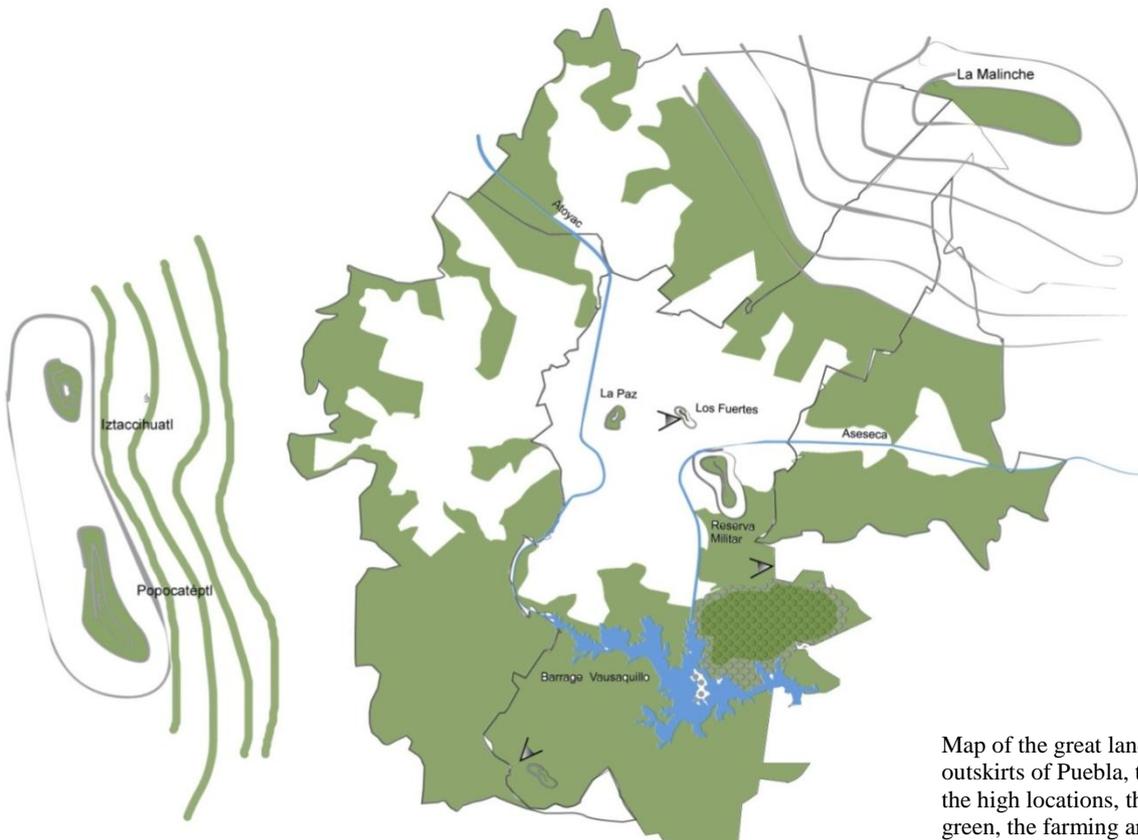


The Popocatepetl is a landmark in Puebla's landscape

The attractiveness of the urban landscape is an important part of the quality of life. One should be able to enjoy the public spaces and the facades. One should be surprised, while strolling by the streets, by the volcano or the hill, the river or the lake, the cathedral or the market.

Acknowledging the elevated parts of the city is another way of adding value to a city, but also to reinforce its beauty and image.

The great landscape also shares a connection with farming and the rural world in the suburbs, a world that tends to disappear whereas Puebla is located in the middle of fertile plains and still has many food markets.

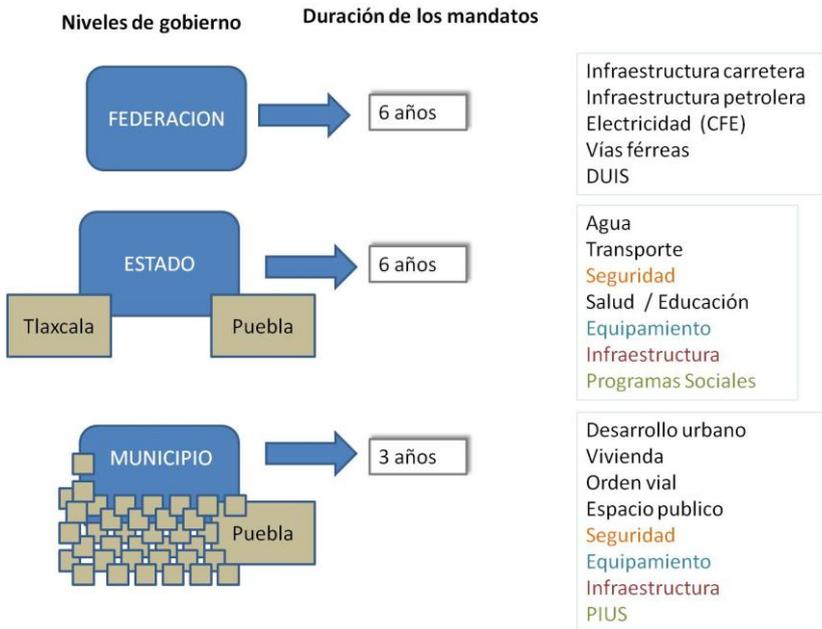


Map of the great landscape in the outskirts of Puebla, the volcanoes, the high locations, the water... In green, the farming areas.

7 - Governance questions

The metropolitan governance doesn't really exist today. Though there is a cooperation structure between the mayors of the different municipalities of the metropolitan region, there is no planning strategy nor is there a redistribution effect. 2,6 million people are governed by 18 towns in the State of Puebla and 20 of the State of Tlaxcala. This create a spatial and temporal power breach. What is the most efficient authority structure for these 38 towns inside one metropolis ?

The breach between authorities:



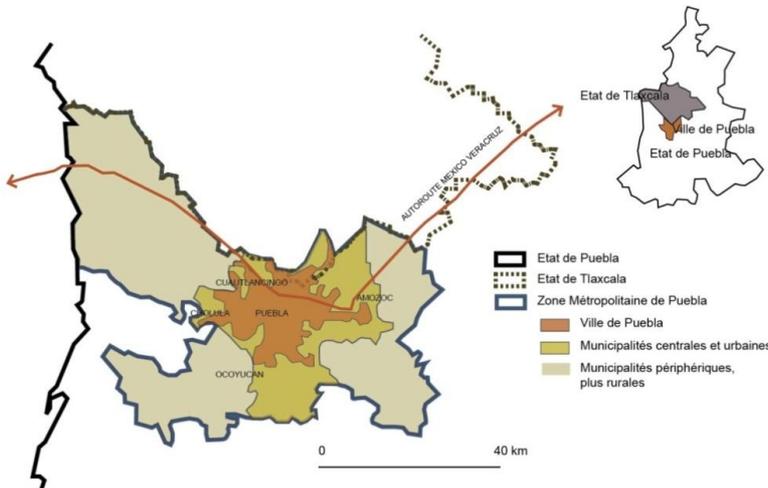
Three entities share the authority on one metropolitan area, but every entity is secluded from to the other:

- The federal entity (electricity, CFE, highways, pipelines, specific programs like the DUIS...)

- The State of Puebla (transport, traffic, drinking water, security...)

- The city (urban development, housing, road network, public spaces, public lighting, security, school equipments, social programs, PIUS...)

Government organization



The spatial breach:

The lack of institutional relationships between the city of Puebla and the neighbour municipalities of the metropolis (Cholula, Cuautlancigo, Amozoc...) is hindering the launching of a coherent urban development program in the metropolis. Yet, most of the land lots available for urbanization and speculation are located in these neighbour cities.

The temporal breach:

The installation of urban projects, whether they are public or private needs a consistence and a continuity that should run over the terms of office of the city (3 years) and State (6 years), which are both not renewable.

The direct consequence of these three breaches is the lack of consistent urban planning device, of land management in order to avoid speculation, and the lack of participation and involvement of the population. There is hope in the creation of the IMPLAN (an urban planning agency created in 2011 whose aim is to organize the continuity of the urban development). The IMPLAN should be able to evolve and become the Metropolitan Urban Planning Institute.

To this day, there is no map showing all the municipalities of the metropolitan area and their projects. Thus, several questions must be answered: The common projects, the organization of the consistency and the objectives of the IMPLAN.

THE GOALS OF THE WORKSHOP

Les Ateliers do not produce projects but raise good questions within a good scale. They produce concrete ideas in order to move forward, and some “how tos” spotted in France and all over the world.

One the Workshop’s goal is to create a creativity hub, a meeting place for different actors on the metropolitan scale.

The propositions that will be made by Les Ateliers during the session of May will have their own visions.

More than results, the teams will come up with global intervention strategies that will connect the city center and the metropolis’ issues.

Les Ateliers aim to organize the connections between the city center and the forsakened nearby districts, to preserve an urban identity all the while providing modern solutions for a balanced development that is respectful of the social, cultural, economic and environmental context... ; to find solutions that will allow the population to claim the city center back. The urban way of thinking no longer tends to apprehend the development from the inside towards the outside (centrifugal) but from the outside to the inside (centripetal), redefining the role of the city center and its complementarity with the suburbs.

The urbanization from the outside must be understood in order to come up with appropriate solutions that will allow to reverse the tendency.

The field work and the debates that will occur during the workshop will allow to identify the action threads from the existing wealth of Puebla. These threads will be considered according to several territory scales because their issues are intricate even though they are not on the same level: from the agglomeration to the district, and its spatial and functional organization.

This process based on different scales will allow the development of thoroughly defined projects following a hierarchy of time and space priorities. The process will also have to think about operational modes to guide the organization of a metropolitan state of mind.

FOOD FOR THOUGHTS...

Puebla’s motto “la ciudad que queremos”: “the city that we want/love”

The motto can be changed for the duration of the workshop: “What if the city were made for experimentation?”

Les Ateliers are operational research workshops and must propose action propositions that will be installed by the authorities. The current local authorities have launched the IMPLAN, an urban planning agency that will be able to use the propositions to create the urban strategy of Puebla’s future metropolis.

Because territories and society evolve at a faster pace, how can we create a city that is able to adapt to these changes? A flexible, mutable city, able to absorb these transformations is a necessity for the future planning strategies. It means that a double approach is needed, mixing spatial and temporal dimensions. Les Ateliers will come up with propositions that mix process and actions on several time frames (short/medium/long term).

Overall, it is necessary to think about: how to avoid or stall the fragmentation? What are the actions needed for the public areas ? What are the first issues to resolve to gain leverage ? The propositions will have to be legal, strategic (actors, negotiation, participation, uses). They will also have to be short, medium and long term.

TO BEGIN WITH, SOME OPEN QUESTIONS FOR THE PARTICIPANTS:

1- How to block the metropolis' shattered development?

How to find a new urbanity, create bonds with quality public areas? How to avoid the urban sprawl? What density? How to involve the public transport in the city? How to develop soft transportation in the metropolis? How to articulate urban planning and the State-led transport project? How to create a city based on short spatial and temporal distance?

2- The city center

What are the repercussions of the city center's regeneration for the metropolis?

What impact will the regeneration and repopulation of the city center will have on the other districts'



4- The city of knowledge: an exceptional educational offer.

How to involve the university courses in the production sector? What bonds can we create between universities and industry? o

What is the role of the universities in the urban construction?

Can the research units and their applications help the city and the industries to grasp the issues of the sustainable city?

5- Housing

What housing forms can we create to answer the middle class and underprivileged population's demands regarding security, access to public services and quality of life?

What could be an efficient leverage to recreate social network and urban life in Puebla's districts?

6- The great natural and urban landscape

With the disappearance of the natural heritage of the fertile plain, how can we stop the consumption of farming land and promote the city's nearby landscape?

What landmarks can we promote?

How can we improve the inhabitant's frequenting of the natural spaces?

7- What governance?

Given the lack of dialogue between the 3 institutions: federal/city/state

What planning tools can we use for the metropolis?

What land management tool can we install?

Can we think about private-public partnerships?

APPENDICES :

IDENTITY CARD

Mexico: 110 million inhabitants,
Mexico, aka Défé for District Fédéral.

City of Mexico: 8,7 million inhabitants in 2005, 148 500 km²

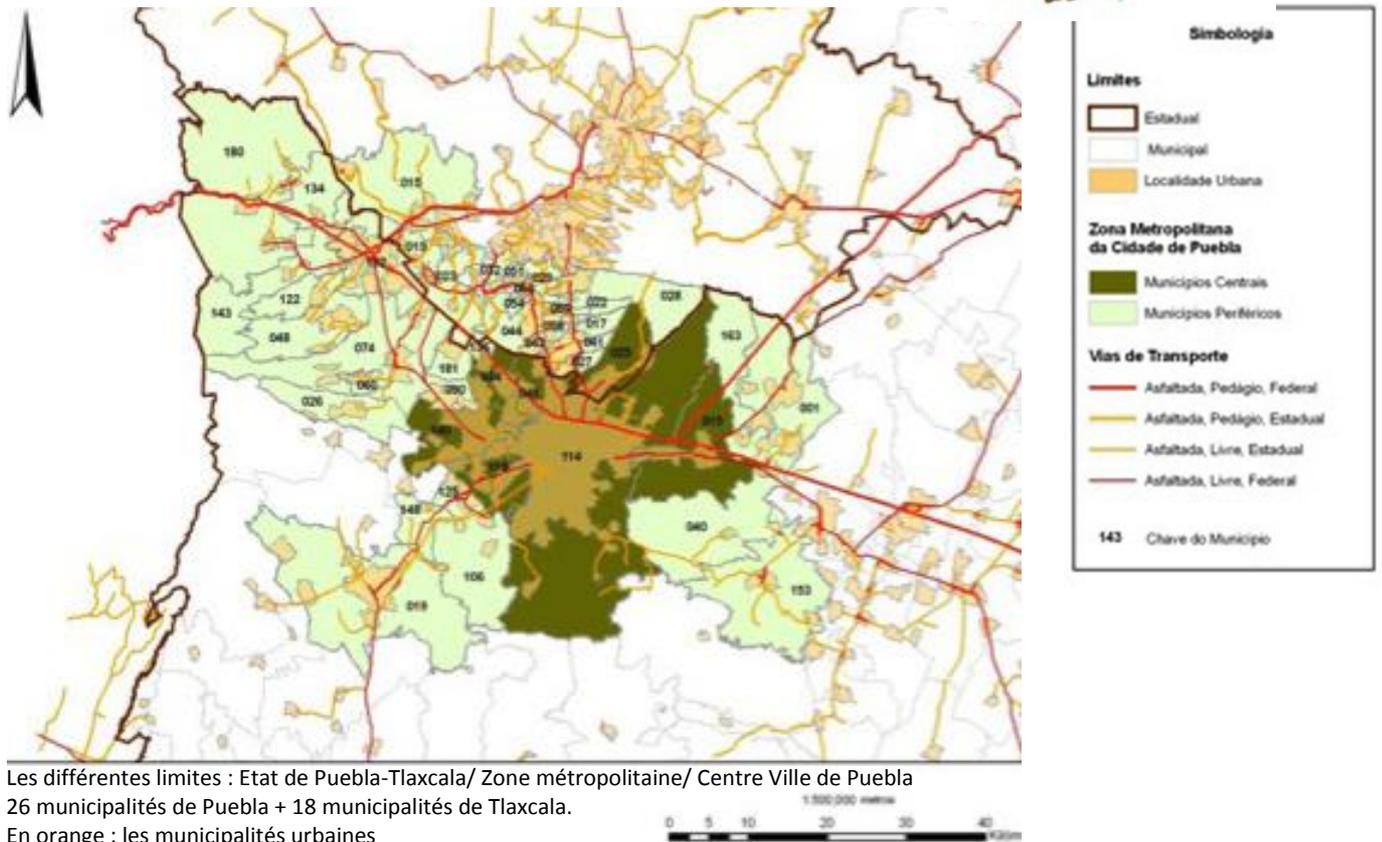
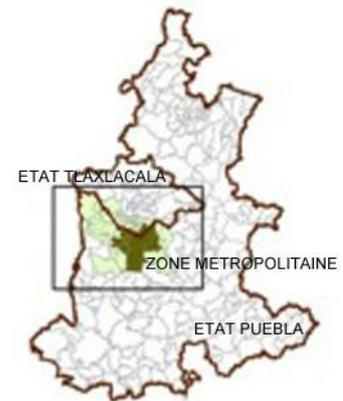
Mexico's agglomeration: 20 million inhabitants, the world's third most populated city

City of Puebla: 1,5 million inhabitants (INEGI 2005)

Metropolitan area of Puebla: 2,1 million inhabitants

State of Puebla: 5,8 million inhabitants

State of Tlaxcala: 1,6 million inhabitants



Les différentes limites : Etat de Puebla-Tlaxcala/ Zone métropolitaine/ Centre Ville de Puebla
26 municipalités de Puebla + 18 municipalités de Tlaxcala.
En orange : les municipalités urbaines

Political situation

Mayor's term of office: 3 years, non renewable. In Puebla 2011- 2014.

State elections: 6 years. 2011- 2017.

Tourism

12% of the GDP.

National tourism : 80%/ International tourism : 20%

Tourists spend an average day in Puebla. Current objective: 2 days minimum.

Traditions

Part of Mexican gastronomy have been declared part of World Intangible Heritage. In Puebla, most well-known plates are the chiles en nogada, the mole poblano (cacao and pepper based sauce), and its famous sweets and candies....

Puebla is also famous for the Talavera ceramics

Waste management

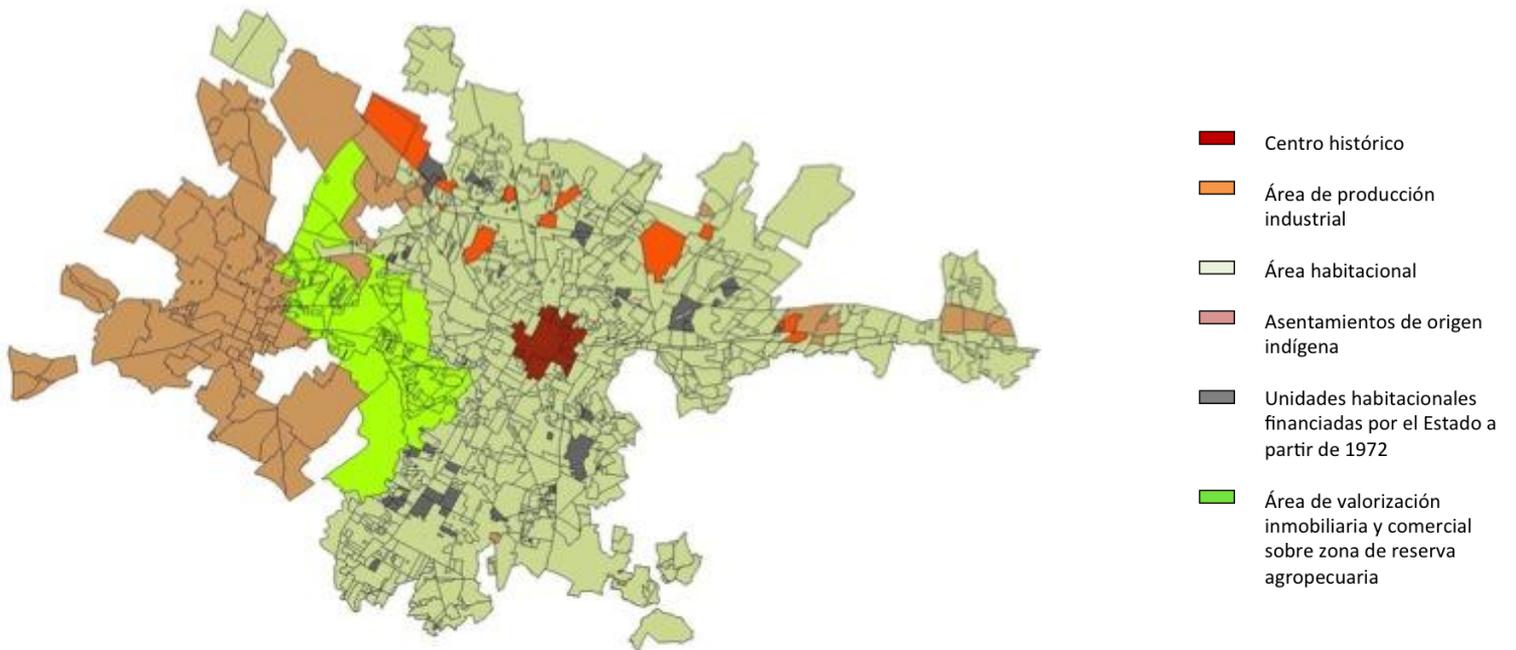
Quantities : 1650 t/d. Recycling: 50 t/d.

The land issue

The land is under a very complex soils rights regulation and the composition of the owners is just as complex (Francisco Valverde, Head of Urban planning). The majority of the Poblanos are owners (in 1996, 64% in the city center, 76% in the suburbs).

Since the last farming reform in 1962, the city's functions have been disintegrated. 5 municipalities were associated (3 farming towns and 2 more industrial ones). Puebla has developed an important land reserve. In the North: industrial area, in the South: residential area, in the West: middle class residential area (formerly the native population), in the Centre: services.

The *ejidales* lands (collective ownership of the land). These are lands that could not be sold, nor rent, but given the housing demands, they were illegally sold. The collective properties were transformed into private properties. The city had to adapt to the construction of new houses and the legal questions have adapted to the informal situation. They are areas remote from the city center (up to 20km). They need services that the City cannot supply.



The city of Puebla's functions in 2009

Source : Benítez González in presentation Oscar Soto Nov 2011.



South of Puebla, fields are progressively occupied by settlements circled by walls (in black on the picture), shattering the landscape. A very precarious yet well organised occupation process.

Economical facts for Mexico

With a 2 million km² area, Mexico is 4 times bigger than France and has twice as many inhabitants, 115 million.

Mexico is South America's second economic power. Its GDP in 2010 was 9240 dollars per capita. The ALENA agreement with the United States and Canada signed in 1994 has boosted the exportations towards the USA which now receives 80% of Mexico's exportations. In the midst of the economic crisis, its growth is still above 3%. The public deficit is less than a third of the GDP and the inflation is 3 to 4%. The unemployment rate is 5%. Informal work concerns 30% of the active population. 46% of the inhabitants are poor according to the CONEVAL (National Council for the evaluation of the social development policy).

The car industry represents a third of the exportations. With the energy sector, they have received two third of the 20 billion dollars of foreign investments.

The emigrants money transfers are the second source of income for the country, after oil.

The public company Petroleos Mexicanos (PEMEX) finance a third of the State's budget. Since 2010, its production has been stabilized to 2,5 million barrels/day. The official resources of the country are 14 billion of barrels, 25 years of production, and they are decreasing due to the lack of off-shore production.

Mexico is one the three South America countries to use nuclear energy. Alstom runs a power plant near Vera-Cruz. The discovery of natural gas resources in the Mexican Gulf has led the country to renounce to build 10 new nuclear power plants in the next 15 years.

According to the World Bank, in 2008, Mexico's CO₂ emissions were 480 million of tons (380 in France); per capita, it is half of France's emissions but twice of France's emissions when counting with the GDP.

Mexico is also one of the three countries that is willing to massively invest in sustainable energies, energy efficiency and public transport in an effort to reduce pollution and to achieve its development objectives, while population is growing.

The financing provided by a 5,2 billion dollars fund for clean energies created in 2009 and managed by the World Bank (500 million for Mexico), will be added to other financing from the World Bank and the regional development bank and to private investors in order to have a maximum impact.

The raging insecurity is hindering the development. Despite 50 000 soldiers that have been deployed on the territory, the cartels crimes have reached the city of Monterey, an economic driving force of the country, generating a loss of more than 1% of the GDP, according to JP Morgan.

The creation of the Federal Election Institute in the beginning of the 90's, followed by the approval of the elections reform in 1996, has shown the path for a political turnover, with a rising of new political parties. In July 2000, the election of Vicente Fox, member of the PAN (*Partido Accion Nacional*, President Calderon's party) has ended the PRI's (*Partido Revolucionario Institucional*) supremacy at the head of the State. Ever since, three parties share the people's vote: the PRI, the PAN and the PRD (*Partido de la Revolucion Democratica*). The PAN has won the presidential elections again in 2006, but only slightly, in front of the PRD's candidate (with less than 1% of difference). Nonetheless, the PRI has always had an dominant position in the political institutions of the federal States and has gained a comfortable majority in the two Federal assemblies (Chamber of Deputies and Senate). It is the first political force of the country, even though the 2010 elections have confirmed the efficiency of the PAN-PRD alliances. In 2012, the PRI won the elections for Governorship of the State of Michoaca. A symbolic victory before the presidential elections of 2012.

ORGANIZATION OF THE WORKSHOP

The workshop will be organized according to the original method of Les Ateliers. During two weeks, 24 international professionals will be divided into four teams of six participants, with two local professionals in each team. One of them is working for the technical services of the City of Puebla.

The early days will focus on meetings and tours. During the opening ceremony, the local authorities will have the chance to express their views to the participants and their particular expectations. Then, the leading committee will announce the composition of the teams, and they will begin working on the subject - without computers. After three days, the forum will take place. It is a key moment of the workshop where the teams will present the first elements of their work, their first analysis, and will freely exchange and debate with a local committee. During the second week, the team will finalize their productions, they will have access to computers in order to hand in their written and graphic work that will be used during their presentation to the international jury.

The jury is made of local actors, actors of the city's development, the IMPLAN, the French Embassy, AFD representatives, Puebla's partners and members of Les Ateliers' network. Thus, it really is a fifth team. Its function is not to rank the teams but to identify within the teams' production the most relevant propositions for the local authorities to use. The workshop is not a contest, there is neither a prize nor a market to win. What matters is the capacity to produce analysis, new representations, and threads in a collective way that can be easily used for Puebla's development.

WORKSHOP'S SCHEDULE

Previsional schedule

Saturday 26th May	Greeting of the international participants in Puebla. Tour of the center and Welcoming dinner.
Sunday 27th May	Introduction lectures and tours of the city.
Monday 28th May	Theme lectures. Opening ceremony.
From Tuesday 29th to Thursday 31st	Theme lectures, constitution of the teams. Workshops (without computers)
Friday 1st June	Forum with local actors.
Saturday 2nd June	Day off. Organized tours.
Sunday 3rd to Tuesday 5th June	Workshops
Wednesday 6th June	Hand in of the written work (8 A4 pages +A1 board) Greeting of the jury members. Welcoming dinner.
Thursday 7th June	Finalization and presentation rehearsals. Jury: Tours and Lecture. Meeting with the partner committee and the Workshop's leaders.
Friday 8th June	International Jury. Presentations, debate, deliberation of the jury. Party and Award ceremony.
Saturday 9th June	Optional morning workshop sessions with the city services/State, the jury and the participants. Organized tour. Departure in the evening or the day after.



HOW TO PARTICIPATE

26th May to 09th June 2012

This workshop is for professionals of every age and nationality, and whose education and/or work is related to urban planning: architects, geographers, landscape artists, engineers, economists, artists... The goal is to create 4 multi-disciplinary teams. A good command of at least two of the following languages is required: French, Spanish, English. We must say to the young graduates that an application with less than 3 years of experience is very unlikely to be selected.

The participants will stay in Puebla and will work in the workspace provided for them. Documentary resources with maps and information cards introducing the context will be available.

Participants are not paid but the following expenses are covered: flight+visas, single room accommodation, catering, visits and work material.

The selection is made by the workshop's leading committee, based on the professional abilities of the participants, their experience on similar projects, their approach of the subject, their communication skills (language, graphics...) and their motivation!

If you want to apply, please send the following elements **before Sunday, the 18th of March**, at application@ateliers.org.

- **Filled application form** (attached file or on www.ateliers.org)
Name of the file : NAME_surname_Form
- **1 page résumé.**
Name of the file: NAME_surname_CV
- **A one or two pages note** with text and graphic elements that you have produced (sketches, charts, drawings, blueprints...) explaining why you are interested in the project, what is the approach you would select for the project, the abilities/previous experience that you can bring to the workshop.
Name of the file: NAME_surname_Note

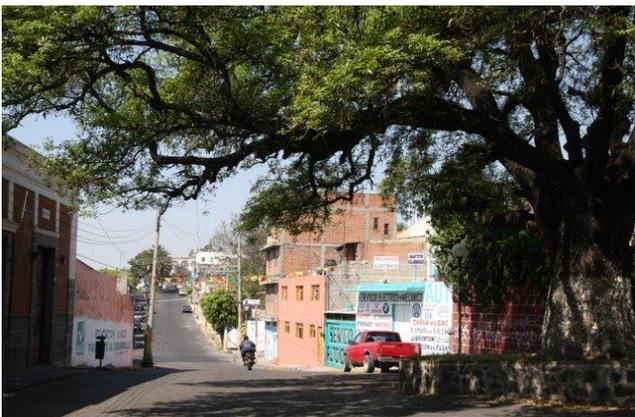
Results will be announced at the end of March.

More information : puebla@ateliers.org

Who are Les Ateliers

Les Ateliers is a non-governmental organization created in 1982 by Cergy-Pontoise's urban planners. They are an international network that gathers universities, decision makers and professionals dedicated to planning, development and urban design. The organization focuses on the practice of urban planning project management, and organizes its workshops in order to create a place for conception and creativity. In France as well as in other countries, these workshops are an opportunity for the contractors to get an international point of view and groundbreaking propositions for their local planning issues. Given the presence of many cultures and the diversity of the education backgrounds of the participants involved in the workshops, they are a great place for high-level debates and exchange.

Every year, Les Ateliers organizes three Students and Young Professionals Workshops in Irkutsk, Porto-Novo and Cergy Pontoise, on local or metropolitan urban planning topics. Depending on the demands, Les Ateliers also organizes International Workshops for Professionals in France, Asia, the Mediterranean region, and more recently in Western Africa and South America.



Presentation of the topic of the workshop in Puebla – puebla@ateliers.org