



全球开放 包容创新

Global Openness & Inclusive Innovation

第四届广州国际城市创新奖入围城市案例汇编

A Collection of Shortlisted Initiatives of
The 4th Guangzhou International Award for Urban Innovation

广州国际城市创新研究会

Guangzhou Institute for Urban Innovation

广东亚太创新经济研究院

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卷首语 | FOREWORD

广州国际城市创新奖（简称“广州奖”）为地方社区提供了一个展示其通过挖掘自身潜力、在技术层面乃至社会层面实现创新的平台；而实现社会层面的创新，正是城地组织（UCLG）这一由地方政府组成、并服务于地方政府的组织所更为关心的问题。

创新无需高科技，而智慧城市的本质就是智慧社区。广州奖巩固了我们遍布全球的、由超过 25 万个地方和地区政府组成的庞大网络，成为我们灵感和学习的源泉。

在过去几年里，广州奖已发展成为一个实践社区，激发自下而上的创新，打造出一个地方级的现象。

要在社区中真正形成创新文化、应对未来挑战并实现全球的可持续发展，城市创新的核心必须要以人为本。

我们坚信，通过广州奖汇集的优秀经验将进一步丰富我们的工作项目。我们也相信，像广州这样的城市的领导者通过与城地组织和世界大都市协会（METROPOLIS）的携手合作，定能更好地把握创新中的地方特色和以人为本的核心，推动全社会的可持续发展，不让一个人掉队。



艾米丽亚·塞兹，世界城市和地方政府组织秘书长
Emilia Saiz, Secretary General, United Cities and Local Governments

Guangzhou International Award for Urban Innovation (The Guangzhou Award) provides an opportunity for local communities to demonstrate how tapping into their potential can lead them to innovation, not just technologically, but also socially. The latter is what UCLG, as an organization of local governments and for local governments cares more about.

Innovation does not need high tech, and when we talk about smart cities we are talking about smart communities. The Guangzhou Award has consolidated in our vast network with over 250,000 local and regional governments worldwide as a source of inspiration as well as learning.

The growth of the Award into a community of practice over the past years has allowed us to generate innovation from the bottom-up and secure this event as a local phenomenon.

If we are to fully create a culture of innovation in our communities, address the challenges of the future and foster sustainability at the global level, we need to place people at the centre of urban innovation.

We are convinced that our work programme has been greatly enriched by the experience that is gathered through the Guangzhou Award. We believe the leadership of cities like Guangzhou in collaboration with networks such as UCLG and METROPOLIS can contribute to harnessing the local and people-centred aspect of innovation which will, in turn, contribute to developing sustainable societies that leave no one behind.

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INNOVATION SNAPSHOT 城市风采

第四届广州奖 15 个入围城市案例简介
Introduction to the Initiatives from 15 Shortlisted
Cities of the 4th Guangzhou Award

便捷之市 Accessible Cities

📍 澳大利亚 悉尼 Sydney, Australia

绿色广场：从老工业区转型为具有活力与互通性的可持续发展社区

Green Square: From a Rich Industrial Past to a Vibrant, Sustainable and Connected Community



在城区内的绿色广场新区 Green Square Urban Renewal Area in its Regional Context



新老结合：原医院综合楼旧址改造为污水处理厂的适应性再利用，“绿色基础设施中心”内设有污水处理设施，经用途改换后的公共艺术设施及廉租房

Integration of new and old: adaptive reuse of former hospital building for Water Treatment Facility inside the “Green Infrastructure Centre” housing a water treatment facility, a Repurposed, public art installation and rental affordable housing apartments

悉尼的总人口为 232,926（根据 2017 年 6 月的统计数据），55% 的当地居民在国外出生，其中 36% 出生于非英语国家。悉尼的经济支柱为金融业、旅游业、信息 / 媒体 / 科技产业、数字经济、创意 / 表演艺术和教育。在澳大利亚 500 强企业中，约 40% 将总部设在悉尼。2011 年，悉尼成为澳大利亚首个正式获得碳中和证书的城市。

根据悉尼的 2030 年可持续发展议程愿景，绿色广场新区 (Green Square) 的建设将为悉尼的经济增长、基础建设改善和更新带来重大机遇，为城市的可持续发展做出显著贡献。绿色广场新区是澳大利亚规模最大的城市化项目，计划

As Australia's leading global city, the City of Sydney, enjoys a diverse population of 232,926 (at June 2017)—55% of local residents were born overseas, of which 36% came from a non-English speaking country—and an economy based on finance, tourism, information, media and technology industries, digital economy, creative and performing arts and education. Sydney provides headquarters for almost 40% of the top 500 Australian corporations. The City became the first of any level of Government in Australia to achieve formal carbon-neutral certification in 2011.

The City's Sustainable Sydney 2030 vision sees Green Square as a major opportunity for growth, infrastructure improvements and renewal to contribute significantly to Sydney's sustainability. Green Square, Australia's largest urbanisation project, is set to accommodate 61,000 residents and 21,000 workers by 2030. The goal is to establish a transit-oriented and harmonious community, based on high-density living with the least environmental footprint. The new town centre, including its commercial, retail, entertainment

在 2030 年吸引 61,000 居住人口和 21,000 就业人口。该项目旨在建立享受高密度居住空间、最少环境足迹、公交优先的和谐社区。新区中心为商业、零售、娱乐和文化集中区，体现世界一流的城市设计，配备可持续的基础建设和社区设施。

自 20 世纪 90 年代中期起，绿色广场新区已经是区域规划的重点。此前，悉尼市政府已宣布为 2000 年的悉尼奥运会建造连接悉尼国际机场和悉尼中心商务区的铁路，其中一个站点设在绿色广场新区。这则消息无疑成为澳大利亚首次大规模棕地复兴——绿色广场新区建设的催化剂，旨在充分利用绿色广场新区在悉尼中心商务区、悉尼国际机场和悉尼港口的战略性位置。绿色广场新区可以利用之前未充分利用的工业用地和基础设施，降低住房成本。

尽管早在 1994 年，新南威尔士州政府就已经宣布绿色广场新区规划，但因为土地所有权复杂、土壤污染、洪水泛滥、基础建设和资金缺乏等问题，新区规划的前期工作停滞不前。2006 年，悉尼市政府牵头提出新区建设的综合解决方案，涵盖土地使用、城市设计、交通运输、街道与开放空间、暴雨洪水和基础设施建设。最重要的是，建立了财务框架，为该区私营开发提供了必不可少的基础设施和资金支持。为弥补资金缺口，悉尼不仅出资完善当地基础设施，还和私营开发商和州政府建立合作伙伴关系，成功筹集了新区建设所需的 130 亿美元。

目前，新区建设的另一大难点

and cultural hub, seeks to showcase world-class urban design, sustainable infrastructure and community facilities.

Since the mid-1990s, Green Square has been the focus of regional planning, following the announcement of a rail line connecting Sydney's international airport to the CBD for the Sydney 2000 Olympic Games, with a station at Green Square. The announcement was the catalyst for the first large scale "brownfield" renewal in Australia, to capitalise on its strategic location between the Sydney CBD, airport and port. Green Square was as an opportunity to use underutilised industrial lands and infrastructure to deliver housing more economically.

Though initially announced by the NSW Government in 1994, Green Square's early development stalled due to complex ownership, land contamination, unresolved flooding and lack of infrastructure and funding. In 2006, the City of Sydney took the lead on an integrated approach that encompassed land uses, urban design, traffic and transport, streets and open spaces, stormwater and social infrastructure. Importantly, a financial framework was established to deliver infrastructure and assets essential to supporting private development in the area. The City's forward funding of infrastructure and partnerships with private developers and State Government to bridge funding gaps helped unlock \$13 billion worth of total construction for the area.

Another challenge is the absence, until now, of a clear State public transport strategy to meet the needs of the rapidly increasing population. Proposals advanced by the City are currently awaiting commitment at State level including:

- ◆ A future public transport strategy including light rail to meet the needs of the whole Green Square population above and beyond those serviced by the existing station;

- ◆ A model for a new school integrated with community facilities in the town centre for which the City is developing a proposal with the State Government.

All in all, the City's urbanisation experience offers the best-practice approach to large-scale regeneration. The "tool kit" includes:

- ◆ defining the vision for the place within the local, regional and metropolitan context;

是缺少清晰的州级公共交通策略，难以满足人口快速增长带来的需求。悉尼的提案目前正在等待州级投入，包括：

- ◆ 未来的交通策略包括建设轻轨，满足远超目前车站服务人口的整个新区人口的需求；

- ◆ 在市中心成立与社区设施相结合的新型学校，为此悉尼市正在与州政府进行协商。

总而言之，悉尼的城市化为大规模的重建项目提供了最佳实践做法。“工具包”包括：

- ◆ 确定区域在本地、地区和大都市层面的发展愿景；

- ◆ 一整套详细的计划控制方案，必须结合基础设施建设计划；

- ◆ 改建方案在规划当局批准之前，先设定价值捕捉计划；

- ◆ 通过签订具有法律约束力的契约，确保开发商与政府对基础设施的投入；

- ◆ 公共领域规划和设计需要包含所有层面的基础设施建设；

- ◆ 与所有利益相关方进行透明、公开和持续的交流与合作，提高各方共同实现规划愿景的信任与信心；

- ◆ 制定场所建造和社区发展计划，在更新改造期间为社区提供支持，倾听并回应本地诉求；

- ◆ 进行定期审查、监管、反馈和优化。

本实践为大规模改造项目提供最佳实践做法，致力于创建环境足迹少、充满活力、高度连通的社区，且便于：

- ◆ 步行和骑自行车；
- ◆ 享受四通八达的街道、公共

- ◆ comprehensive package of detailed planning controls inextricably linked to infrastructure plans;

- ◆ setting value capture schemes before uplift is granted by planning controls;

- ◆ legally-binding deeds to seal developer and government commitments to contribute to infrastructure;

- ◆ public-domain plans and designs that map all infrastructure layers;

- ◆ transparent, open and consistent communication and engagement with all stakeholders to build trust and confidence in the realisation of the vision;

- ◆ place making and community development program to support the community during renewal, hear and respond to local needs; and

- ◆ regular review, monitoring, feedback and refinements.

The lessons present a best-practice approach to large scale transformation to create a place with minimal environmental footprint and a vibrant and well-connected community where it is easy to:

- ◆ walk and cycle;
- ◆ enjoy well-connected streets, public spaces, cultural and



改换用途后改建为“绿色基础设施中心”内的污水处理设施
Water Treatment Facility inside the "Green Infrastructure Centre", a
Repurposed Former Hospital Building

空间和娱乐设施；

- ◆使用便捷综合的公共交通连接和服务；

- ◆利用优质的公共空间，开展社区活动；

- ◆享受优质住房，价格适中，便于购物、营商、服务和就业。

本实践关联目标如下：

- ◆可持续发展目标 3：确保健康的生活方式，促进各年龄段人群的福祉；

- ◆可持续发展目标 11：建设包容、安全、有抵御灾害能力和可持续发展的城市和人类住区；

- ◆可持续发展目标 13：采取紧急行动应对气候变化及其影响；

- ◆可持续发展目标 16：创建和平、包容的社会以促进可持续发展，让所有人都能诉诸司法，在各级建立有效、负责和包容的机构。

recreational facilities;

- ◆ use convenient and integrated public transport connections and services;

- ◆ celebrate high-quality public spaces as the focus of community activity;

- ◆ access the high quality housing, including affordable housing, shopping, commerce, services and jobs.

The initiative is particularly relevant to:

- SDG 3: ensure healthy lives and promote well-being for all ages;

- SDG 11: make cities and human settlements inclusive, safe, resilient and sustainable;

- SDG 13: take urgent action to combat climate change and its impacts;

- SDG 16: promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions for all;

📍 加拿大 雷朋堤尼 Repentigny, Canada

人人共享的城市

A City for All



城市鸟瞰图 Aerial View of the City

雷朋堤尼，总人口 85,000，是蒙特利尔大都会区一个充满活力的城市。该市的经济基础多样化，包括制造业、服务业、创意产业、旅游业和文化产业。其愿景是通过创新、创造和团结，打造一个宜人的包容性城市。

在“城市，你我共享”的主题下，市政府制定了三项举措，以应对以下挑战：向青年提供机会以鼓励他们进行创造和培养技能、为最弱势群体提供支持以及促进公民融入和参与社区生活。

面对青少年对市立图书馆传统服务兴趣大幅下降的问题，克尔实验室（Crealab）提供了一个崭新的生活与友好的环境，使人们能使用多媒体实验室，专注于个人和集体的成就。因为社区中很多青年，包括大多数女孩，会定期访问克尔实验室，所以它产生了巨大的影响。通过与学校理事会和一个非政府组织建立伙伴关系，克尔实验室特别注意接触有学习困难的年轻移民和青年。青年企业家也从这一举措中受益。

《信息与社会重大决策》实践借此机会在地区层面引入新的电话和网络转介服务，开创新流程，接触弱势群体，包括有语言困难和功能障碍的人。它在需要帮助的人（通常为女性）和社区组织雇用的发展干事之间提供了个性化的联系，以便提供所需的支持并赋予个人和家庭权力。

“我的市政服务”项目响应了市民表达的希望社区层面上更容易获得市政服务的需求。透过与一

Repentigny is a vibrant city of 85,000 people and is part of the Montreal metropolitan area. The city's economic base is diversified and includes manufacturing, services, creative industries, tourism and culture. Its vision is to develop an inclusive city at a human scale through innovation, creativity and solidarity.

Under the theme “A City for All” the municipality has developed three initiatives to face the challenges of offering the youth a stimulating opportunity for creation and skill development, of providing support to the most vulnerable people and of fostering the integration and participation of the citizens in community life.

Confronted with a significant decline in youth interest in the traditional services of the municipal library, the Crealab provides a new living and user-friendly environment, giving access to a multimedia lab focusing on individual and collective achievements. It has had a tremendous impact, as a large proportion of the youth in the community, including a majority of girls, regularly visiting the Crealab. Through partnerships with the schoolboard and an NGO, special attention is given to reaching out to young immigrants and youths with learning difficulties. Young entrepreneurs also benefit from this initiative.

The Information and Social Crossroads initiative took the opportunity of the introduction of a new phone and web referral service at the regional level to put in place an original process to reach out to the most vulnerable people, including those with language difficulties and functional limitations. It provides a personalized contact between the persons in need, often women, and a development officer employed by a community-based



克尔实验室对外开放使用中 Crealab in Action



“我的市政服务”项目实施情况 Implementation of My Municipal Services Initiative

个著名的专业公司合作开发的互动网络地图应用程序，此项目提供了有关定期市政运作、康乐及体育活动及社区服务的一系列有用信息。

要推出这三项举措，就要要求市政当局“跳出常规思维”，寻找创新的方式来面对挑战。市政管理人员着手探索新的途径并对新技术的潜力进行利用。与青年对话，更好地了解他们的需要和期望。与许多机构和社区合作伙伴进行讨论，阐明一种新的、更有效的支持弱势群体的模式。当局特别关注了市民们在先前关于获得市政服务的协商中表达的意见。

要动员所有与这三项倡议相关的重要伙伴，并提供确保可持续性所需的人力和财力，必须投入相当

organization, in order to offer the required support and to empower individuals and families.

The project My Municipal Services responds to the needs expressed by citizens for an easier access to municipal services at the neighbourhood level. Through an interactive web mapping application developed in partnership with a recognized expert firm, it provides a wide range of useful information on scheduled municipal operations, recreation and sports activities and community services.

Launching these three initiatives required the city administration to think “out of the box” and look at innovative ways to face the challenges. Municipal managers undertook to explore original avenues and to harness the potential of new technologies. A dialogue with the youth was initiated to better understand their needs and expectations. Discussions were held with numerous institutional and community partners to articulate a new and more effective model to support vulnerable people. Special attention was paid to the views of citizens expressed in previous consultations

时间和精力。市政当局投入，机构、社区和私营部门伙伴的贡献使得这种独创模式的“社会工程”成为了可能，并造福于青年、弱势群体和我们社区的公民。

“城市，你我共享”的全球实践通过使我们的城市更具包容性，确保公平的教育和学习机会，实现妇女和女童的赋权以及保障所有公民的福利，为实现可持续发展的目标和新的城市议程做出了贡献。

本实践关联目标如下：

- ◆ 可持续发展目标 4：确保包容和公平的优质教育，让全民终身享有学习机会；
- ◆ 可持续发展目标 5：实现性别平等，增强所有妇女和女童的权能；
- ◆ 可持续发展目标 11：建设包容、安全、有抵御灾害能力和可持续发展的城市和人类住区。

regarding access to municipal services.

Time and efforts were necessary to mobilize all the key partners involved in the three initiatives and to put in place the required human and financial resources to ensure sustainability. The commitment of the municipality and the contribution of institutional, community and private-sector partners have made possible this original form of “social engineering” for the benefit of the youth, the vulnerable people and the citizens of our community.

The global initiative A City for All contributes to the achievement of the Sustainable Development Goals and the New Urban Agenda by making our city more inclusive, by ensuring equitable education and learning opportunities, by achieving empowerment of women and girls and by ensuring the well-being of all citizens.

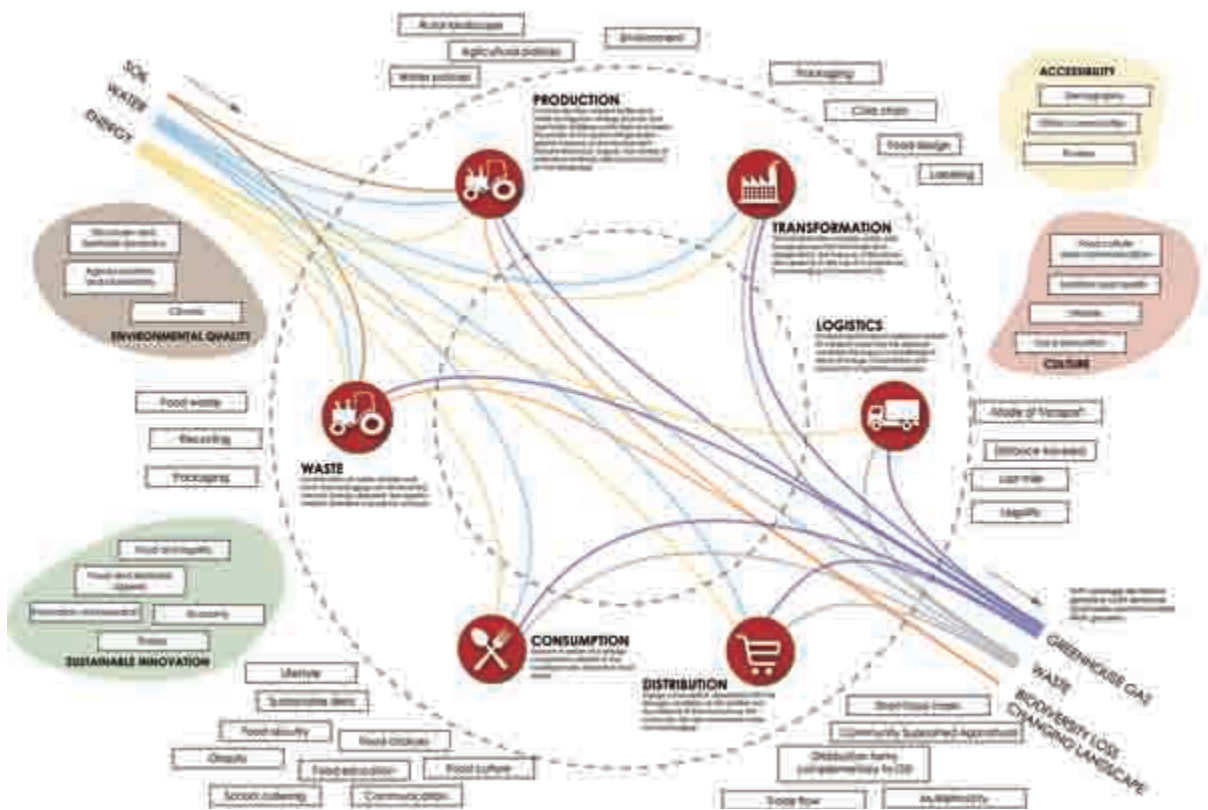
The initiative is particularly relevant to:

- SDG 4: ensure inclusive and equitable education and promote life-long learning opportunities for all;
- SDG 5: achieve gender equality and empower all women and girls;
- SDG 11: make cities and human settlements inclusive, safe, resilient and sustainable;

意大利 米兰 Milan, Italy

米兰粮食政策：促进城市粮食体系 可持续性与包容性的创新框架

Milan Food Policy: An Innovative Framework for Making Urban Food System More Sustainable, Inclusive



米兰食物系统评估 Milan Food System Assessment



股东研讨会 Forum with Shareholders

米兰位于意大利北部，是意大利人口第二多的城市，约 130 万，人口密度达 7533 人 / 平方千米，经济支柱为贸易、旅游和创意产业。

米兰曾于 2015 年举办了世博会，在为世博会确定“滋养地球，生命之源”的主题时，米兰市政府决定制定粮食政策作为世博会的遗产。在举办世博会之前的数年里，米兰一直处于“如何改善和确保粮食系统的可持续性”的广泛争议之中。

米兰粮食政策的制定源于多年来相关执行者和民间团体面对气候变化挑战而不断觉醒的粮食意识，以及对于资源责任管理的需求。2017 年，米兰市长任命了首位负责实施粮食政策的副市长，承担协调之职，并由新成立的粮食政策办公室提供技术支持。此外，意大利举足轻重的慈善捐助组织之一——意

Located in the northern part of the country, Milan is the second most populous city in Italy with a population of approximately 1,300,000 and population density of 7533 people per km². The city's primary sources of prosperity include trade, tourism, and the creative industry.

In the process of setting the theme “Feeding the Planet, Energy for Life” for the Universal Exhibition, hosted in the city in 2015, the Municipality of Milan decided to create the Food Policy as legacy of the event. During the years before the Expo, the city of Milan was in the centre of a wide debate on how to improve and make the food system more sustainable.

The Milan Food Policy is the result of years of growing awareness among relevant actors and the civil society on the challenges of climate change and the need for responsible management of resources. In 2017, the first vice mayor was designated by the Mayor for the implementation of the Food Policy, with a role of coordination and with the technical support of the newly established Food Policy Office. In addition, Fondazione Cariplo, one of the most important Italian philanthropic grantmaker, is strongly supporting the initiative through its research area

大利嘉利堡基金会，也极为看好粮食政策在全国范围内的创新潜力，在其研究范围内大力支持这一实践。

“米兰粮食政策”实践的一个主要创新点是新型城市治理模式，该综合性跨部门治理模式涵盖了公共机构、社会组织、研究机构和私营部门等各个领域。

此外，粮食政策主要通过三种方式实施：设计可以产生制度遗产的行动，梳理组织普通活动，制定能够产生影响的激励措施。

米兰粮食政策自2016年开始实施，目前正处于五大重点和48个互联行动框架实施阶段。粮食政策办公室面临着高校食堂采购、粮食物流、城市生态系统服务、粮食倡议的财政压力、城市农业土壤生物修复等各个领域的数据更新需求。粮

because of the innovative potential of the policy in the national context.

A key innovation in the “Milan Food Policy” initiative is the new model of urban governance which is based on an integrated cross-sectoral approach among public agencies, social organizations, research bodies and the private sector.

Moreover, the food policy acts with three main approaches: designing actions that can generate institutional legacy, streamlining of ordinary activities and creating incentives capable of generating impacts.

Since 2016, the Milan Food Policy has been in the implementation phase. It’s currently working to put into effect its five priorities and framework of 48 interconnected actions. The Food Policy Office runs into the need for new data in various fields, for example, university canteen procurement, logistics of the food, urban ecosystems services, impact finances for food initiatives and soil bioremediation for urban agriculture. The policy would need to strengthen the bond with local universities in order to keep the collection of data on the Milan food system up to date and



米兰市中心的麦田 Wheat Field in the Center of Milan

食政策需加强与地方大学之间的联系，确保米兰粮食系统数据收集的更新性和持续性。

前四年活动所积累的主要经验如下：

- ◆ 粮食政策的实施需要地方当局的参与才能确保影响力和有效性；

- ◆ 粮食政策的实施仍被视为临时性做法，并未将其当作可轻易复制的商业模式；

- ◆ 粮食政策的实施涉及不同的利益相关者。然而，由于对公众科学的关注度不够，似乎可以说该政策在实施当中并未给予每一位利益相关者同等的重视度。

粮食政策通过社区、地方组织和国际合作组织等推动了知识交流，旨在合力打造一个更加可持续的地方粮食系统。粮食政策的实施受联合国粮食及农业组织 44 项指标监控框架和《米兰城市粮食政策公约》的监督。所有监督指标都和 17 个可持续发展目标（共计 169 个子目标）中的 11 个目标（24 个子目标）相关。

本实践关联目标如下：

- ◆ 可持续发展目标 2：消除饥饿，实现粮食安全，改善营养状况和促进可持续农业；

- ◆ 可持续发展目标 11：建设包容、安全、有抵御灾害能力和可持续发展的城市和人类住区；

- ◆ 可持续发展目标 12：采用可持续发展的消费和生产模式；

- ◆ 可持续发展目标 16：创建和平、包容的社会以促进可持续发展，让所有人都能诉诸司法，在各级建立有效、负责和包容的机构。

continuous.

The main lessons learned from the first four years of activities can be summarized as follows:

- ◆ In order to have an impact and being effective, food policy practices require the engagement of local authorities;

- ◆ Food policy practices are still perceived as a contingent experience and are not yet associated to a business model easily replicable;

- ◆ Food policy practices are engaging different stakeholders. However, in light of the lack of attention towards citizen science, it seems possible to argue that they might not value each stakeholder in the same way.

The policy facilitates the exchange of knowledge through the community, local organizations and international partners, pursuing a joint effort and commitment towards a more sustainable local food system. The policy is monitored with a monitoring framework of 44 indicators defined with the Food and Agriculture Organization of the United Nations and Milan Urban Food Policy Pact. All indicators are in relations with 11 of the 17 SDGs that focused on 24 targets (on a total of 169).

The initiative is particularly relevant to:

- SDG 2: end hunger, achieve food security and improved nutrition and promote sustainable agriculture;

- SDG 11: make cities and human settlements inclusive, safe, resilient and sustainable;

- SDG 12: ensure sustainable consumption and production patterns;

- SDG 16: promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions for all.

📍 南非 德班 eThekweni, South Africa

非正式居住区的渐进性、参与性、程序性升级工程；与私营部门合作实现可持续卫生服务

Incremental, Participatory, Programmatic Informal Settlement Upgrading Programme; Partnerships with the Private Sector to Achieve Sustainable Sanitation Service Provision



小型企业将垃圾运往处理厂 Small Business Taking Waste to the Processing Plant



非正式居住区里的个人电路连接
Individual Electricity Connection inside an Informal Settlement

德班市位于南非东海岸，属德班市政府管辖。与其他大都市不同的是，德班市总面积的 68%（2297 平方千米）为农村地区。全市人口 390 万，人均国内生产总值 4819 美元。经济主要依赖工业和贸易，拥有非洲最繁忙的港口。

为将基本服务拓展至农村和非正式社区，必须探索创新项目和做法。德班已建立一种新型的合作渐进式非正式居住区升级模式，目前正大力推广，以消除居住环境中的危险因素。为农村家庭安装尿液分流厕所（UDTs），并建立体制框架，不仅防止家庭遭受病原体侵害，也支持当地小型企业，利用粪便制造出畅销产品。

项目的核心在于为非正式居住区提供基础设施，包括公共沐浴设施（卫生间、淋浴、水槽和衣物洗涤槽），个人用电，步道、通道改造与雨水控制，垃圾收集，早期教

eThekweni Municipality is the local authority that governs the city of Durban, situated on the East Coast of South Africa. Unlike the other metropolitan municipalities, 68% of the total area (2297 km²) is rural. The city enjoys a population of 3.9 million and a GDP per capita of \$4819. Its economy is based on industry and trade, and the city hosts the busiest harbour in Africa.

In an effort to extend basic services to rural and informal communities, innovative programmes and methods had

to be explored. A new model of partnership-based, incremental informal settlement upgrading has been developed and is currently being rolled out to address hazardous living conditions. Rural households have received Urine Diversion Toilets (UDTs), and an institutional framework has been put in place which not only protects households from exposure to pathogens but also supports small local businesses and creates a saleable product from faecal waste.

The programme has at its core the delivery of infrastructure to informal settlements. This comprises communal ablutions facilities (toilets, showers, sinks and wash-troughs for laundry); individual electrification; improved footpaths, access roads and storm-water controls; refuse collection; and improved facilities for Early Childhood Development Centres. Residents' right to stay on the occupied site is recognized, resulting in safety from eviction and the right to benefit in the incremental upgrading process. As an estimated 10 households can be serviced for the same cost as one home can be built in a conventional housing project, this programme accelerates the City's response to informality and urbanization. Beyond infrastructure, the programme promotes urban safety through the city's safety strategy, fosters sustainability and resilience, and works with local communities to overcome

育中心设施改良。认可现居住者的居住权，防止驱逐居民，确保居民可享受渐进式改造升级的成果。据估算，十户家庭所需的费用，仅相当于建设传统住宅项目中一户的成本。项目加快了城市对非正规性和城市化的响应。除提供基础设施外，项目还通过城市安全策略促进了城市安全，提高了城市的可持续性和韧性，并与地方社区共同应对城市贫困、经济排斥和空间不公的挑战。这种新型升级模式面向所有非正式居住区，是一种渐进式、参与式、合作型、差别化的方式。

为向公民提供安全的基本卫生条件，德班市政府通过供水和卫生单元（EWS）系统在农村地区的家庭中安装了8万多个尿液分流厕所。鉴于有人担心厕所清空过程会对居民健康造成威胁，市政府承诺对尿液分流厕所进行清空。因此，项目需要解决卫生价值链中的诸多要素，包括清空、运输和处理或回收。

截至2018年8月，在当地企业的努力下，已清空超过4万个尿液分流厕所。建造黑水虻幼虫（BSFL）处理厂来处理粪便，尽管处理工作面临重重挑战，产品已顺利产出。通过资金捐助为黑水虻幼虫处理厂的建设筹集资金，降低了项目风险。夸祖鲁-纳塔尔大学（UKZN）污染研究小组（PRG）也为该项目提供了科研支持。

项目总结的一个重要经验是：必须在国家、社区和私营部门之间探索并建立新型合作关系。城市必须在国家和城市贫民之间建立一种不同的、更具功能性的关系，这不

the challenges of urban poverty, economic exclusion and spatial injustice. This new approach to upgrading is inclusive of all informal settlements, incremental, participative, partnership-orientated and differentiated.

In order to provide a basic but safe level of sanitation to its citizens, eThekweni Municipality, through the Water and Sanitation Unit (EWS) installed over 80,000 UDTs at a household level in rural areas. The Municipality made a commitment to empty the UDTs following concerns over health risks to residents during the emptying process. The project thus needed to address a number of elements of the sanitation value chain including emptying, transit and disposal or recycling.

As of August 2018, over 40,000 UDTs have been emptied using local businesses. A Black Soldier Fly Larvae (BSFL) processing plant has been constructed to process waste and, despite a number of processing challenges, the product has been produced. Donor funding de-risked the project through the provision of funds



黑水虻幼虫处理厂 Black Soldier Fly Larvae (BSFL) Processing Plant

仅依赖国家服务投入，还要利用合作关系形成更有效的社会资本，实现协助和“自助”。此外，不仅需要重视基本服务、功能使用权和渐进式住房改造，更要重视关键的社会服务，才能更有效地使用公共交通，抓住经济机遇。

另有以下重要经验，可为其他城市利用合作关系发展新型循环经济项目提供一定的指导：

- ◆应综合利用公私部门的资金，以降低项目风险，同时，合作伙伴应获得所有权；
- ◆应确保城市管理人员能深入了解项目及其成果，以便未来更易接受新型循环经济项目；
- ◆保证人人能享有安全的卫生环境，创新是关键。

本实践关联目标如下：

- ◆可持续发展目标 6：为所有人提供水和环境卫生并对其进行可持续管理；
- ◆可持续发展目标 11：建设包容、安全、有抵御灾害能力和可持续发展的城市和人类住区。

for the construction of the BSFL plant. Research support to the project has been provided by the Pollution Research Group (PRG) at the University of KwaZulu-Natal (UKZN).

One important lesson from this initiative is that new partnerships between the state, communities and the private sector must be explored and established. Cities must foster a different and more functional relationship between the state and the urban poor which is not premised solely on state service delivery but which also leverages the partnerships necessary for more effective social capital formation, collaboration and “self-help”. There also needs to be a focus on more than just basic services, functional tenure and incremental housing improvements. Key social services are also important as is more effective access to public transport and economic opportunities.

The other key lessons as follows can guide other cities when embarking on a partnership approach to new circular-economy projects:

- ◆ Public and private sector funding needs to be blended to de-risk the initiative and give ownership to the partners;
- ◆ Ensure city managers are aware of the project and its achievements so that new circular economy initiatives are more readily accepted in the future;
- ◆ Innovation is key to meeting the challenges of ensuring safe sanitation for all.

The initiative is particularly relevant to:

- SDG 6: ensure availability and sustainable management of water and sanitation for all;
- SDG 11: make cities and human settlements inclusive, safe, resilient and sustainable.

合作之邑 Cooperative Cities

📍 印度尼西亚 泗水 Surabaya, Indonesia

公众参与废弃物管理，建设更好的泗水市

Public Participation in 3R Waste Management for Better Surabaya



生态友好的生活方式 Eco-friendly Living Lifestyle

印尼东爪哇省泗水市是一座环保、安全、繁荣和具有全球竞争力的城市。包括游客在内，人口超过330万。全市总面积334.51平方千米，包括31个行政区和154个村庄。经济支柱是贸易和服务业，2017年人均国内生产总值达到12,771.10美元。

环保不仅仅是政府的责任，更重要的是全民参与。如今，越来越多的垃圾被运往堆填区，废弃物处理受到广泛关注。该市启用一种新型废弃物管理方式，尤其体现在社区和3R(减少垃圾、重复利用和废物回收)模式中。

第一个战略创新是建立与群众沟通的桥梁，增加群众对环保的认识，动员他们逐步参与到环保运动中来。会选择示范村参与由非政府组织支持的CSR项目，该项目引入环保型废弃物处理方式。

3R项目优化了以往的废弃物管理方式。该实践是实现建设宜居城市这一既定目标的战略，建设宜居城市是人民群众和市政府共同的愿望。示范村的成功会促使越来越多其他村庄的村民学习借鉴其中经验，于是市政府培养了一批绿色发展和清洁环保的引导者。另一项创新是与垃圾场和城市公交运营部门合作，提高废弃物的价值。最独特的创新在于使用塑料瓶和杯子支付乘车费用。

项目融资固然重要，不过向公民传播环保信息并获得他们的支持同样举足轻重，但这并非易事。实践证明，推广、示范和与非政府组织合作是极有价值的举措。泗水市



全民参与环保运动 People Take Part in Environmental Movement

Surabaya is an eco-friendly safe and prosperous city with global competitiveness. It has a population of more than 3.3 million, visitors included. The city covers a total area of 334.51 km² and is divided into 31 sub-districts and 154 villages. Primarily based on trade and service, in 2017, the city was capable to achieve a GDP per capita of \$ 12,771.10.

Environmental protection is an issue not only of the government, but of the whole society. With increasing amount of waste going to the landfill, the waste issue has been taken seriously with wider interest. The city employs an innovative waste management, particularly in a community-based approach and 3R (reduce, reuse and recycle) approach.

The first strategic initiative is building communication channels with the people, so as to increase their understanding and to involve them in gradually taking part in the movement. A model kampung (village) was selected to work with an NGO supported CSR program, under which an eco-friendly waste-disposal way was introduced.

The 3R program is a step-up on previous experience in waste management. The initiative is mainly implemented as a strategy to meet the assigned objectives to ensure a livable city, which is the aspiration of the people and the city government. As more and more people from other villages intend to learn from the successful model village, green and clean facilitators are trained by the city government. Another innovation is working with the waste bank

政府决心迎难而上，通过召开研讨会教育公众是非常必要的。渐渐地，越来越多的国内外城市了解到该市的废弃物管理方式，包括信息通信技术的使用，泗水市因此获得了许多奖项和认可。

泗水市始终欢迎其他城镇来学习借鉴当地政府和民众的实践经验。如今，印尼各城镇已经广泛采用并实践泗水群众参与实施 3R 计划的成功做法。该实践中简单的主要工具，即管理工具和实践 3R 成本的独立性，使得实践更易扩展和转换。若要复制该实践，各级政府需要因地制宜。

实践 3R 计划意义深远，它可以帮助人们改善生活质量，养成更加洁净健康的生活习惯以及改善空气质量。



群众参与 The Common People Participate

本实践关联目标如下：

- ◆ 可持续发展目标 3：确保健康的生活方式，促进各年龄段人群的福祉；
- ◆ 可持续发展目标 6：为所有人提供水和环境卫生并对其进行可持续管理；
- ◆ 可持续发展目标 7：确保人人获得负担得起的、可靠和可持续的现代能源；
- ◆ 可持续发展目标 11：建设包容、安全、有抵御灾害能力和可持续发展的城市和人类住区。

and the urban bus operation to increase waste value. The most unique innovation is the use of plastic bottles and cups as payment for bus rides.

Although funding for the programs is important, it is equally important to spread the message to the citizens and gain their support, which requires special effort. Promotion, demonstration and working with NGOs have proved to be extremely valuable. The Surabaya City Government commits itself to the continuous removal of all obstacles, which is mainly the necessity to educate the public through workshops. Gradually, the way the city manages its waste, including the use of ICT, has been known to more cities in and outside the country, and thus many awards and recognitions have been received.

Surabaya has always been open to other towns and cities learning from its experience—what the city government and its people are doing. The success of Surabaya to engage people in the implementation of 3R program has been adopted and implemented widely in towns and cities throughout Indonesia. The simple main tool of the initiative—the management tool—and the cost independency of 3R implementation make easy the enlargement and transferability of the initiative. To replicate such an initiative, the administrations need to know the local context and what the best way is to do it.

The greater impact of implementing the 3R program is the improvement of the quality of life: improved clean- and healthy-living habits as well as enhanced air quality.

The initiative is particularly relevant to:

- SDG 3: ensure healthy lives and promote well-being for all ages;
- SDG 6: ensure availability and sustainable management of water and sanitation for all;
- SDG 7: ensure access to affordable, reliable, sustainable and modern energy for all;
- SDG 11: make cities and human settlements inclusive, safe, resilient and sustainable.

📍 墨西哥 瓜达拉哈拉 Guadalajara, Mexico

市民主导型大都市协调机制 Citizen-Led Metropolitan Coordination of Guadalajara



孩子们在讨论 Discussions among Children



收集居民意见 Collecting Ideas from the Citizens

瓜达拉哈拉大都市区（GMA）位于哈利斯科州，是墨西哥第二大城区，仅次于墨西哥城大都市区。瓜达拉哈拉大都市区人口 500 万，面积 3265.46 平方千米，由 9 个不同级别的城市联合组成。大都市区的规划与发展由大都市规划发展管理研究所（IMEPLAN）负责协调管理，这种管理性质在瓜达拉哈拉甚至墨西哥都是史无前例。大都市区实现了指数级增长。但由于缺乏全面的规划控制，在扩张过程中随意突破各类限制，导致大都市区逐渐成为一座割裂、散乱、不公的城市。

大都市规划发展管理研究所的实践旨在让大都市区的公民能积极参与到核心决策的制定过程中，认可公民在发现挑战和应对挑战过程

Located in the State of Jalisco, the Guadalajara Metropolitan Area (GMA) is the second largest in the country, just after the Mexico City Metropolitan Area. With a population of 5 million, the GMA covers 3265.46 km² and includes nine municipalities with different levels of consolidation. The metropolitan planning and development management is coordinated by Metropolitan Institute of Planning and Development Management (IMEPLAN), the first of its nature in the history of Guadalajara and Mexico. The GMA has experienced exponential growth. It has exceeded all limits without a comprehensive plan governing its expansion, becoming a disconnected, dispersed and inequitable city.

IMEPLAN's initiative aims to bring citizens to the core of the decision-making process in the metropolitan area, recognizing their vital role not only in the identification of the main metropolitan challenges but in the design of solutions. The objective was to generate the mechanisms that allow an active public participation, as well as a diverse range of social sectors in the development of the metropolitan planning tools, in which the vision of the city is

中起到的重要作用。希望建立起在都市规划工具发展过程中允许大众和社会各部门积极参与的有效机制，同时树立城市愿景，分享应对挑战的经验以及居民的想法。

在4个多月(2016年5月至8月)的活动过程中，我们提供场地条件，交流想法、顾虑和愿景。在此期间，社区居民举行会议，相互交流；专家进行辩论，为大都市区发展的关键领域明确立场。未到场人员通过数字平台参与活动。这三种积极的规划参与方式，使我们在不同尺度对大都市区有了新的认识。在第一阶段，周边居民通过各类社会空间场所参与到活动中，让我们不仅认识到民众发现的各种问题，也了解到民众提议的解决方案。

最重要的一个发现就是：快速讨论阶段参与者提出了他们经常碰

built, the experience on the challenges shared as well as alternatives from the perspectives of the habitants.

Along the participation process undertaken for over 4 months (May–August 2016), spaces were created for the exchange of ideas, concerns and yearnings. During this time, community residents held sessions to interact with each other; experts had the opportunity to counter their ideas and establish their stand on key aspects of the development of the metropolitan area. Those who were not present participated through digital platforms. The three methods of participatory planning allowed the recompilation of the realities of the metropolitan area in different scales. In a first stage, the spaces of neighbourhood participation developed in different socio-spatial locations allowed the recognition of the great diversity of the problems perceived by the population and their solution proposals.

One of the core findings is that the participants referenced the problems to which they are constantly exposed in a fast discussion. The processing of the contributions required a complex analysis between perceived needs and real metropolitan needs. The result of this process offered a great input for the diagnostic component of the planning tools, but did not contribute too much to the strategy



采访中 Interviewing

到的问题。对于所提需求的处理，我们应对感受性需求和都市实际需求进行全面的分析。所提需求的处理结果为规划工具的诊断组件提供了良好的信息输入，但对于策略组件而言用处不大。此外，虽然我们已尽力为讨论活动创造出广泛多样的场地条件，但由于讨论活动的形式单一，讨论过程的开放性可能会受到限制。

此外，实践成果还开启了规划工具合作发展的新篇章：Ruta 2042。Ruta 2042 是在大都市区开展的一场永久的对话与交流：不仅为教育、咨询和对话创造多样化的活动空间，还提供适应公众或讨论主题的相应活动方式。在过去一年多的时间里，Ruta 2042 已就都市发展的各类相关主题与 3000 多人进行了交流，包括居民、民间团体、专家和学者，使城市能够找最佳方式响应真实需求，不让一个人掉队。

本实践关联目标如下：

- ◆ 可持续发展目标 11：建设包容、安全、有抵御灾害能力和可持续发展的城市和人类住区；
- ◆ 可持续发展目标 12：采用可持续发展的消费和生产模式。

component. Besides, although effort was made to create a wide diversity of spaces for the discussions, having a same methodology for all of them could have limited the openness in the consultations.

These findings, among others, resulted in the new stage of the cooperative development of the planning tools: Ruta 2042. This is a permanent exercise of dialogue and consultation that travels through the metropolitan area: it creates diverse spaces for education, consultation and dialogue and adapts the methodology to the public or subject in question. For over a year, Ruta 2042 has interacted with over 3,000 people, including residents, civil societies as well as experts and academics on different subjects related to metropolitan development, allowing the city to seek the best approach to responds to the real needs and to leave no one behind.

The initiative is particularly relevant to:

- SDG 11: make cities and human settlements inclusive, safe, resilient and sustainable;
- SDG 12: ensure sustainable consumption and production patterns.

📍 荷兰 乌德勒支 Utrecht, Netherlands

通过多方参与的伙伴关系在地方实现可持续发展目标

Localizing the SDGs through Multi-Stakeholder Partnerships

乌德勒支是一个中等规模的欧洲城市，预计到2030年，人口将从2018年的35万增至45万。欧盟委员会的研究表明，乌德勒支是欧洲最具竞争力的地区之一。2015年，该市决定承担起为所有市民

建设一个可持续、健康和包容城市的地方责任，将联合国可持续发展目标本地化。

这不是乌德勒支的单打独斗；乌德勒支与根特、斯图加特、马尔默、波恩和维也纳等城市进行了探讨。乌德勒支从其他城市（如纽约和北九州）的报告中获益良多。

乌德勒支面临的关键挑战是如何促进负责任、包容性的经济增长，开展企业、政府和当地草根组织相互合作的商业行为和投资活动，加



气候行星广场 Climate Planet Square

Utrecht, a middle-sized European city, is growing from 350,000 inhabitants in 2018 to 450,000 in 2030. Research conducted by the European Commission shows that Utrecht is one of the most competitive regions in Europe. The city decided in 2015 to take local responsibility for developing a sustainable, healthy and inclusive city for all inhabitants and thus for localising the Sustainable Development Goals.

The approach is not about Utrecht alone; the ideas were discussed with other cities: Ghent, Stuttgart, Malmö, Bonn and Vienna. Utrecht also learned a lot by the reports of cities such as New York and Kitakyushu.



健康的城市生活 Healthy Urban Living

速实现联合国可持续发展目标。而且，乌德勒支市政府正在制定联合国可持续发展目标本地化指标，以衡量和追踪其在联合国可持续发展目标方面取得的进展。2017年，一项市民调查表明，乌德勒支28%的市民了解联合国可持续发展目标。乌德勒支计划到2022年将该比例提升到75%。

面对日益严峻的城市化和可持续发展挑战，乌德勒支市政府将联合国可持续发展目标视为一个引导自身为所有市民创造健康城市生活的机会。联合国可持续发展目标本地化议题聚焦于两个领域：激活当地利益相关方并与其合作，及将当地举措和专业知识与国际发展趋势相结合。

乌德勒支市政府的目标是将当地政策和战略对接联合国可持续发展目标。通过对接联合国可持续发展目标和当地现有指标和都市数据，乌德勒支政府鼓励制定横向政策，且更关注其全球生态足迹。2015年，乌德勒支市议会一致决定，宣布乌德勒支市为全球可持续发展目标城市，旨在为2030年可持续发展议程做出自己的贡献。

The key challenge facing the city is how to stimulate responsible inclusive growth, how to connect business conducts and investments to the SDGs, and how the municipality and local grassroots organisations can accelerate SDG achievements. Furthermore, Utrecht municipality is developing local SDG indicators to measure and track its own SDG performance. In 2017, a citizen survey showed that 28% of Utrecht citizens know about the SDGs. The goal is to reach up to 75% by 2022.

Facing growing urbanisation and sustainability challenges, Utrecht municipality views the SDGs as an opportunity to guide its mission to achieve healthy urban living for everyone. The approach to localise the SDGs focuses on two areas: activating and cooperating with local stakeholders as well as connecting local initiatives and expertise with international developments.

Within the municipality, the aim is to align local policies and strategies with the SDGs. By connecting the SDG targets to existing local indicators and municipal data, transversal policymaking is encouraged and the municipality becomes aware of its global footprint. In 2015, the City Council decided unanimously to declare the city as a Global Goals city, taking responsibility for contributing to the 2030 Agenda.

A data dashboard was developed to present local SDG data in a user-friendly way. This tool can combine multiple data sources, visualise it and allows users to customise it to meet their specific needs. This is an important step in connecting local data to the SDGs.



“全球目标之乌德勒支”奖 Utrecht 4 Global Goals Awards

乌德勒支市编制了数据仪表盘，直观方便地展示当地关于联合国可持续发展目标的数据。该工具综合多个数据来源，形象化展示数据，并为用户提供定制服务以满足其需求。这是对接本地数据与联合国可持续发展目标的重要一步。

联合国可持续发展目标使本地社会备受启发，但仍须实现其在市政机构中的主流化并证明其在政策制定方面的附加价值。此外，部分公司和组织仍未意识到作为国际框架的联合国可持续发展目标可为其带来的效益。

众多城市已自我定位于成为联合国可持续发展目标的领袖、推动者、教育者、促进者、实施者和资助者。它们是联合其他关键参与者的关键所在。为将联合国可持续发展目标落实为一项当地运动，乌德勒支市开发和共同创造的所有产品、数据和服务，如乌德勒支可持续发展目标沟通运动和数据仪表盘，均可供全球任何城市复制和应用。

通过支持其他城市努力实现其目标，尤其是那些资源匮乏的城市，联合国可持续发展目标可在全球范围内实现。乌德勒支正分享其经验并与荷兰实施联合国可持续发展目标的都市及欧盟其他类似城市合作。在本地化方面，乌得勒志愿为联合国可持续发展目标本地化的全球网络做贡献。

本实践与所有 17 条可持续性发展目标均有关联。

Whereas the local society is inspired by the SDGs, there is still work needed on the mainstreaming of the SDGs in the municipal organisation and validating its added value for policy making. Besides, there are companies and organisations that are not yet aware of the benefits of what the SDGs as an international framework offer them.

Cities are uniquely positioned to be leaders, catalysts, educators, facilitators, implementers and patrons of the SDGs. They are key in connecting other stakeholders. All the products, data and services Utrecht developed and co-created to make the SDGs a local movement, such as the Utrecht4GlobalGoals communication campaign and the data dashboard, can be copied or applied by other cities, anywhere in the world.

By supporting other cities in their efforts to achieve the goals, especially those with fewer resources, the SDGs will be achievable on a global scale. Utrecht is sharing its experience to learn together with Dutch SDG municipalities and SDG cities around the world. Utrecht is open for contributing a worldwide network on localising the SDGs.

This initiative is relevant to all 17 SDGs.

📍 美国 纽约 New York, United States

全球愿景，城市行动：纽约市 《可持续发展目标自愿地方审查》 显示地方进度促进全球行动

Global Vision | Urban Action: New York City's Voluntary
Local Review (VLR) of the Sustainable Development
Goals (SDGs) Shows Local Progress for Global Action



全球愿景 城市行动 Global Vision Urban Action

有 860 万城市人口的纽约市是美国人口最多的城市。长期以来，纽约市一直是金融、美食、时装和媒体中心。与世界其他城市一样，在纽约市从街道到社区都能看到和感受到“可持续发展目标”带来的挑战。

2015 年，世界各国达成“2030 议程”，纽约市市长国际事务办公室认识到了与“一个纽约”这一城市策略的协同效应。纽约市市长国际事务办公室确立了“全球愿景城市行动”项目，以凸显这些联系，并打造了一个平台，用于交流最佳实践做法。“可持续发展目标”被视为是一种跨越限制的共同框架，用来讨论共同面临的挑战及其解决方案。

“一个纽约”和“可持续发展目标”的一个关键要素就是“落实责任”，因而在 2018 年，纽约市成为全球首个向联合国提交“自愿地方评估”自身“可持续发展目标”进度的城市，这一评估参照“自愿国家评估”模式。纽约市同时开展各类项目，包括现场参观，以展示这些联系的实践要义。

为减少编制报告所花费的成本和时间，纽约市没有制定针对“自愿地方评估”的任何新的衡量标准。鉴于纽约市业已就“一个纽约”进度发布年度报告，国际事务办公室对这一信息重新利用，然后将其纳入到“可持续发展目标”框架内，并就相关活动与地方性和全球性可持续行动的关系进行了阐述。国际事务办公室咨询了报告中反映了其活动进度的所有相关机构，以确保



可持续发展目标之一是体面工作的同时实现经济增长
One of the SDGs is “Decent Work and Economic Growth”

With 8.6 million residents, New York City (NYC) is the most populous city in the United States. NYC has long been at the centre of finance, food, fashion and media. Like other cities around the world, the city feels and sees the challenges that the Sustainable Development Goals (SDGs) address on the streets and in the communities.

When countries agreed to the 2030 Agenda in 2015, the NYC Mayor’s Office for International Affairs (IA) recognized the synergies with the city’s strategy, One NYC. IA established the “Global Vision Urban Action” program to highlight these links and to establish a platform for exchange of best practices. The SDGs are perceived as a common framework to discuss shared challenges and solutions, beyond boundaries.

One of the key elements of both One NYC and the SDGs is accountability, so in 2018 NYC became the first city in the world to



实现可持续发展目标 Realizing Sustainable Development Goals (SDGs)

合作伙伴的利益，了解这一活动的价值，并确认报告的准确性。在这一过程中，与纽约市相关机构进行合作非常重要，因为归根结底这是一个学习以不同方式改善服务、造福纽约市民的机会。

越来越多的城市参与进来，“自愿地方评估”的价值才能最大化，因为这一过程同时也是一个交流经验的机会，“自愿地方评估”是实现这一目的有形工具。纽约市是全球首个提交“自愿地方评估”的城市，这意味着纽约市并无关于报告的任何清晰明确的指南。纽约市选择将最重要的相关信息纳入报告中，同时致力于与其他城市开展合

submit to the United Nations (UN) a Voluntary Local Review (VLR) of the city's SDG progress, modelled after Voluntary National Reviews. The city also implements programming, including site visits, to show the practical meaning of these links.

NYC did not develop any new metrics for the VLR, which minimized the cost and time required to produce the report. Since NYC already publishes its One NYC progress annually, IA repurposed this information by mapping it into the SDG framework and explained the activities linking local and global sustainability efforts. IA consulted with each of the agencies whose progress was reflected in the report to ensure interest of partners, understanding of the value of this effort and reaffirmation of the accuracy of the report. It is critical to engage NYC agencies in the process because this is ultimately an opportunity to learn ways to improve service delivery for the benefit of New Yorkers.

The VLR is most valuable when more cities engage; the

作，互学互鉴，提升报告水平。在具体操作层面，纽约市正在鼓励其他城市与其一道在2019年联合国“高级别政治论坛”期间提交“自愿地方评估”报告。

这一项目的关键创新在于将“可持续发展目标”作为一个框架予以使用，就影响城市社区的共同议题与其他城市开展合作交流。每个城市在思维语言、治理结构、对城市挑战进行规划和排序的方式，以及战略实施和落实责任的措施等方面都各不相同。

“自愿地方评估”提供了一个机会，让世界各地的城市使用同一种语言，但是各城市必须继续对使用的一些术语进行微调，以保证彼此之间可以进行清晰的交流。评估的提交每年只有一次，但是实施“可持续发展目标”的活动每天都在展开。“自愿地方评估”可以作为一种催化剂，以确认与城市及其他利益相关者进行合作交流的其他可能性，交流最佳实践做法，努力推动所有“可持续发展目标”在2030年全部实现。

本实践与所有 17 条可持续性发展目标均有关联。

process is an opportunity for exchange and the VLR is a tangible tool by which to achieve this. NYC was the first city in the world to submit a VLR, meaning that the city did not have any clear guidelines for reporting. The city chose the most relevant information to include in the report, but aims to work with other cities to foster shared learning and to strengthen reporting. Specifically, NYC is encouraging other cities to join the city in submitting a VLR to the UN during the 2019 High-Level Political Forum (HLPF) process.

The key innovation of the project is identifying the SDGs as a framework to engage other cities on common issues that impact the urban community. Every city has a different language for thinking about problems, a different governance structure, a different way of planning and prioritizing urban challenges and a different way of implementing strategies and accountability measures.

The VLR is an opportunity to speak a common language, but cities around the world must continue to fine-tune some of the terms used to ensure there is clearly communication with each other. While submitting reviews happens once a year, implementation of the SDGs takes place every day. The VLR can serve as a catalyst to identify additional possibilities for engagement with cities and other stakeholders to exchange best practices and to build momentum towards achieving all SDGs by 2030.

This initiative is relevant to all 17 SDGs.

包容之都 Inclusive Cities

📍 中国 义乌 Yiwu, China

创新涉外管理服务举措，共建 和谐融合义乌

Innovating Foreign Service Initiatives to Build a
Harmonious and Integrated Yiwu



义乌市国际贸易服务中心 Yiwu International Trade Service Center

义乌坐落在中国浙江省中部，面积 1105 平方公里，人口 220 万。义乌被誉为世界“小商品之都”，拥有全球最大的小商品市场。市场经营面积 640 余万平方米，经营商位 7.5 万个，26 个大类、180 多万种商品，被联合国、世界银行等权威机构誉为全球最大的小商品批发市场。义乌电子商务蓬勃发展，注册地在义乌的账户数超过 27.8 万家，2017 年年度快递出货达 18 亿件，其中国际快递 1.07 亿件，内贸、外贸网商密度分别居中国第 1 位、第 2 位。每年到义乌采购的境外客商近 50 万人次，1.3 万多名境外客商常驻义乌，商品出口到世界 210 多个国家和地区，市场外向度达 65% 以上。

近年来，义乌进一步深化外国人服务职能，努力为在义外国人营造良好的营商、创业和生活环境，在义外国人营商、生活和工作环境的改善是城市整体环境改善的晴雨表。主要做法如下：

- ◆ 创新涉外服务模式，开创了国内涉外审批服务事项“一站式”办理的先河；

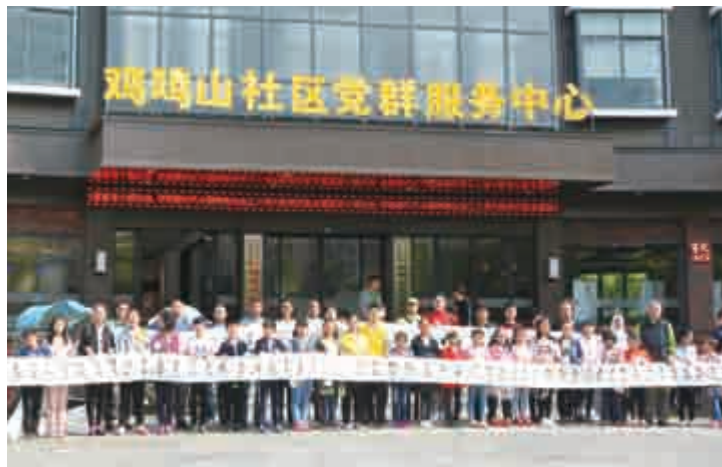
- ◆ 在涉外领域推进“最多跑一次”改革，通过开通“一窗受理”、推进网上办理等手段，进一步优化涉外政务服务水平；

- ◆ 设立涉外纠纷人民调解委员会，开创“以外调外”新模式；

- ◆ 创办世界商人之家，架起中外商人沟通友谊桥梁；

- ◆ 推行国际性融合社区建设；

- ◆ 发放外籍“商友卡”，帮助外商享市民待遇。



鸡鸣山社区是义乌外商居住最为集中的社区之一
Many foreign businessmen of Yiwu live in Jiming Hill community

Yiwu is located in the central region of Zhejiang province. It has a total area of 1105 square kilometers and a population of 2.2 million. Yiwu is named the "World's Capital of Small Commodities". Crowned as the world's largest wholesale market of consumer goods by such authorities as the UN and the World Bank, Yiwu market covers a business area of 6.4 million square meters with 75,000 business booths selling over 1.8 million types of commodities in 26 categories. Yiwu's e-commerce has developed rapidly with over 278,000 e-commerce accounts registered locally. The total express deliveries reach 1.8 billion in 2017, among which, 1.07 billion are international express deliveries. The e-business density of domestic and foreign trade ranks respectively first and second nationwide. The visits of foreign business people to Yiwu approaches 500,000 every year, and there are over 13,000 foreign business people living in Yiwu. Commodities from Yiwu are exported to over 210 countries and regions around the world. Foreign trade covers over 65% of total market transactions.

Yiwu considers improving the living environment for its international residents as the best barometer to measure improvement of the living environment for all of its inhabitants. In recent years, the city has been committed to improving service delivery for its international residents, with an effort to create a good business, entrepreneurship and living environment for them. Main practices include:

- ◆ Developing new mode of foreign-related service delivery and creating a "one-stop shop" to handle all foreign-related examination



社工每年为有需要的外国朋友免费提供汉语语言培训
Social workers teach foreigners Chinese for free every year

该实践在国内外都是真正的革命。这是一项大胆的实验，旨在让人了解成为一个真正具有国际归属感、公民意识和包容性的国际化城市意味着什么的意义。虽然许多城市都建立了一站式服务窗口，但其他城市没有采用这种全面的方法，允许外国人在当地司法系统中发挥作用，拥有平等的和获取所有公共服务的权利，并充分参与社区生活和社区建设的各个方面。该实践尚属首创，没有其它经验借鉴。

本实践关联目标如下：

- ◆ 可持续发展目标 10：减少国家内部和国家之间的不平等；
- ◆ 可持续发展目标 11：建设包容、安全、有抵御灾害能力和可持续发展的城市和人类住区；
- ◆ 可持续发展目标 16：创建和平、包容的社会以促进可持续发展，让所有人都能诉诸司法，在各级建立有效、负责和包容的机构。

and approval;

- ◆ Promoting “One-Stop Government” for foreign-related services – various services can be offered at one counter –and promoting online service delivery;

- ◆ Setting up People’s Mediation Committee of Foreign-Related Disputes to mediate foreign-related disputes by foreigners for foreigners;

- ◆ Establishing an “International Family” to strengthen the communications and friendship between Chinese and overseas

merchants and inhabitants;

- ◆ Piloting the building of international integration communities;

- ◆ Issuing Foreign Merchant Card to help overseas businesspeople access the same rights and services as Chinese residents.

This initiative is truly revolutionary both in China and abroad. This is a bold experiment designed to see what it means to be a truly international city worthy of a truly international sense of belonging, citizenship and inclusion. While many cities have established one-stop shop types of service windows, no other city has adopted such a comprehensive approach that allows foreigners to fulfil a role in the local justice system, to have equal rights and access to all public information and services and to participate fully in all aspects of community life and community building.

The initiative is particularly relevant to:

- SDG 10: reduce inequality within and among countries;
- SDG 11: make cities and human settlements more inclusive, safe, resilient and sustainable;
- SDG 16: promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions for all.

📍 哥斯达黎加 圣安娜 Santa Ana, Costa Rica

活力交通与女性赋权

Santa Ana en Cleta: Active Mobility and Empowerment of Women



被授权参加讲习班的妇女 Empowered Woman Participant of the Workshops



第一个教妇女骑自行车的讲习班 First Workshop for Elderly Women to Learn How to Ride a Bicycle

圣安娜县人口约为 5.7 万，以其温和的气候及美丽的峡谷、连绵的群山而闻名于世。圣安娜县财政收入主要来源于商业、服务业、农业和手工业，涵盖跨国金融公司、洋葱种植、陶瓷等多个产业。

2017 年，圣安娜县在哥斯达黎加人类发展指数（HDI）排行榜上位列榜首。但如同哥斯达黎加及全球大多数快速发展的城市，圣安娜县也遭受交通系统落后之苦。私家车日益成为交通出行的首选方式，致使市民饱受污染困扰，道路上车满为患，而当地人也越来越习惯于久坐不动的生活方式。当前的交通状况导致市民失去最宝贵的财产：时间和健康。这进而引发重大金融损失，导致难以建设一个更具可持续性的机制。“活力交通与女性赋权”项目的挑战在于在社区内建设

The county of Santa Ana, populated by approximately 57,000 inhabitants, is known for its warm climate, beautiful valleys, hills and mountains. The Income in Santa Ana is generated from a great diversity of commerce, services, agriculture and handicrafts ranging from financial transnationals to the production of onions and local pottery.

In 2017, Santa Ana was nationally awarded first place in the Human Development Index (HDI). However, as most growing cities in Costa Rica and around the world, it suffers from an inadequate transport and mobility system. The ever-growing use of the private car as the preferred mode of transport is drowning the citizens in pollution, filling the roads with cars and causing a sedentary lifestyle throughout the county and its population. The current state of affairs has led to the loss of its inhabitants' most valuable assets: time and health. This has also translated into significant financial losses and has become an obstacle towards reaching a more sustainable system. The project, Santa Ana en Cleta, is presented with the challenge of developing a more pedestrian- and cyclist-centred mobility structure to the community and takes it a step further by adding the fundamental component of gender equality, an

行人和自行车优先的交通架构，进一步扩展至性别平等这个根本性问题。时至今日，这一做法仍未在哥斯达黎加国家和地区层面得到重视和考虑。

本项目主要由当地政府负责开展，具体机构包括市长办公室、市议会、妇女事务委员会、无障碍委员会及体育和娱乐委员会。该项目将三个具体议题结合在一起：增强妇女的权能、可持续交通和改善生活环境。

圣安娜县开始教授妇女如何骑自行车以及高效安全的城市自行车骑行原则，以便她们将自行车视为可行的交通方式。由于多次组织讲习班，这项新技能的学习对参与项目的妇女产生了积极影响。在讲习

approach which has not been considered at a local or national level until now.

Working from within the local municipality alongside the Mayor's office, City Council, Woman's Commission and Accessibility Commission as well as the Sports and Recreation Committee, Santa Ana en Cleta combines three specific areas: empowerment of women, sustainable mobility and transformation of the living environment.

The city started by teaching women how to ride a bike as well as the principles of efficient and safe urban cycling in order for them to consider the bicycle as a viable means of transport. The learning of this new skill, thanks to organized workshops, has had an incredibly positive impact on participating women. After completing the workshop, those who were initially apprehensive and insecure about getting on a bicycle leave empowered, happy and stronger, willing to use the roads and the city as a right that belongs to them. It is evident that by empowering these women they in turn help improve the quality of life of their own



为第一个环城自行车比赛举行的庆祝游行
Traditional Parade in Celebration of Our First Bike Ride Around Town

班结束后，那些刚开始心存疑虑、认为骑行自行车不安全的妇女，技能满满、非常高兴且信念坚定，更渴望使用属于自己的公路和城市权。这证明，通过增强妇女的权能，她们将进而提升自己所在社区的生活质量。

在圣安娜县，大部分道路缺乏步行和自行车骑行基础设施，缺少公共交通专用车道。虽然需要开展海量工作以现代化标准更新基础设施，圣安娜县决定先开展一个简单的项目，集中开展教育活动并推出工具和技能包，方便圣安娜县妇女的出行。圣安娜县决定重点解决妇女面临的问题，因为妇女作为变革代理人在社区中发挥了重要的作用，也因为她们有关于交通的多元化需求——在社区内多次出行，以便料理家务。

本实践关联目标如下：

- ◆ 可持续发展目标 5：实现性别平等，增强所有妇女和女童的权能；
- ◆ 可持续发展目标 11：建设包容、安全、有抵御灾害能力和可持续发展的城市和人类住区。

communities.

Santa Ana is a city that lacks infrastructure for pedestrians and cyclists on most of its roads and is short of exclusive lanes for public transport. Although the amount of work that needs to be invested in updating the infrastructure to modern standards seems overwhelming, the city decided to start with a simple project that centres on the education and building of a tool skill set in active mobility for the women of Santa Ana. The city decided to focus on women precisely due to the valuable role they play in their communities as agents of change and to their diverse range of mobility requirements—making multiple trips within the community in order to meet all the requirements of managing a household.

The initiative is particularly relevant to:

- SDG 5: achieve gender equality and empower all women and girls;
- SDG 11: make cities and human settlements inclusive, safe, resilient and sustainable.

📍 俄罗斯 喀山 Kazan, Russia

创新型社会经济发展

Innovative Social and Economic Development of
the City of Kazan



喀山克里姆林宫联合国教科文组织世界遗产 Kazan Kremlin UNESCO World Heritage Site

喀山被誉为“俄罗斯的第三首都”“俄罗斯体育之都”，是俄罗斯最大的宗教、经济、科学、教育、体育和文化中心之一。喀山人口超过120万，也是俄罗斯最具多元文化和多民族的城市之一。

近几十年来，喀山面临着多重挑战。例如，在保护其文化遗产的同时，也需要保持文化多样性，确保环境的可持续发展，倡导公民养成健康的生活方式。这些挑战都需要政府采取果断的行动和创新的政策，保障市民的幸福生活。

重大赛事为喀山市带来了翻天覆地的变化，不仅吸引联邦及国际资金建设新体育设施，还助力发展城市基础设施，这都归功于喀山近年来举办的国际体育赛事。例如，2013年第二十七届世界大学生夏季运动会、2015年国际泳联世界游泳锦标赛、2017年国际联合会杯赛以及2018年国际足联世界杯。

喀山市的创新项目的成功实施有赖于喀山市市长伊苏尔·梅辛带领的团队。任职期间，他把提高当地居民的生活质量、保持环境的可持续发展，以及为企业创造有利的营商环境当作首要任务。近年来，喀山的发展取得了令人瞩目的成绩：喀山市已成为俄罗斯最受欢迎和最舒适的城市之一，在国际上得到了广泛的认同。

尽管在喀山市实施的创新型社会和经济项目已经相当成功，但这些正在进行的项目仍有较大的改善空间。例如，根据喀山市的社会经济发展战略，到2030年，经常踊跃参与体育赛事和活动的市民比



喀山拥有文化多样性 Embracing Cultural Diversity of Kazan

The city of Kazan, often referred as the “Russia’s third capital” or “sports capital of Russia”, is one of the largest religious, economic, scientific, educational, sports and cultural centres in Russia. With more than 1.2 million population, Kazan is one of Russia’s most multicultural and multi-ethnic cities.

During the recent decades, Kazan has faced multiple challenges such as the need to preserve its cultural heritage and diversity, to ensure sustainable environment and to promote healthy lifestyle among the citizens. All these challenges required decisive and innovative policy action by the city authorities, in order to ensure the well-being of its citizens.

Important events that triggered the changes and allowed attraction of federal and international funding to construct new sports facilities and develop city’s infrastructure were international sports events hosted recently by the city, such as XXVII World Summer Universiade in 2013, FINA World Championships in 2015, Confederations Cup in 2017 and FIFA World Cup in 2018.

The successful implementation of the innovative projects in the city of Kazan has been primarily ensured by the municipal management team led by the Mayor of the city, Ilsur Metshin. During his office, he saw as his primary objectives the improvement of quality of life of local residents, development of environmental sustainability and creation of favourable business climate for entrepreneurship. In recent years, Kazan has made an incredible leap in its development: the city has become one of the most popular and comfortable cities of Russia and has received widespread international recognition.

Although the innovative social and economic development

例应从目前的40%提高至50%以上。此外，今后城市应该更好地利用和挖掘公私合伙关系的潜力，重建新建更多的社区和社会基础设施，造福市民。

喀山在促进社会和谐、市民健康及环境发展方面的经验，可以让世界上其他面临类似挑战的城市也同样受益。喀山在吸引区域、国家及国际资金方面所做出的创新和积极努力，放松了金融管制，使项目得以成功实施。另一个有效的方式是公私合伙关系，这种方式广泛用于公共医疗机构的现代化，改善城市景观和绿化。最后，为了确保实践成功，要让公民积极参与这一过程，并让他们清楚地表达其需求及愿望，这一点非常重要。

projects implemented in the city of Kazan have been quite successful, there is much room for further improvements of these ongoing projects. For instance, according to the strategy of social and economic development of the city of Kazan, the percentage of citizens actively and regularly engaged in physical activities and sports should increase from current 40% to more than 50% by 2030. Moreover, in the future the city should much better utilize the potential of the public-private partnership instrument, which could allow reconstruction and creation of more community objects and social infrastructure for the benefit of citizens.

Kazan's experience in ensuring social harmony, creation of strong and healthy citizen base and environmental development can benefit other cities around the world that face similar challenges. The innovative and pro-active efforts in attracting regional, national and international funding allowed the removal of financial restrictions and the successful implementation of the projects. Another effective instrument is public-private partnership, which is extensively used for modernizing public healthcare institutions and improving urban landscaping and greening. Finally, in order to ensure the success of any initiative, it is important to actively involve citizens in the process and let them clearly communicate their needs and desires.



公民们在“自行车之夜”上聚集 Citizens at the Bicycle Night Event

本实践关联目标如下：

◆可持续发展目标 3：确保健康的生活方式，促进各年龄段人群的福祉；

◆可持续发展目标 11：建设包容、安全、有抵御灾害能力和可持续发展的城市和人类住区；

◆可持续发展目标 16：创建和平、包容的社会以促进可持续发展，让所有人都能诉诸司法，在各级建立有效、负责和包容的机构。

The initiative is particularly relevant to:

• SDG 3: ensure healthy lives and promoting wellbeing for all ages;

• SDG 11: make cities and human settlements more inclusive, safe, resilient and sustainable;

• SDG 16: promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions for all.

📍 土耳其 梅茨特里 Mezitli, Turkey

女性生产者市场 Mezitli Women Producers Market



梅茨特里女性生产者市场 Mezitli Women Producers Market

梅茨特里是土耳其梅尔辛省的中心城市之一，位于地中海沿岸，人口 24.7 万，包括 6 万登记的叙利亚人，而更多居住在此的叙利亚人并未登记在册。梅茨特里是旅游胜地，夏季人口超过 30 万（不包括叙利亚人）。该市的经济主要依靠农业和服务业。

很多地区的劳动力市场存在严重的不平等，女性整体无法平等参与就业。给女性提供获得经济资源的权利，如土地和财产的平等权利，对男女平等至关重要，同时也确保男女都能普遍享有生殖健康。今天，社区市场的女性比以往任何时候都多。赋予女性权利将有助于强化政策和立法，实现更大程度的性别平等。

市长办公室每周二为市民接待日，倾听市民的需求，如果相关提议具有可实施性，便予以采纳。在市民接待日，众多女性要求得到工作机会、接受医疗服务以及获得针对家庭暴力方面的帮助。在对农村地区的一次技术考察中发现：每个园子里都有女性在劳作，这催生了在梅茨特里市中心开办女性生产者市场的想法。

女性是高效的生产者，但是生产者市场的空间不足。最终决定开辟专供女性生产者的市场。但是，仅仅开设女性生产者市场或提供补贴远远不够。对女性而言，授之以鱼不如授之以渔。

Located on the coast of the Mediterranean Sea, Mezitli is one of the central cities of Mersin Province in Turkey. The city has a population of 247,000, including 60,000 registered Syrians—more Syrians live in Mezitli unregistered. A tourist attraction, the summer population of the city exceeds 300,000 (without Syrians). Its main economic sectors are agriculture and service sector.

Huge inequalities exist in the labour market in some regions, with women systemically denied equal access to jobs. Affording women equal rights to economic resources such as land and property is vital to achieving equality, and so is ensuring universal access to sexual and reproductive health. Today, there are more women in neighbourhood markets than ever before. Empowering women will help strengthen policies and legislation for greater gender equality.

The Mayor's Office receives citizens every Tuesday and listens to the citizens' demands, which will be met if the proposals can be implemented. At these sessions, many women demanded jobs as well as health services and asked for help regarding domestic violence. A technical visit to rural areas saw women working in every garden, and that sparked the idea of the creation of women producers markets in the city centres of Mezitli.

Women are efficient producers, but there is not enough space for them at the producers markets. This led to the decision to establish a market for women producers only. However, the creation of a market or subsidisation of women producers would not be



梅茨特里女性生产者市场 Mezitli Women Producers Market

对这一项目而言，接下来必须增强意识提升能力，让来自不同文化背景、种族、教育程度和社会人口背景的女性都能参与到女性生产者市场中来。

在梅茨特里的社区市场中过去是没有女性的位置和空间的，因而开创一个女性生产者市场遇到了来自省内生产者市场的巨大阻力。传统的市场没有为女性提供任何空间，而且租金非常高昂。新的社区市场建成后，为梅茨特里的女性生产者免费提供空间。唯一的条件是她们必须是梅茨特里的女性生产者，产品作物必须是这些女性在位于梅济特利的自己家里或园子里耕种的。

尽管要改变对女性的看法和文化很难，但该市一直在持续努力改变这一状况。已经采取措施改变女性生产者的营销手段，如鼓励她们使用玻璃和纸质包装，代替塑料包装。同时开展培训，教授女性生产者如何以更具可持续性的方式开展经营活动。

本实践关联目标如下：

- ◆ 可持续发展目标 5：实现性别平等，增强所有妇女和女童的权能；
- ◆ 可持续发展目标 8：促进持久、包容和可持续经济增长，促进充分的生产性就业和人人获得体面工作；
- ◆ 可持续发展目标 11：建设包容、安全、有抵御灾害能力和可持续发展的城市和人类住区。

enough. There was the need to teach women how to fish instead of giving them fishes. It then became a necessity in the project to raise awareness, build capacity and mainstream women from all cultures, origins, education levels and social-demographic levels in the women producers market.

There used to be no places for women in the neighbourhood markets of Mezitli, and therefore creation of a women producers market was faced with a huge resistance from producer markets in the province. The traditional markets provided no places for women and the rent was very expensive. New neighbourhood markets were built, and places were given to women producers located in Mezitli without any costs. The main conditions are that they are women producers in Mezitli and that the products must be produced by the women at their house or garden in Mezitli.

Though it is difficult to change cultural attitudes towards women, it is also difficult to change the behaviour of women. The city is constantly working to do just so. Efforts are made to change the women producers' marketing methods, such as encouraging them to use glass and paper instead of plastics. Training sessions are also arranged to teach the women producers how to do their businesses more sustainably.

The initiative is particularly relevant to:

- SDG 5: achieve gender equality and empower all women and girls;
- SDG 8: promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all;
- SDG 11: make cities and human settlements inclusive, safe, resilient and sustainable.

韧性之城 Resilient Cities

📍 阿根廷 圣菲 Santa Fe, Argentina

西部城市自然保护区：迎接水文气候危机挑战

Western Urban Natural Reserve: Embracing the Hydroclimatic Risks



新的城市用地 New Urban Land



圣菲 Santa Fe

圣菲是阿根廷面积最大、历史最悠久的十大城市之一，居民人口417,224。圣菲是阿根廷国家宪法的诞生地，也是科技、商业、文化和服务业中心，地处阿根廷农工业和生物经济蓬勃发展的区域。

圣菲位于萨拉多河与巴拉那河交汇的泛滥平原，河水周期性泛滥。随着时间的推移，城市的边界不断扩大，人们很快在易受洪灾影响的低洼地区定居。随着城市的无序扩张，圣菲成为了易遭受水患的区域。

经历了2003年和2007年的灾难性洪水，圣菲实施了强有力的降风险政策以增强水灾相关紧急事件的预防和应对能力。因为地理缺陷和脆弱的社会经济对西部邻省造成影响，2015年，圣菲实施了名为“西部城市自然保护”的新实践，旨在将两个用于洪水风险管理的水库改造为美丽的绿色保护区，引导居民搬离洪水高发地区，从而发展社会经济。

为了实施该实践，圣菲首先搭

With a population of 417,224 inhabitants, Santa Fe is one of the ten biggest and oldest cities in Argentina. The city is the birthplace of the National Constitution and a centre of scientific, cultural, commercial and service activities. It is located in a region with a growing agro-industry and bio-economy sector.

Santa Fe is located at the meeting point of the floodplains of the Salado and the Paraná Rivers, and is affected by their periodic overflows. As time went by, the city boundaries started to expand; and people soon settled in low-lying areas at greater risk of flooding. As a result of the urban sprawl, Santa Fe has become a vulnerable territory, exposed to water-related risks.

After the catastrophic floods of 2003 and 2007, Santa Fe developed a strong risk reduction policy to be better prepared and deal with water-related emergencies. Due to the geographical and socio-economic vulnerabilities that affect the western neighbourhoods, a new initiative was developed in 2015 called Western Urban Natural Reserve (WUNR). This initiative aimed to turn the two reservoirs for flood risk management into highly-attractive protected green area, resettle families that lived in flood-prone areas and promote socio-economic development.

To implement this initiative, in the first place, the regulatory framework was established, and external financing was obtained

建制度框架，并从法国全球环境基金会筹得资金。然后由大学的专家小组进行环境研究以确定场地的基线，以便制定该地区的首个管理计划。在水库加深改造的同时，形成新的城市用地，搬迁居民。另外，通过劳动力培训活动和开发城市果园，重新引入非正式的废品回收员，将低收入家庭纳入可持续发展的社会生产合资企业。

现在，保护区正在修建游客入口区和本地植物培育所，修复地区环境。圣菲还计划建造洪水纪念馆以追忆历史。同时，圣菲决定把法国全球环境基金会的拨款更多地用在当地居民身上，不断提高居民的生活质量和居住条件，确保该实践取得持续性成果。

圣菲从水灾中学会了如何与河水和谐共处，并提出了解决水灾的更好办法。圣菲深刻意识到，能够缓解水文气候威胁的最好方法，应该是能同时解决当地社会、经济和环境问题的方法。该实践正是如此，不仅为当地的水灾提供解决方法，还能帮助解决环境保护、教育、动植物保护和扶贫问题。

from the French Facility for Global Environment (FFEM). Then, environmental studies were undertaken by specialized groups of the university to determine the baseline of the site, which allowed the development of the first management plan for the area. While the reservoirs were deepened and optimized, new urban land was generated and families relocated. Besides, through labour-training activities and development of urban orchards, informal waste collectors were re-introduced and low-income families were incorporated into sustainable-socio-productive ventures.

Now, an entrance area for visitors and a nursery of native plants are being built for the environmental restoration of the area. Plans are also in place to build a “Flood Memorial” so as to honour the past. Moreover, it is necessary to promote the appropriation of the WUNR by the local residents and to continue improving their quality of life and living conditions, in order to achieve the success and continuity over time of this initiative.

Santa Fe has learned from disasters to embrace living with the rivers and has come up with better solutions to water-related shocks. In particular, it has learned that the best solutions to mitigate hydroclimatic risks are those that also seek to solve social, economic and environmental issues integrally. This initiative is such a solution, combining environmental care, education, flora and fauna protection, poverty relief and water-related risk reduction.



植物培育所 Nursery of Native Plants

本实践关联目标如下：

◆可持续发展目标 11：建设包容、安全、有抵御灾害能力和可持续发展的城市和人类住区；

◆可持续发展目标 15：保护、恢复和促进可持续利用陆地生态系统，可持续管理森林，防治荒漠化，制止和扭转土地退化，遏制生物多样性的丧失。

The initiative is particularly relevant to:

- SDG 11: make cities and human settlements inclusive, safe resilient and sustainable;
- SDG15: improve resource efficiency, mitigation and adaptation to climate change, resilience to disasters and implement holistic disaster risk management.

📍 巴西 萨尔瓦多 Salvador, Brazil

卡纳布拉瓦公园环境恢复项目； 大西洋森林之都

Environmental Recovery Program of the Canabrava
Park; Caravana da Mata Atlântica



种树 Planting Trees



大西洋热带雨林大篷车 Mata Atlântica Caravan

萨尔瓦多曾是巴西的第一任首都，人口近 300 万，是巴西东北地区国内生产总值最高的城市。其经济主要依靠服务业，而旅游业与贸易业的贡献尤为突出。纵观历史，萨尔瓦多过去几乎所有的领土都被“大西洋热带雨林 (Mata Atlântica)” 所覆盖，它被认为是地球上五个最重要的生物多样性热点地区之一，并且也是全球重要的碳汇之一。

不过，由于城市的无序发展和不可持续的经济的发展，现有绿地变成了石屎森林，江河改道，森林让路，最终导致城市产生热岛效应，野生动物涌入城市，洪水泛滥，气温上升。

为了扭转这种局面，需要把城市经济和社会发展纳入大西洋热带

Salvador, the first capital of Brazil, is home to almost 3 million people and has the biggest GDP in the Northeast region of Brazil. Its economy is based on the service sector, with a special contribution from tourism and trade. Historically, Salvador used to have almost all of its territory covered with the Tropical Rain Forest called “Mata Atlântica”, which is considered one of the five most important biodiversity hotspots on the planet and function as a carbon sink of global importance.

However, the uncontrolled urban growth and the unsustainable economic development of the city cemented existing green spaces, channelled the rivers and cleared big areas of the forest, causing heat islands, invasion of wild animals into the city, floods and rise of temperature

In order to revert this scenario and to integrate the city's economic and social development into the sustainability of Mata Atlântica, besides aligning it with the Sustainable Development Goals, the Municipal Secretary for Sustainable City and Innovation (SECIS) developed a series of initiatives and programs, such as Mata Atlantica Caravan and the Environmental Recovery Program

雨林的可持续发展中。除了对接可持续发展目标外，负责可持续城市与创新的市政秘书处（SECIS）还制定了一系列举措和计划。例如，大西洋热带雨林大篷车和卡纳布拉瓦公园的环境治理计划，与当地的大学和私营企业通力合作。



SECIS 工作人员分发本土植物幼苗 SECIS Staff is Distributing Native Seedlings

推进这两个项目均需要改变管理姿态，开放与学术界、民间社会团体和私营企业的对话和沟通渠道，与他们合作开展研究和实施项目。正是这种伙伴关系使得 SECIS 克服了最大的障碍：预算有限和人手短缺。SECIS 能够通过分发本土植物幼苗的方式种植更多的树木，让社会团体参与大面积的植树造林——如果仅靠 SECIS 的工作人员，可能需要花费很长时间才能完成。社会团体或企业“采用”建设广场或公园、种植树木等形式，确保了更多绿地及公园的维护和保存。

虽然伙伴关系带来了更多的资源，但环境议程依然缺乏投资，无法增大实践的范围。此外，城市发展的不平衡导致城市基础设施和住房条件不足，缺乏基本的卫生系统，医疗和教育系统也相当薄弱，从而阻碍了政府和公民优先实施环境项目。公民经常破坏或偷窃树木、植物和绿地，使得城市环境的保护

of the Canabrava Park, together with local universities and private-sector partners.

The development of both programs required a change in management posture, opening up dialogues and communication channels with the academy, civil society and the private sector; partnering with them to conduct studies and implementing the programs. It was this partnership that allowed SECIS to overcome its biggest obstacle: limited budget and shortage of staff. SECIS was able to plant more trees by distributing native seedlings and involving communities in the planting of trees in big areas where it would take a long time for the SECIS staff to plant it alone. Maintenance and preservation of more green areas and parks was achieved as communities or businesses “adopted” squares, trees or parks.

Although the partnerships increased the resources available, there is still a lack of investment in the environmental agenda, making it harder to strengthen and increase the reach of the initiatives. In addition, the unequal urban development has left the city with inadequate infrastructure and housing conditions, lack of basic sanitation systems as well as poor health and education systems and thus hinders the prioritization of environmental projects by the government and citizens. Often citizens vandalize

愈发艰难。

SECIS 实现最大的创新就是学习如何与市政府的其他部门和机构横向合作，将可持续发展观纳入其项目当中。例如，在城市发展项目和城市规划中建立新的公园和绿地。另一个方面，就是意识到让社会团体和民间组织一同参与维护绿地的重要性，这有助于将该地区的植物替代指数从 40% 下降到 5%。

萨尔瓦多正在建设绿色走廊，同时在先前被砍伐的森林或空旷的地方种植本土植物幼苗，从而使公共空间和城市人居环境更加可持续和宜居，并采取措施防治荒漠化、土地退化和生物多样性的丧失。该实践还通过创造更多的绿地、种植树木、减少温室气体排放，减少热岛效应的影响和降低城市整体温度，帮助城市适应气候变化的影响。最后，通过提高公民意识，改变人们对于公共空间的使用方式和对大西洋热带雨林的保护方式。

本实践关联目标如下：

- ◆ 可持续发展目标 11：建设包容、安全、有抵御灾害能力和可持续发展的城市和人类住区；
- ◆ 可持续发展目标 13：采取紧急行动应对气候变化及其影响；
- ◆ 可持续发展目标 15：保护、恢复和促进可持续利用陆地生态系统，可持续管理森林，防治荒漠化，制止和扭转土地退化，遏制生物多样性的丧失。

or steal trees, plants and green spaces, which makes it harder to preserve the city's environment.

The biggest innovation accomplished by SECIS was learning how to work transversally with the other departments and agencies of the municipal administration to include the sustainability perspective in its projects, such as the creation of new parks and green spaces in the urban development projects and plans of the city. The other lesson is the importance of involving the community and civil society in the maintenance of green spaces, which helped to reduce from 40% to 5% the plant replacement index in the areas.

Salvador is creating green corridors and planting native seedlings in previously deforested or empty spaces in the city and thus making public spaces and urban settlements more sustainable and liveable as well as combating desertification, land degradation and loss of biodiversity. The initiative also contributes to the adaptation of the city to the effects of climate change by creating more green spaces and, by planting trees, to the sequestration of greenhouse gas emission, reducing heat islands and diminishing the overall temperature of the city. Lastly, by raising awareness of the citizens, it is changing the behaviour of people regarding the use of public spaces and the preservation of the Atlantic Forest.

The initiative is particularly relevant to:

- SDG 11: make cities and human settlements inclusive, safe resilient and sustainable;
- SDG 13: take urgent action to combat climate change and its impacts;
- SDG 15: protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

📍 中国 武汉 Wuhan, China

城市废弃垃圾场的“重生”—— 生态修复弥合“污染鸿沟”的 创新尝试

The “Rebirth” of Urban Waste Dump—Ecological
Treatment and Return of Plurality



项目实施前后：垃圾场涅槃重生，变身美国林 Jinkou Landfill before and after

武汉，长江三座超级城市之一，两江三镇百湖，8569 平方千米，1089 万人口，中国工业、科教基地和核心交通枢纽。

百年防洪设施张公堤存废两难，阻碍城市北扩。堤边金口垃圾场废弃十年，垃圾堆积如山，监管真空，数十万居民受其害。这一情景写照中国这一主要老工业转型城市所面临挑战。

第十届园博会转圜事情。当初选址出现争议，一方要选最美地方，一方要选最需要生态修复地方，武汉市民和城市决策层选择后者。垃圾场转身国家级城市生态地标和大型生态文化游园，“张公堤”变身城市森林公园，30 千米“灰带”变“绿带”。

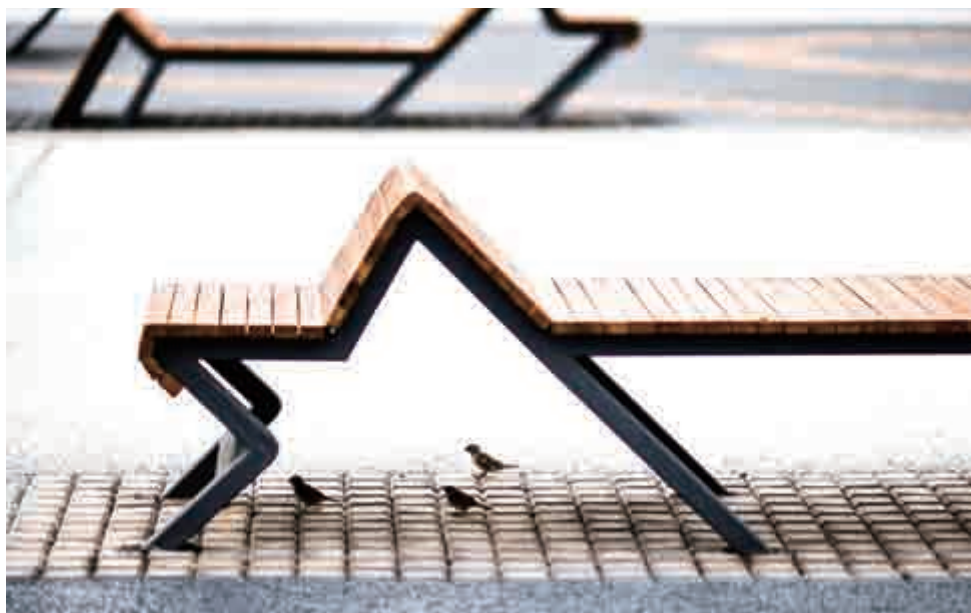
从垃圾无害化处理到周边棚户区和城中村改造，项目面临诸多复杂挑战。修复应用及创新好氧技术，将垃圾降解时间由 30 年缩为 2 年，解了“垃圾之毒”；提升周边环境和公共配套，带来商机、新产业、房产升值和大量就业岗位，惠及区域内居民（多为偏低收入人群），弥合“污染鸿沟”所带来人居、收入等“贫富差距”。

完成生态修复后，更长期的挑战是：项目所涉及公共服务和日常运营如何可持续？公益和商业如何平衡？怎样让商业部分满足人们对美好生活

Wuhan is one of the three mega-cities along the Yantze River. It is divided into Wuchang, Hankou, and Hanyang Districts by Yantze and Han Rivers and is dotted with hundreds of lakes. Covering an area of 8,569 square kilometres, the city, with a population of 10.89 million people, is serving as one of China's centres for heavy industry, science, education, and transportation.

Environmental pollution is a challenge facing all industrialized cities in China, including Wuhan. A century ago, Zhanggong Dike was built to prevent Wuhan from being flooded. However, it fell into disuse at the beginning of the 21st century and stalled the city's expansion. Near Zhanggong Dike lied Jinkou Landfill, one of Asia's largest landfills. Having been abandoned for 10 years, it accumulated tonnes of garbage and severely polluted the local environment, negatively impacting the living conditions of some 100,000 residents.

The conditions improved on the occasion of the 10th China Garden Expo. There were debates over the site of the expo. While some suggested the expo be built in scenic spots, the inhabitants and the government of Wuhan chose to locate the expo in Jinkou Landfill and Zhanggong Dike, where ecological restoration was desperately needed. Such visionary decision reaped harvests. After the project was completed, the landfill has become a national urban-ecological landmark and a major recreational eco-park. Similar changes have also taken place in Zhanggong Dike: the previously 30-kilometre-long “grey belt” and dust bowl is now a “green belt”



生态回归，人回归，鸟回归

After ecological remediation, the once dirty dike is taking on a new look



社区周边居民自发慰问园博建设者，感谢一起为美丽家园所做贡献
Local residents treat the workers of garden expo with juicy water melons, a gesture of appreciation

的追求，形成新消费？园区开展了自然教育、婚庆产业、花灯会、音乐节、城市乐跑等一系列尝试，经营成效明显，带动周边城市地块转型发展初见成效。

以修复生态鸿沟来促进人居鸿沟、贫富鸿沟得以弥合的建设方式，在武汉叫做“园博模式”，已推广到全市。“武汉园博模式”，推广至河北秦皇岛、衡水；河南郑州、安徽合肥、湖北黄石等。时下，中国海绵城市示范区——武汉市青山区正在运用，涉及 80 个棚户区、老社区，为居民所称道。

covered with trees.

The implementation of the project was met with a complex of challenges, including the harmless disposal of garbage as well as renovation of shanty towns and urban villages. To deal with such challenges, aerobiotic technology was adopted, which has reduced the degradation cycle of waste from 30 years to 2 years and has minimized the harmful impact of garbage. Measures were also taken to improve the surrounding environment and public infrastructure for the benefit of the local residents and to further stimulate local economic development. The gaps between rich and poor and their respective living conditions caused by “pollution divide” have been partly filled.

After the completion of ecological remediation, there have been long term challenges of how to sustain the daily operation of

本实践关联目标如下：

◆可持续发展目标 6：为所有人提供水和环境卫生并对其进行可持续管理；

◆可持续发展目标 9：建造具备抵御灾害能力的基础设施，促进具有包容性的可持续工业化，推动创新；

◆可持续发展目标 10：减少国家内部和国家之间的不平等；


◆可持续发展目标 11：建设包容、安全、有抵御灾害能力和可持续发展的城市和人类住区。

the garden and public services, how to balance public interests and commercial gains and how to cater to people's pursuit of a better life and create new and more sustainable consumption. In response, garden expo has conducted a series of programmes, including environmental education, lantern festivals, music festivals, wedding ceremonies, and joy runs, which generate income for the local communities and lead to the transition of the local economic growth model.

The "Garden Expo Model" of utilizing ecological remediation to improve residents' living conditions and bridge the gap between rich and poor has been introduced to other parts of the city. Qingshan District, a pilot zone for China's sponge city, has employed this model to renovate its 80+ shanty towns and won the acclaim from local residents. The experience has also been introduced to other Chinese cities, including Qinhuangdao, Hengshui, Hefei and Huangshi.

The initiative is particularly relevant to:

- SDG 6: ensure availability and sustainable management of water and sanitation for all;
- SDG 9: build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation;
- SDG 10: reduce inequality within and among countries;
- SDG 11: make cities and human settlements inclusive, safe, resilient and sustainable.



PATH TO INNOVATION 创新之路

全球城市创新领域专家观点
Insights from Urban Innovation Participants

 翁迪娅·席弗 Wandia Seaforth

2018 年广州奖—— 城市如何执行“可持续发展目标” 和“新城市议程”

2018 Guangzhou Award: Cities Implementing SDGs
and New Urban Agenda



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Former Chief, Best Practices Programme, UN-Habitat

• 第二、第四届广州国际城市创新奖技术委员会成员

Technical Committee member, 2014 and 2018 Guangzhou International Award
for Urban Innovation

2012—2018 广州奖

广州奖技术委员会于9月8—12日在泗水召开会议，审核2018年广州奖参评项目的提交材料。技术委员会审核了来自66个国家和地区的193个城市的273份实践项目。我有幸成为2018年广州奖技术委员会成员。其实，自2012年广州奖创立以来，我就一直密切关注这一奖项。下面我愿从六个方面分享这些年的心得体会。

透视世界的一扇窗：审阅参评的实践材料就犹如展开一场环球之旅。就主题而言，提交的材料涵盖各种各样的问题、关注点、措施和解决方案。尽管各实践的背景各不相同，但是应对的问题却惊人的相似。2018年，角逐奖项的众多城市关注的共同问题包括：

- ◆ 缓和及应对气候变化；
- ◆ 水资源：太少或太多（稀缺或洪水泛滥）；
- ◆ 复原能力，尤其是社会和环境；
- ◆ 能源及其用途；
- ◆ 空气、土壤、水体污染；
- ◆ 城市规划，包括公共空间和绿地；
- ◆ 固体废弃物管理；
- ◆ 社会包容性和凝聚力；
- ◆ 青年——他们的众多需求，包括就业和社会福利。

非相互排斥性的问题：因而，最有意义的是那些同时应对多个问题，或关注一个问题但对其他问题会产生正面影响的实践。固体废弃物管理就是很好的例子。除了改善健康、卫生和环境外，很多积极的结果随之而来。这包括：增强社区

Guangzhou Award 2012-2018

The Technical Committee (TC) of the Guangzhou Award met in Surabaya from 8–12 September, to review submissions received for the 2018 edition of the award. The TC reviewed 273 initiatives from 193 cities representing 66 countries and territories. I had the honour to serve in the 2018 Technical Committee but have also been following the Guangzhou award since its inception in 2012. Below I share just six aspects that I have found particularly interesting over the years.

A window to the world: Reading such a collection of initiatives is like taking a world tour. In thematic terms, the submissions cover a vast array of problems, concerns, approaches and solutions. Despite the diversity of contexts, the overlap in issues addressed is remarkable. In 2018, the most common pre-occupations of cities that applied to the award included:

- ◆ Climate change mitigation and response;
- ◆ Water : too little or too much (scarcity or flooding);
- ◆ Resilience , especially social and environmental;
- ◆ Energy sources and use;
- ◆ Pollution of air, land, water bodies;
- ◆ Urban planning including Public space and Green space;
- ◆ Solid waste management;
- ◆ Social inclusion and cohesion;
- ◆ Youth—their many needs, including employment and social well being.

The issues are not mutually exclusive: Consequently the most interesting initiatives are those that address multiple issues, or that target one issue but result in positive impact on others. Solid waste management is a good example. In addition to better health, hygiene and aesthetics, many positive outcomes can result. These include: improved sense of community and pride of place, composting and organic urban farming for household consumption and sale, more public and green space, reduced danger of flooding, production of electricity or gas from waste, and many others. In 2018, there were several submissions that illustrated this inter-relatedness of issues, including one from the city of Surabaya.

Changing human behaviour: I am always fascinated by different means used to change individual, household or

意识和地方自豪感，用于堆肥和都市有机农场供家用和销售，更多的公共和绿地空间，减少洪灾危险，使用垃圾发电或制沼气，以及其他类似的结果。2018年，有几个参评实践阐述的就是这一问题相关方面，其中包括来自泗水市的一个参评实践。

改变人类行为：我一直对改变个人、家庭或社区行为所采用的不同方式抱有极大的兴趣。这些方式包括鼓励或检查，甚至两者兼有。很多包括极具创意的沟通方式。2016年获奖的玻利维亚城市拉巴斯就是一例。“斑马城市教育项目”意在改变司机和行人的行为。穿着斑马服装的年轻人分布在街道上，以人行横道为切入点。除了减少交通混乱和事故伤亡外，这一项目将处在风险中的年轻人（斑马）转变成教育者，给他们一些报酬，同时让他们参与教育培训项目，获得社会身份认同。斑马服装和创意加上相应的行动（舞蹈等）以非冲突的方式吸引路人，非常成功。我来自非洲，我很喜欢让斑马在一座安第斯山区城市的街道上来回走动这一想法！

城市韧性的人性化：2014年的获奖城市之一是新西兰的基督城。2010年，基督城遭遇一系列地震，造成人员伤亡，商业建筑和住宅严重受损。该市认为必须尽快改变居民习惯于生活在瓦砾中的习惯。“过渡城市”同时提供物理和社会空间用于愈合和恢复社会结构，包括一个参与度非常高的规划未来道路的流程。

community behaviour. These range from encouragement to censor to combinations of both. Many include very creative means of communication. One 2016 award winner was La Paz, Bolivia. *The Zebras Urban Educators Programme* set out to change the behaviour of motorists and pedestrians. Young people in zebra costumes were deployed in the streets, starting with pedestrian crossings. Apart from reducing traffic chaos and deaths, the programme has transformed youth at risk (the zebras) into urban educators, given them a small income, access to training programmes as well as social acceptance and dignity. The idea of the zebra costumes and accompanying action (dancing et cetera) engages road users in a non-confrontational way and has had a lot of success. I am from Africa and I just love the idea of zebras running around on the streets of an Andean city!

Resilience has a human face: One of the winners in 2014 was Christchurch, New Zealand. In 2010, the city suffered a series of earthquakes that caused loss of life and significant destruction and damage to commercial and residential buildings. The city decided it must rapidly get out of the situation where residents got used to living in the rubble. The Transitional City provided at the same time physical and social space for healing and recovery of the social fabric, including a highly participatory process for mapping the way forward.

Some details just grab your attention: For many of the initiatives on the list of top fifteen, I often pick out an aspect I would really like to investigate if I were to interact with the participants. From the 2018 submissions, I give the example of the Turkish city of Mezitli that has a women's only market. The primary aim of the Women Producers Market is to improve women's socio-economic status through employment outside the home. The market integrates urban and peri-urban women from very diverse ethnic, educational and economic backgrounds. What grabbed my attention was the huge diversity. What I would love to find out is: beyond the improvement in incomes and self confidence, has there been solidarity and mutual learning across this social diversity?

Collection and use of City-based data is gaining importance. The SDG and New Urban Agenda theme of “leaving no one behind” requires adequate and accurate data. Since 2012, more and more

引人注目的细节：在前 15 名的众多实践中，我会从中挑选出一个我能与参与者互动的，因为我想要深入了解的主题。从 2018 年的提交材料中，我选择了土耳其梅茨特里市开创的仅供女性使用的市场。

“女性生产者市场”的主要目的是通过在家庭之外为女性提供就业机会来改善女性的社会经济地位。这一市场吸纳了来自各种不同族群、教育和经济背景的城乡女性。吸引我注意力的是其中的多样性。我想探个究竟的是：除了收入提高和自信心增强外，在社会多样性的背景下，人们是否团结一致，互学互鉴？

城市数据的收集和使用变得愈发重要。“可持续发展目标”和“新城市议程”的主题是“不让一个人掉队”，这需要有足够和准确的数据。自 2012 年以来，越来越多角逐这一奖项的城市开始强调构成其干预措施的证据和数据。2018 年，美国的纽约和荷兰的乌德勒支这两座城市提交了针对数据的专门实践。这两座城市均打算对“可持续发展目标”数据和指标进行本地化，以动员利益相关者并追踪公私领域的发展进度。纽约打算向联合国提交报告，而乌德勒支则在全球范围内寻求支持，帮助其与乌干达的一个城市之间开展互学互鉴。

“可持续发展目标”和“新城市议程”承诺不让一个人掉队，广州市继续帮助各个城市通过学习其他城市的经验而保持领先地位。

cities applying for the award are highlighting the evidence and data that formed the basis of their interventions. In 2018, two cities, New York, USA and Utrecht, Netherlands submitted data-specific initiatives. Both cities plan to localize SDG data and indicators to mobilize stakeholders and to track public and private developments. New York plans to be reporting to the United Nations while Utrecht is also reaching out globally to support mutual learning with a city in Uganda.

As the SDGs and New Urban Agenda promise to leave none behind, the city of Guangzhou continues to help cities stay ahead by learning from the experience of others.

 刘江华 Liu Jianghua

促进城市治理的全要素创新

Promoting Multi-Factor Innovation in Urban Governance



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世界许多城市在实践中形成的经验证明，城市是一个复杂的综合体，要有效治理当今面临的城市问题，必须全方位和全要素地创新城市治理途径与手段。美国知名学者乔尔·科特金（Joel Kotkin）在系统研究了古今几千个城市的兴衰史后提出，一个城市要能够持续发展，必须具备缺一不可的三个基本要素，即神圣、安全与繁荣。神圣是指城市文化，即城市能够成为人们的精神家园；安全是指城市能为人们提供安全有序的商住环境；而繁荣则是指城市的产业发达，经济繁荣。但是，在包括中国在内的世界许多国家，由行政区划空间和经济腹地构成的城市发展空间，以及城市的生态环境，也是影响城市发展的基本要素。因此，城市文化、城市空间、城市产业、城市秩序和城市生态，是城市发展与治理的五个基本要素。

当前，世界范围内的城市发展五大要素正在面临全面的挑战。全球城市在高度全球化、科技化和工业化的影响下，一方面正处在快速发展的通道中。一般认为，到2050年，居住于城市之中的人口占全部人口的比例，将由目前的50%多，刷新为70%以上。另一方面，又普遍面临着一系列的问题，如环境污染、街区退化、产业空心化、阶层分化、城市贫困、文化冲突、政治参与不足、就业技能落后等等。这些问题如不能得到有效治理，将严重影响城市的可持续发展，也会影响到全球的可持续发展。

在科特金那里，城市的兴起与延续，首先是因为城市是人们的精

The practical experiences of many of the world's cities prove that the city is a complex entity. To effectively manage the problems cities face today, we must innovate methods and means of urban governance in all aspects and in all factors. Joel Kotkin, a well-known American scholar, after systematically studying the history of the rise and fall of thousands of cities in ancient and modern times, proposed that for a city to be able to develop, it must possess three indispensable basic elements, namely, sacredness, security and prosperity. Sacredness refers to urban culture, that is, the city can become a spiritual home for people. Security means that the city can provide people with a safe and orderly business and living environment, while prosperity means that the city's industry is developed and the economy is prosperous. However, for many countries around the world, including China, the urban development space consisting of administrative division space and an economic hinterland, as well as the urban ecological environment, are also the basic elements that affect urban development. Therefore, urban culture, urban space, urban industry, urban order and urban ecology are the five basic elements of urban development and governance.

At present, the five major elements of urban development worldwide are facing comprehensive challenges. Under the influence of high-level globalization, technological development and industrialization, global cities are on the one hand in the path of rapid development. It is generally believed that by 2050, the proportion of the population living in cities will increase from the current figure of just over 50% to more than 70%. On the other hand, cities are generally faced with a series of problems, such as environmental pollution, street degradation, industrial hollowing, class differentiation, urban poverty, cultural conflicts, insufficient political participation, and backward employment skills. If these problems cannot be effectively managed, they will seriously affect the sustainable development of cities and will also affect global sustainable development.

For Kotkin, the rise and continuation of the city is first and foremost because the city is the spiritual and cultural home of people. The famous scholar Lewis Mumford also believes that the city is a container of culture. Building a cultural city is the highest goal of urban development. In the context of globalization, urban

神文化家园。著名学者刘易斯·芒福德（Lewis Mumford）也认为，城市是文化的容器。建设一个文化城市是城市发展的最高目标。在全球化背景下，城市文化创新治理要着重提升城市对多元文化的包容、对历史文化的弘扬、对文化基础设施建设的推进等。

城市空间包括行政区划空间和城市腹地空间。行政区划空间是城市人口、产业和基础设施规划布局的地理空间平台。城市腹地则是城市辐射力和影响力的直接表现。城

cultural innovation governance should focus on improving the city's tolerance for multiculturalism, the promotion of history and culture as well as cultural infrastructure.

Urban space includes administrative division space and urban hinterland space. Administrative division space is a geospatial platform for the urban population, industry and infrastructure planning and layout. The urban hinterland is a direct manifestation of the city's radiation power and influence. The innovation and expansion of urban space should focus on the scientific planning and layout of urban space, the renewal and transformation of cities, the construction of internal and external transportation networks, the construction of urban economic and cultural external radiation and so on.



市空间的创新和拓展，重点在于城市空间的科学规划和布局、城市的更新与改造、城市内部和外部交通网络建设、城市经济文化对外辐射力建设等。

产业永远是城市发展的动力。城市的繁荣就是产业的繁荣。大力推进产业升级转型，构建一个能够保持城市发展后劲的战略性产业结构，是城市发展与治理的关键内容。

Industry is always the driving force for urban development. The prosperity of the city is the prosperity of industry. Vigorously promoting industrial upgrading and transformation, and building a strategic industrial structure that can maintain the stamina of urban development is a key component of urban development and governance.

Urban order is a prerequisite for citizens who want to live and work in peace. A city without order and security cannot gather high-end talents and resources, and thus loses its foundation for development. Urban order with a high degree of security is mainly

城市秩序是市民安居乐业的前提。一个没有秩序和安全感的城市，无法集聚高端人才和资源，从而也就失去了发展的基础。具有高度安全感的城市秩序，主要体现在交通秩序、社会治安秩序和社会管理秩序等方面。

城市生态是城市高质量发展的重要标志。城市生态建设包括集约节约型城市建设、经济循环型城市建设、森林城市建设、蓝天碧水型城市建设等。

城市不仅要注重五个要素内部结构的提升，也需要创新四个要素的组合方式。例如，利用发展文化旅游产业来提升城市文化形象和美誉度，利用产业升级转型来促进空间转型，利用发展低碳技术与产业来促进城市生态化管理等。总之，当文化、空间、产业、秩序和生态等五个要素及其组合方式跟上了世界发展潮流之时，就是踏上了城市治理创新道路之日。

reflected in the aspects of traffic order, social security order and social management order.

Urban ecology is an important indicator of a city's high quality development. Urban ecological construction includes intensive and economical urban construction, circular-economy-oriented urban development, forest city construction, and ecology-prioritized urban construction.

A city should not only pay attention to the improvement of the internal structure of the five elements, but also the combination of the four elements of innovation. For example, a city can enhance its cultural image and reputation through the development of the cultural tourism industry, promote spatial transformation through industrial upgrading and transformation, and facilitate urban ecological management through the development of low-carbon technologies and industries. In short, when the five elements of culture, space, industry, order, and ecology, and their combinations keep up with the global development trend, the city is embarking on the road of urban governance innovation.

广州奖往届获奖项目新实践

How Are the Past Winners of Guangzhou Award Doing?

广州奖设立于2012年，迄今已举办四届。广州奖的设立旨在展望未来而非回顾过去，旨在表彰城市在应对当今与未来挑战方面的创新之举。然而，有时我们的确需要回顾过去。本文的主要内容就是回顾往届广州奖的获奖城市，了解其创新举措目前的进展状况。

玻利维亚拉巴斯：第三届广州奖获奖城市及网络人气城市（2016）

2001年，由于外来人口的涌入，玻利维亚拉巴斯的城市人口出现明显增长，同时城市的通行车辆也随之增加。因此，城市道路时常处于混乱无序的状态。在这一背景下，斑马项目应运而生，项目旨在教育行人和驾驶人员学会遵守交通规则，纠正不良的交通行为。

经过17年的实施，斑马项目已经成为拉巴斯公民教育的标杆项目，并实现了从“道路教育”向“城

The Guangzhou Award was established in 2012 and today we are celebrating its 4th cycle. The Award is designed to look forwards to recognize urban innovation that address the challenges of today and of tomorrow. Sometimes, however, there should be elements of retrospect. This article will look at what some of the past winners are doing with their initiatives.

La Paz, Bolivia: Winning City & Online Popular City (2016)

In 2001, a noticeable increase in the urban population of La Paz, Bolivia as a result of migration caused the automobile fleet to grow as well. The natural consequence was a city in which disorganisation on public roads became commonplace. Against



玻利维亚 拉巴斯 La Paz, Bolivia

市教育”的转型。每年，斑马项目的教学计划中都会纳入新内容，如节约用水、废物管理、回收利用、韧性以及和平文化。斑马项目凭借广泛的教育影响力成为了既睿智又富有责任感的新公民的官方代言人。

组成斑马项目的年轻志愿者们不仅需要接受培训，还有机会培养诸多软技能，包括积极性、主动性、团队精神、情商和平等意识。这些优秀品质能培养公民保护公共利益意识和行动力。

自2016年广州奖获奖后，斑马项目以报道和小型纪录片的形式在美国、英国和阿根廷等地得到国际化的宣传。2018年11月，项目参与了西班牙马德里举办的第二届世界和平论坛志愿者会议，分享通过公民文化榜样进行公民教育、塑造正直公民的经验。

丹麦哥本哈根：第三届广州奖获奖城市（2016）

2011年丹麦哥本哈根遭遇特大暴雨，在不到三个小时内降雨量达135毫米。特大暴雨让城市惨遭10亿美元的损失，而此次灾难和2010年的特大暴雨让整个城市——无论政治家、企业还是居民——痛下决心，齐心协力共同应战气候变化，提高城市在应对气候变化方面的韧性。

让社区遍布绿化率更高的街道、绚丽的庭院花园、各类动物、景观街道，一方面提供绿化休闲区，另一方面在遭遇极端暴雨天气时，可以实现雨水分流——这是哥本哈根位于奥斯特布罗区的第一个适应气

this backdrop, the Zebras Project was born with the aim to educate pedestrians and drivers alike to respect the traffic rules and change people's traffic behaviour.

Over the 17 years of its implementation, the project has become the benchmark for citizen education in La Paz, and the zebras has transformed from “Road Educators” into “Urban Educators”. Each year, new topics are included in zebras' teaching program, for example, responsible consumption of water, waste management, recycling, resilience and the culture of peace. The educational implications have made the zebra the official spokesperson of the new citizens, intelligent and responsible.

The young zebra volunteers that make up the program are trained and have the opportunity to develop their soft skills, including proactivity, initiative, teamwork, emotional intelligence and sense of equality. These are the attributes that awaken in citizens the awareness and promote actions towards the common good.

After winning the 2016 Guangzhou Award, the zebras were internationalised in several reports and mini-documentaries that emerged in the United States, United Kingdom and Argentina among others. In November 2018, they were in Madrid, Spain participating in the volunteer meeting of the 2nd World Peace Forum, sharing the formation of integral citizens, who educate through the example with Citizen Culture.

Copenhagen, Denmark: Winning City (2016)

Copenhagen, Denmark was visited by a raging storm in 2011, receiving 135mm of rain in less than three hours. Though it cost the city 1 billion dollars, the deluge, together with the extreme rainfall event in 2010, brought the whole city—politicians, businesses, residents—to the united front of fighting climate change and improving the city's climate resilience.

Greener streets, florid courtyard gardens, rich fauna and landscaped streets that on one hand serve as green recreational areas, and on the other hand divert storm water away when extreme rainfall events occur—this is the vision for Copenhagen's first Climate Resilient Neighbourhood in Østerbro.

In December 2014, the inauguration of the climate resilient

候变化社区的发展愿景。

2014年12月，适应气候变化的塔星戈广场正式启用，标志着哥本哈根第一个适应气候变化的社区诞生，也标志着在实现愿景的征程中又迈出了重大一步。到2018年底，通过绿化街道改造而成的暴雨预防林荫大道将顺利完工，准备迎接对抗下一轮大暴雨挑战。到2020年底，整体改造设计预计将全部完成——包括居民自主倡议的各类私人庭院、公共空间的绿化项目和方案。



丹麦 哥本哈根 Copenhagen, Denmark

土耳其科贾埃利：第一届广州获奖城市（2012）

科贾埃利大都市位于地震活跃带，为8月17日马尔马拉地震的震中位置。马尔马拉地震波及整个马尔马拉地区，造成约1.8万人死亡。此次地震灾害推动了科贾埃利防震项目的试点实施。项目协调各类应急管理机构，包括非政府组织、大学院校、科研中心和地方政府机构。项目也十分重视对儿童的教育，在小学校园通过富有想象力的戏剧形式来提高儿童对地震的认识。

该项目在2012年获广州奖后，为进一步加强控制地震风险，又推出了几项新活动：

1. 国际地震研讨会：首届国际地震研讨会于2013年举行，得到国内外学者、非政府组织、公共机构和社区的积极参与。国际地震研讨会一年举办一次，目的在于提高城市及周边区域防震抗灾的意识。

2. 将GIS应用于风险和地面分类地图：与土耳其科研理事会（TUBITAK）合作，在2015年绘制《地

square Tåsinge Plads, marked the beginning of Copenhagen's first climate resilient neighbourhood, and the first big step on the journey turning vision into reality. By the end of 2018, the green streets-turned-cloudburst boulevards will be ready for the next major rainstorm, and by the end of 2020 the entire redesign – including all the green projects and solutions in private court yards and public spaces, initiated by the residents themselves - is expected to be completed.

Kocaeli, Turkey: Winning City (2012)

Kocaeli Metropolitan Municipality is located in an active seismic belt and was at the epicentre of the August 17 Marmara Earthquake, which affected the whole Marmara Region and cost approximately 18,000 lives. This propelled the piloting of Kocaeli's earthquake-prevention programme. The programme coordinates various emergency management agencies, including NGOs, universities, research centres and local government agencies. Equally important is the education component that focuses particularly on children, with the use of theatre in primary schools as an imaginative way of raising the awareness of youths.

Following the winning of the 2012 Guangzhou Award, several new activities were initiated to manage earthquake risk:

1. International Earthquake Workshop: The first session was organized in 2013, with the participation of international and national scholars, NGOs, public institutions and communities. The aim of the annual workshop is to increase awareness within and

震风险地图》和《地面分类地图》，并通过 GIS 网上平台 <https://rehber.kocaeli.bel.tr/> 在线发布。

3. 全民防灾项目：项目于 2016 年启动，旨在围绕防灾意识、家具修理、火灾、生理和心理急救等方面对广大居民进行培训。此外，周边社区和决策者还进行了周边社区风险分析。项目第一阶段覆盖了 23 个社区和 895 位参与者。

4. 智慧城市减灾项目：该项目为盖布泽科技大学、土耳其应急管理总局（AFAD）和科贾埃利大都市政府的合作项目，项目利用通用数据库，计划在 2019 年开发出早期预警系统。

以上为往届获奖项目的最新进展汇总。这些获奖项目不断发展的特质也契合了广州奖设立的初衷，即：在利用过往经验的同时也尝试创新。总之，回顾过去的意义在于如何学会更好地面对未来。

outside the city.

2. GIS Application for Risk and Ground Classification Maps: With the partnership of Scientific Research Council of Turkey (TUBITAK), Earthquake Risk Map and Ground Classification Map were prepared in 2015 and released online via a GIS web platform on <https://rehber.kocaeli.bel.tr/>.

3. Disaster Preparation for the Society Project: The project was started in 2016 to train the residents on several issues including disaster awareness, furniture fixing, building a fire and physical and psychological first aid. Besides, neighbourhood risk analysis was carried out by the neighbourhood and the decision-makers. Within the first phase of the project, 23 neighbourhoods and 895 people were reached.

4. Smart City Application for Disaster Mitigation: This project is a partnership between Gebze Technical University, General Directorate of Turkish Emergency Management (AFAD) and Kocaeli Metropolitan Municipality to develop an early warning system with the help of the common database in 2019.

These are the latest updates of some of the previous winning initiatives. Their ever-evolving nature is an echo to the Award, building on past experience and trying something new. The significance of looking backwards always lies in its educational value of how to look forwards.



土耳其 科贾埃利 Kocaeli, Turkey

对话：专访第四届广州奖技术委员会专家

Dialogue: What Technical Committee members say about the 2018 Guangzhou Award



游建华与恩里克·席尔瓦 Nicholas You and Enrique R. Silva

采访人:

游建华（广州国际城市创新研究会执行主任，以下简称“游”）

受访人:

恩里克·席尔瓦（林肯土地政策研究院拉丁美洲及加勒比海地区项目副总监，第四届广州奖技术委员会主席，以下简称“席尔瓦”）

袁桂萍（新加坡科技设计大学李光耀创新城市中心研究总监，以下简称“袁”）

Interviewer:

Nicholas You (hereinafter You, Executive Director, Guangzhou Institute for Urban Innovation)

Interviewees:

Enrique R. Silva (hereinafter Silva, Associate Director, Latin American and the Caribbean program, Lincoln Institute of Land Policy [LILP]; Chair, Technical Committee, 2018 Guangzhou International Award for Urban Innovation);

Belinda Yuen (hereinafter Yuen, Research Director, Lee Kuan Yew Centre for Innovative Cities, Singapore University of Technology & Design)

对话一

游: 这是你首次担任广州奖评委，要和评审委员会一起从 300 多个参评项目中筛选出 15 个参加终评。你对评审工作的第一印象是什么？

席尔瓦: 感谢广州奖邀请我出任评委，我深感荣幸。广州奖的组织水平令我印象深刻，无论是评审工作还是奖项设置都十分严谨，我很高兴能担任广州奖的评委，仅是阅读参评项目的材料都已让我获益匪浅，与技术委员会的成员共事也让我获益良多。

游: 作为一名科研人员及大学教授，你觉得你的职业与评审工作是否有联系呢？

席尔瓦: 当然有。我在林肯土地政策研究院工作，我院重点关注土地问题、土地政策以及一系列的城市发展问题，而我的工作重心则在拉美地区，尤其是拉美地区的土地政策和市政资金问题。广州奖的评审工作给了我一个机会，让我能踏出工作领域和专业领域，了解到世界各地的城市创新项目，这也让我对拉美地区

Dialogue One

You: This is Nicholas You interviewing Enrique Silva, who oversees the research program for Latin America for the Lincoln Institute. Enrique, this is the first time you've participated in the work of the Guangzhou Award, as part of a team that had to shortlist 15 initiatives out of 310 that were submitted. What's your first impression?

Silva: First, I thank you and the staff for the invitation. It was an honor to be invited. I've been impressed with both the level of the organization and the seriousness with which this work and award behind it has taken. I've been enjoying myself tremendously. I've learned an incredible amount from reading all the applications and submissions, and working with my colleagues that were on the Technical Committee. This has been an extremely rich experience, both of exposure to the wonderful range of projects that are out there in the world, but also of the camaraderie in learning that we did within the Technical Committee. By far, it was a wonderful experience.

You: Do you see any direct relationship or relevance to the work that you are doing, both as a researcher and as a teacher?

Silva: Certainly. I work at the Lincoln Institute of Land Policy, which has a global outlook but specifically looking at the role of land and land policy and a range of urban issues and urban development issues. Within that I've specifically focused most of my time on Latin America and issues of land policy and municipal

的城市项目及城市政策有了更深层次的认识。这次评审经验丰富了我对城市的认知，使我更清楚地认识到城市面临的挑战，以及它们采取的应对措施。广州奖从创新层面和城市政策层面出发，思考城市问题，这与研究院从土地政策方面思考问题的模式形成良好互补。此外，研究院关注的仅仅是城市发展中的土地元素，而广州奖则强调各方面创新，让我们注意到了一些从前不太关注的方面。因此，无论是全球还是地区，都能从中获得许多借鉴，可以取长补短。

同时，此次评审工作也让我意识到，我院在做的事情是多么重要，尤其是我们对拉美地区城市发展和城市管理的资金支持工作十分有意义。我也希望大家能更关注广州奖项目的融资问题，只有保证资金充足，才能使这些创新设想落到实处，否则设想永远只能是空想。

游：那在 15 个入围城市中，你有特别喜欢的吗？

席尔瓦：当然有！这些年来，在城市发展与管理方面，我最关心的问题是大都市的治理，因此我也更关注这类项目，尤其是那些注重碎片化都市空间治理与整合的项目。因此，我对墨西哥瓜达拉哈拉项目的入围感到十分高兴，这是一个少有的关注大都市政府规划问题的项目。

与瓜达拉哈拉从宏观角度关注城市发展问题不同的是哥斯达黎加圣安娜的项目，该项目从微观层面切入，通过自行车提高妇女的社会

finance in Latin America. It has been refreshing and wonderful to step outside of my region and specialization to look at the breadth of work and initiatives that are happening within the urban domain around the world, to discover another layer of urban initiatives and policies in my own region that definitely inform and enrich my own sense of what cities are doing and the challenges that they face, and to look at levels of innovation and think about cities' urban problems and solutions in ways that both complement what we do from the perspective of land policy and that add a dimension that we might not tend to look at because we're so focused on a particular dimension of urban development. So, in that sense, not only from a global perspective, but from a regional perspective, there's so much to learn and a lot of complement.

It also made me realize as well how important the work that we do is, in particular around financing of urban development and management of portfolios. Hopefully, one of my contributions is to raise questions about the financing in a lot of these initiatives; so that these become, or we ensure that these are more than just simple ideas, and that they have some kind of financial sustainability behind them. Otherwise, a good idea without money is just an idea.

You: Excellent. Of the 15 cities, any favorites?

Silva: Of course. My bias in many of these projects and initiatives are, or one of my larger personal concerns for years with around issues of urban development and management has been how we manage and take care of the metropolitan regions. So, I have a bias towards initiatives that look seriously at how to manage institutionally fragmented metropolitan regions and how to make them work – trying to make them work as a unit. From that perspective, I was very pleased that Guadalajara, Mexico, which is one of the rare metropolitan governments and planning initiatives, is in the shortlist.

And within Latin America as well, seeing kind of the almost opposite of a regional approach or metropolitan approach, we have shortlisted Santa Ana in promotion of women in bicycling. So, one of the things I love about the award is that you're looking at urban innovation not only at the large scale, but also at the micro scale and it appreciates the importance of both scales .

地位。这也是我喜欢广州奖的原因，能从宏观和微观角度关注城市创新，能发现不同规模项目的闪光点。

其次，我对意大利米兰的项目印象深刻，这是一个与粮食有关的创新体系，也是我们收到的 200 多个申请项目中唯一关注粮食问题的，它能帮助我们更好地理解城市的可持续发展。米兰推行的粮食系统是一个可复制的模型，其他城市的政策制定者也应关注城市的粮食问题。该项目关注领域十分特别，并且可能是最具启发性，最能让其他城市模仿学习的项目。

最后，我也非常喜欢南非德班的非正式居住区升级项目。在拉丁美洲，我们的许多工作围绕非正式居住区开展，如防止非正式居住区的形成、整治现有非正式居住区等。德班的项目为我们提供了一个更综合、更切合实际的整治思路，使人们以一种更加负责任、同时也让非正式居住区更具尊严的方式，对其进行升级改造。我认为德班在非正式居住区整治方面的创新实践值得获奖。

游：广州原本被评为 15 个入围城市之一，却主动放弃了最后的角逐。你是怎么看待广州市的项目？

席尔瓦：我能理解广州为何放弃入围 15 城的资格，但广州的项目确实是最精妙的项目之一，其运用的技术精妙，技术运用背后的逻辑和理论更精妙：技术的运用是为了服务市民与治理城市。

广州“12345 热线”项目有许多亮点，但每当我想到这个项目，

I'm also very impressed with the Milan submission on food systems. Of the 200+ applications that we received, it was the only one that has such a focus. It is extremely important for us to understand the sustainability of cities and to see how Milan is pushing forward a model of looking at the food system within a city that is replicable. It's something that should be the object of many policy makers' attention, regardless of the region and so forth. So, I'm very pleased that Milan's there as both a theme and a sector, and as something that is among probably the most replicable or inspiring initiatives that are coming out.

Another piece is the eThekweni (Durban) finalist - informal upgrading. We work a lot in Latin America on informal settlements and prevention and curative responses to them. I think that the eThekweni example really put forth one of the most comprehensive, sensible approaches to informal settlement upgrading in consolidation that takes seriously why there are informal settlements in the regions and how to responsibly develop with dignity some of these neighborhoods that are integral parts of the city. I think that Durban really has put something around informal settlements that is worthy of this award.

You: We noticed that Guangzhou made it into the shortlist, but Guangzhou, very elegantly, withdrew because it was not going to give an award to itself. What attracted you to the Guangzhou submission?

Silva: It's understandable why it withdrew from the consideration of within the top 15. But it was among the most sophisticated proposals in the entire batch. Sophisticated not just in terms of technology, but the logic and the theory behind how to apply technology for citizens and for urban management.

The 12345 project hits a lot of buttons. When I think about it, the word “sophistication” comes in because it harnesses all of the right skills, and makes good use of technology and not just technology for technology's sake, but as a vehicle or as a tool for very basic things. How do we understand what residents need and want? How do we manage it especially in a city the size of Guangzhou and use that to inform both the citizens and primarily the city about what it is as a city, how the city's living and what

“精妙”一词便会浮现脑海。该项目运用各种技术，不是为了展现其科技水平之高，而是将技术作为一个工具，服务于最基础的事物。我们如何了解市民的需求和如何在一个像广州这样的大城市里关注并满足市民的需求？“12345 热线”可在政府和市民之间搭建沟通桥梁，让大家了解城市状况、生活环境和需求，这是一件简单却又很精妙的事情。广州虽然放弃了入围 15 城的机会，但仍在 30 个专家推荐城市之列。广州应该为她所取得的成就感到自豪，同时我也希望能有更多城市向她学习。

对话二

游：这是你第二次参与技术委员会的评审工作，你觉得这次与上次相比有什么不同或改变？

袁：说到改变，技术委员会的评审成员不同，评审的工作过程也会有所不同，这是意料之中的。在参评项目的内容变化方面，我认为本届广州奖项目更注重落实联合国的可持续发展目标，有更多项目关注与可持续发展目标相关的议题，我也看到更多的与智慧城市、物联网、区块链、人工智能相关的项目，这些都是当下的热点话题。

游：你提到人工智能、区块链等新技术的运用，那这些新技术具体都用在了哪些地方呢？

袁：广州奖参评项目的组织单位大至一个城市，小至一个街区，而项目对于新技术的运用恰恰体现了城市体系中各层级的智慧与谋略。



游建华与袁 萍 Nicholas You and Belinda Yuen

it needs? Again, that was something both very simple about the idea and very sophisticated. So, I'm glad it's in the 45. The city should be extremely proud of what it has achieved and what they're achieving. I hope more cities around the world take notice of it and learn from it.

Dialogue Two

You: Belinda, this is the second time you've participated in the deliberations of the Technical Committee. Any differences or any changes that you've seen?

Yuen: In terms of changes, the experts are different. The Technical Committee composition is very different. In terms of the content of the applications, I see a greater emphasis and shift towards the SDGs, the Sustainable Development Goals. We are seeing more applications that talk about that. I'm also reading more applications that talk about smart cities, about the use of IoT, blockchain, AI, etc. So, there are many issues of the present time. I would say I see a lot more of those kinds of applications.

You: You mentioned the use of technology, AI and blockchain. What are they used for?

Yuen: I see the resourcefulness of the cities at various levels, because the applications come from cities, regions and particular neighbourhoods or districts. I see the resourcefulness

项目申请方运用新技术解决城市的老问题，在我看来很有创意和革新精神，我十分享受阅读项目申报材料的过程。

游：所以说新技术是解决问题的新方式。

袁：是的，这是应对城市挑战的新方法。城市问题多为顽瘴痼疾，根治不易。我很高兴看见各个城市充分运用诸如大数据之类的智慧科技，为城市问题寻求解决方法。

游：好的，非常好！你已经看过许多项目的申报材料，也与技术委员会的其他同事进行过探讨，里面是否有你特别喜爱的项目？

袁：纽约的项目给我留下很深的印象。众所周知，纽约是一个在许多方面领先世界的城市，是首个着手解决人口老龄化及城市更新问题的城市，也是一个关注可持续发展的城市。在联合国发布可持续发展目标不久，纽约市便已建成一个评估体系，这表明纽约在联合国发布可持续发展目标前，就已经开始关注可持续发展问题，建立相关评估体系，以评估纽约可持续发展的落实进展。这个项目给其他城市的启示是，可持续发展也许并不是新规定、新要求，而是许多城市一直都在践行的准则。纽约的评估项目不光是为了评定城市做了些什么，更是为了发现城市什么地方还做得不够，进而做出改进，实现可持续发展。因此我认为，可持续发展目标的落实应该是个经年累月推进的过程，而不仅仅是为了应和联合国

of these applicants using, harvesting the capabilities and potential opportunities of these new technologies to address some of the old urban challenges of before. That to me is creative and innovative and I've enjoyed reading those.

You: Basically, new ways of solving old problems.

Yuen: Yes. New ways of solving the urban challenges. Many of these challenges are wicked problems; there are no easy solutions to them. I'm very heartened to see the cities making use of the smart technology that's available like big data, to actually find solutions to some of their challenges.

You: Excellent. You've read many different applications. You discussed with your colleagues in the Technical Committee and many others. You must have one or two favorites.

Yuen: Yes. I would like to say that I am impressed with New York City. Of course, we know that New York City is the first city on many fronts. It was the first city that dealt with, for example, population ageing, urban regeneration and many issues of urban sustainable development. Therefore, I am very heartened to read the attempts that New York City has done almost immediately following the SDG adoption to see how they could assess their own performance in terms of the SDG implementation. So, to me, there is a lesson here for all the other cities to say that SDG development is not a new request or requirement; it is something that perhaps cities have already been doing all this time. It's about identifying what has been done and importantly, identifying the gaps, so that we could do it much better. To me, the SDG implementation should be an everyday, ongoing, continuous activity and not a new requirement that comes simply because the UN adopted them.

And obviously, because we have reached over 200 applications, I have many favourite cities. Since I have to talk about two, the other is perhaps Yiwu. What I read is that Yiwu is the world's largest wholesale consumer goods market. And with that, and with the current digital society, the digital economy, Yiwu is also developing its e-commerce sector. Because of the trade, there are a lot of international business people visiting the city. The statistics that we are told is over 500,000—half a million people

议程才提出的方案。

我们有两百多个申请项目，我最喜欢两个城市，另一个是义乌。义乌是全球最大的商品批发市场，加上电子社会、电子经济的发展，义乌的电商行业也在不断发展壮大。随着贸易增长，越来越多的外籍商人来到义乌，据统计每年超过50万，其中约有1.3万落户于此，这是一个不小的数目。

义乌的项目肇始于2016年，尽管相关工作繁多，义乌当地政府还是密切关注外人的需求，不断推出新措施，帮助外人更好地融入当地社会，这是项目吸引我的地方。如“以外调外”措施，即让外国人来调解外人之间的矛盾，大胆创新却十分有效，据我所知这是全中国第一例。

又如，另一个措施——将外人的生活环境质量作为衡量整个城市的生活环境状况的标准之一。最近，义乌推出了“商友卡”，以帮助外籍商人获取当地的公共服务。在全球化背景下，义乌的做法有效地促进了中外群体的融合，帮助外人融入当地，体现包容、公平与和谐精神，既是可持续发展目标的愿景，又是值得其他城市学习和借鉴的榜样。

internationally from all around the world would visit Yiwu. 13,000, or thereabout, live in Yiwu. That is not a small population.

What I like about the Yiwu example is that although it is very much work-in-progress because the initiative or the program started in 2016, it has begun to look seriously at the needs of the international community that dwells within the city and begun to introduce programs and initiatives that facilitate their integration with the local community. One of the initiatives that is written, which I understand, is the first in China, is to use foreign mediators to help settle disputes between foreign and local businesses. We all know how complicated those disputes could become if they are not resolved or have to go to court. .

I've also read that they've chosen to use the measure of improving the living environment of the foreign communities within Yiwu as the barometer, as the measurement of the improvement of the living environment for all its residents. Most recently, I understand it has introduced a foreigner card that allows foreigners to access the public services that are provided for local Chinese. All of these as well as many others are attempts and good innovations and initiatives to help increase the integration of the foreign community within a very rapidly globalizing society. It speaks to tolerance, equality, and a greater, more harmonious society. I think these are very good initiatives that hold lessons for other cities as well.



APPENDIX
附录

第四届广州国际城市创新奖 入围城市名单

List of 15 Shortlisted Cities of the 4th Guangzhou International Award for Urban Innovation

(按所在国英文字母排序)
(In Alphabetical Order of the Country)

序号 No.	城市 / 地方政府 City / Local Government	项目 Initiative
1	阿根廷圣菲 Santa Fe, Argentina	西部城市自然保护区：迎接水文气候危机挑战 Western Urban Natural Reserve: Embracing the Hydroclimatic Risks
2	澳大利亚悉尼 Sydney, Australia	绿色广场：从老工业区转型为具有活力与互通性的可持续发展社区 Green Square: From a Rich Industrial Past to a Vibrant, Sustainable and Connected Community
3	巴西萨尔瓦多 Salvador, Brazil	卡纳布拉瓦公园环境恢复项目；大西洋森林之都 Environmental Recovery Program of the Canabrava Park Caravana da Mata Atlântica
4	加拿大雷朋堤尼 Repentigny, Canada	人人共享的城市 A City for All
5	中国武汉 Wuhan, China	城市废弃垃圾场的“重生”——生态修复弥合“污染鸿沟”的创新尝试 The “Rebirth” of Urban Waste Dump—Ecological Treatment and Return of Plurality
6	中国义乌 Yiwu, China	创新涉外管理服务举措，共建和谐融合义乌 Innovating Foreign Service Initiatives to Build a Harmonious and Integrated Yiwu
7	哥斯达黎加圣安娜 Santa Ana, Costa Rica	活力交通与女性赋权 Santa Ana en Cleta: Active Mobility and Empowerment of Women
8	印度尼西亚泗水 Surabaya, Indonesia	公众参与废弃物管理，建设更好的泗水市 Public Participatory in 3R Waste Management for Better Surabaya
9	意大利米兰 Milan, Italy	米兰粮食政策：促进城市粮食体系可持续性 & 包容性的创新框架 Milan Food Policy: An Innovative Framework for Making Urban Food System More Sustainable, Inclusive
10	墨西哥瓜达拉哈拉 Guadalajara, Mexico	市民主导型大都市协调机制 Citizen-Led Metropolitan Coordination of Guadalajara

序号 No.	城市 / 地方政府 City / Local Government	项目 Initiative
11	荷兰乌德勒支 Utrecht, Netherlands	通过多方参与的伙伴关系在地方实现可持续发展目标 Localizing the SDGs through Multi-Stakeholder Partnerships
12	俄罗斯喀山 Kazan, Russia	创新型社会经济发展 Innovative Social and Economic Development of the City of Kazan
13	南非德班 eThekweni, South Africa	非正式居住区的渐进性、参与性、程序性升级工程 与私营部门合作实现可持续卫生服务 Incremental, Participatory, Programmatic Informal Settlement Upgrading Programme; Partnerships with the Private Sector to Achieve Sustainable Sanitation Service Provision
14	土耳其梅茨特里 Mezitli, Turkey	女性生产者市场 Mezitli Women Producers Market
15	美国纽约 New York, United States	全球愿景，城市行动：纽约市《可持续发展目标自愿地方审查》 显示地方进度促进全球行动 Global Vision Urban Action: New York City's Voluntary Local Review (VLR) of the Sustainable Development Goals (SDGs) Shows Local Progress for Global Action

第四届广州国际城市创新奖 专家推荐城市

List of 30 Deserving Cities of the 4th Guangzhou International Award for Urban Innovation

(按所在国英文字母排序)
(In Alphabetical Order of the Country)

序号 No.	城市 / 地方政府 City / Local Government	项目 Initiative
1	比利时布鲁塞尔首都大区 Brussels-Capital Region, Belgium	运河计划：布鲁塞尔首都大区的创新规划方案 Canal Plan: An Innovative Planning Approach for the Brussels-Capital Region
2	贝宁当博 Dangbo, Benin	水葫芦在堆肥中的价值 Valorization of Water Hyacinth in Compost
3	巴西联邦区 Federal District, Brazil	以行动促改变：社会管控及政务透明 Acting to Transform: Social Control and Transparency
4	加拿大温哥华 Vancouver, Canada	东北部福溪规划 Northeast False Creek Plan
5	加拿大沃德勒伊 - 多里永 Vaudreuil-Dorion, Canada	“我是……”：公民、文化和可持续发展 I AM.../Citizen Involvement, Culture and Sustainable Development
6	中国广州 Guangzhou, China	广州 12345 政府服务热线 Guangzhou 12345 Government Service Hotline
7	中国南宁 Nanning, China	开发美丽南方田园综合体，缩小城乡差距 Developing Beautiful South Pastoral Complex and narrowing urban-rural gap
8	中国香港 Hong Kong, China	T 公园 T Park
9	哥伦比亚波哥大 Bogota, Colombia	促进包容性的城市改造 生殖健康和医疗服务保障信息平台 求同存异：促进社会包容 Urban Transformations for Inclusion www.sexperito.co Digital Platform for Information on Reproductive Health and Access to Health Service Coexistence and Respect for Difference: A Social Inclusion of the Lesbian, Gay, Bi-sexual, Transgender
10	哥斯达黎加库里达巴特 Curridabat, Costa Rica	给自己一个房子 Date Tu Casa (Give Yourself a House)

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11	德国森夫滕贝格 Senftenberg, Germany	劳济茨湖区：从矿区到湖区的结构性改变 The Lusatian Lakeland: Transformation with Structure, from a Mining Region to a Lake Landscape
12	伊朗伊斯法罕 Isfahan, Iran	损耗建筑的专科医院（损耗建筑的可持续医生） Specialized Hospital of Sick Buildings (Sustainable Doctor of Sick Buildings)
13	以色列埃拉特 Eilat, Israel	埃拉特太阳能系统 Eilat Solar
14	以色列卡法萨巴 Kfar Saba, Israel	应对共同挑战：培养良好的能源使用习惯 Meeting a Common Challenge: Optimizing Energy Practices and Behaviors
15	意大利博洛尼亚 Bologna, Italy	市民想象力：吸引社区参与包容性可持续发展城市的建设 Civic Imagination: Engaging Communities for a More Inclusive and Sustainable City
16	马来西亚亚罗牙也 Alor Gajah, Malaysia	马六甲世界太阳谷 Melaka World Solar Valley (MWSV)
17	马来西亚威斯利 Seberang Perai, Malaysia	威斯利废弃物公园 Seberang Perai Upcycle Park
18	墨西哥库奥特拉 Cuautla, Mexico	具有社会效益的固体废弃物发电项目 La Perseverancia: Solid Waste to Generate Electricity with a Social Benefit in Cuautla
19	巴勒斯坦拉马拉 Ramallah, Palestine	我们的拉马拉：智慧城市项目 We Ramallah: Smart City Initiative
20	韩国富川 Bucheon, Republic of Korea	富川——一个具有气候韧性的城市 Climate—Resilient City, Bucheon
21	韩国釜山 Busan, Republic of Korea	甘川文化村的城市复兴项目 Gamcheon Culture Village's City Rejuvenation Project
22	韩国首尔 Seoul, Republic of Korea	以人为核心的城市更新项目——一种可持续的城市发展模式 Seoul's People-Centric Urban Regeneration Project as a Model of Sustainable Urban Growth
23	俄罗斯克拉斯诺亚尔斯克 Krasnoyarsk, Russia	市长劳动力小组 Mayor's Labor Unit
24	俄罗斯乌法 Ufa, Russia	预防青少年自杀的多部门联合系统 信息管控中心 临时借宿中心（应急基金会） Interdepartmental System of Preventing Adolescent Suicides in Ufa City Information and Control Center of Ufa City Center of Temporary Accommodation (Emergency Fund) of Ufa City

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25	新加坡新加坡 Singapore, Singapore	榜鹅生态镇总体规划 Master Planning of Punggol Eco-Town
26	西班牙加泰罗尼亚 Catalonia, Spain	智慧加泰罗尼亚：从构想到规划 smartCATALONIA, Scaling the Smart City Concept to a Regional Initiative
27	西班牙萨拉戈萨 Zaragoza, Spain	萨拉戈萨的 100 个创意 100 Ideas Zaragoza
28	瑞典于默奥 Umea, Sweden	性别平等之旅 The Gendered City Tour
29	土耳其埃斯基谢希尔 Eskisehir, Turkey	埃斯基谢希尔城市发展计划 Eskisehir Urban Development Project
30	美国丹佛 Denver, United States	应对气候挑战，打造绿色空间 Solving Climate Change and Creating Green Spaces in Denver, Colorado, USA

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