



## GOVERNANCE



## INNOVATION



## SOCIAL INCLUSION



## SUSTAINABILITY

**metropolis** ● initiatives





**INNOVATION**



**GOVERNANCE**



**SOCIAL INCLUSION**



**SUSTAINABILITY**





Cibernàrium: Technology training center  
for professionals, citizens and companies

5



Policy transfer

6

Capacity development for metropolitan projects

7



Bridging the disconnect:  
Smart, sustainable and Inclusive Slum development

8

Creative cities: The cultural pillar of sustainable urban development

9

Playful city

10

Sports for youth inclusion

11

Caring cities

12

Social habitat management

13



Green economy center

14

Sustainable airport areas

15

Water and cities alliance

16

Climate-metropole +

17

THE INITIATIVES PARTNERS

18



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All the images shown in the contents of this dossier have been awarded to METROPOLIS by the organizations which sponsor the projects that appear

1<sup>st</sup> edition, may 2015

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## BARCELONA ACTIVA

# Cibernàrium: Technology training center for professionals, citizens and companies



The Cibernarium is a technology training center run by Barcelona Activa/Barcelona City Council, which aims to enhance the city's competitiveness by improving the technology skills of its citizens, professionals and businesses. Aimed at people who are currently employed, seeking work, or looking to change or boost their careers, as well as at entrepreneurs, micro-enterprises and SMEs, it includes highly innovative ICT training content consisting of very practical, short-term activities ("capsules") taught by professionals in each specific field.

The Cibernarium can easily be transferred to other cities. All content and methodologies are designed as packets, and many successful transfers have already been carried out. The model is tailored and scaled to the needs of each location, enabling very quick lead times and immediate impacts.

The Cibernarium is a powerful tool for economic transformation and a unique public-private approach to technology training. If you would like your city to move quickly toward a digital economy, the Cibernarium is a key component for technology training.



Ajuntament de  
**Barcelona**

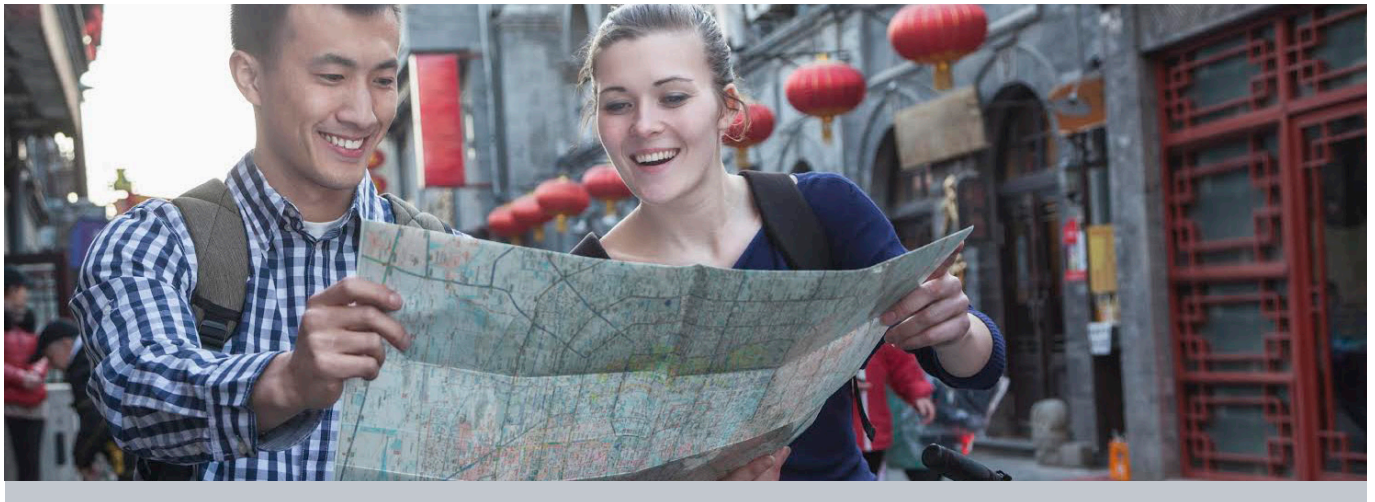
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Barcelona **a**ctiva

## CITY OF BERLIN

BERLIN SENATE DEPARTMENT FOR URBAN DEVELOPMENT  
AND THE ENVIRONMENT

# Policy transfer



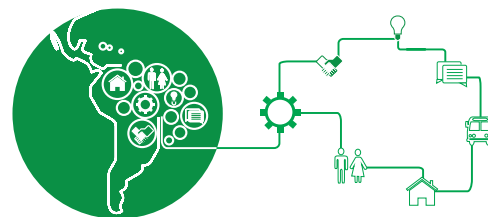
The Berlin Initiative is developing the METROPOLIS Policy Transfer Platform ([policytransfer.metropolis.org](http://policytransfer.metropolis.org)), a global learning and networking portal for urban practitioners, experts and researchers. It allows users to quickly find innovative case studies and experts and to contribute their own knowledge and projects in a structured and concise way with a focus on aspects that cities can adapt and/or learn from. In this working period we are aiming at building institutional partnerships with other

databases and city awards and incorporating the “Circles of Sustainability” approach. Another goal is to further develop and promote the “No Regrets” Charter which calls for instant measures for climate adaptations in urban areas based on the precautionary principle. The first version has already been signed by reputable institutions and cities. Based on their feedback, a new version will be developed and presented at the 2015 Metropolis Annual Meeting in Buenos Aires.



## SÃO PAULO STATE GOVERNMENT

# Capacity development for metropolitan projects



CAPACITY DEVELOPMENT FOR  
METROPOLITAN PROJECTS



The cooperation program for capacity building and structuring of financial instruments in Latin America and Caribbean metropolises derives from the experience gained during the METROPOLIS Initiative “Comparative Study on Metropolitan Governance”, with emphasis on the different forms of financing and search of the best practices in metropolitan coordination. In this study, were identified new mechanisms, with different levels of maturity in the public-private relation that aims at financing metropolitan actions. That Initiative resulted in an

accumulated knowledge of experiences reported in more than 19 METROPOLIS member cities in Brazil and other countries.

The current proposal aims at concretizing the results from our previous Study through the effective application of some of the instruments identified as relevant in the financial structuring of urban and metropolitan projects. In this sense, it will be necessary to assess the existence of institutional capacity or some form of intra/supra metropolitan organization that supports the adoption of such financial instruments.

## COORDINATION



## PARTNERS



## AGRA MUNICIPAL CORPORATION

# Bridging the disconnect: Smart, sustainable and Inclusive Slum development



Centre for Urban and Regional Excellence (CURE) is a development NGO working with Agra Municipal Corporation to make this heritage city inclusive and slum free. Social processes are underway in 30 of Agra's 432 slums for upgrading. The challenge is to reach all slums, quickly and effectively.

Recently CURE successfully tested a mobile application that slum dwellers used to collect data on availability, access and quality of services in their settlements, uploading it to city's data systems for analysis and tracking.

CURE intends to capitalize on growing mobile use among poor to explore development at the intersections of people, local bodies and

technology. The purpose is to generate real time information quickly, at scale and build community-city engagement for sustainable development. The project shall connect the disconnected, excluded, marginal urban slum communities.

CURE believes that mobile media technologies can realize the vision of Slum Free India in four ways: a) increasing citizen participation in planning and implementing slum upgrading at city scale; b) building people-public partnerships for smart-sustainable development; c) strengthening local technical and social capacity, and d) changing the nature of public discourse to make it inclusive and accountable.





## KREANTA FOUNDATION

# Creative cities: The cultural pillar of sustainable urban development



The Creative Cities project was launched by the Kreanta Foundation in 2008 to promote the central role of culture in sustainable urban development using a three-fold approach: by encouraging all local public policies to include a cultural dimension; by promoting the coordination of culture, territorial planning and the economy; and by boosting economic activity and employment through the creative economy.

Drawing on more than six years of experience in Spain and Latin America, today the project is seeking to enlist the collaboration and support

of METROPOLIS to transfer its knowledge to all of the association's institutional and civil-society stakeholders in order to build common strategies along the lines of the UCLG Committee on Culture's Agenda 21 for Culture.

The proposed Creative Cities 2015- 2017 project includes activities such as the organization of workshops and seminars, joint training initiatives with the METROPOLIS International Training Institute (MITI), and coverage of the Creative Cities project in various digital media.



fundación **kreanta**



GOBIERNO  
DE ESPAÑA

MINISTERIO  
DE EDUCACIÓN, CULTURA  
Y DEPORTE

SECRETARÍA  
DE ESTADO  
DE CULTURA

## MEXICO D.F.

# Playful city



Playful City is a strategy for integrating creativity processes in school curricula in order to equip students with creative skills. Through the development of a learning method, young people aged 9 to 13 will be given the tools they need to understand the design and innovation processes required to provide urban solutions in conjunction with government. They will thus become proactive citizens.

Once children and young people come to conceive of design and innovation processes as tools for change, they will become aware of their own ability to provide solutions for their immediate contexts. Thus, schools and cities will be understood as mental gyms, where every

moment and place is an opportunity to provide ideas to build a better city and, with it, better citizens. The initiative will thus nurture a new way of thinking within the framework of everyday forms of civic activity.

This ongoing process of learning and designing creative methodologies will be enriched by feedback and the exchange of experiences with the cities invited to participate in the project, which will likewise generate knowledge and lessons by encouraging encounters in their own contexts, as well as with those cities that decide to implement similar models and/or activities within the framework of the METROPOLIS Initiatives.

## BARCELONA SPORTS INSTITUTE - CITY OF BARCELONA

# Sports for youth inclusion



Barcelona is committed to promoting the use of sports to facilitate social construction. To this end, it has decided to establish a Sports Network for Social Cohesion and Inclusion to support the projects carried out by sports associations and clubs to foster social inclusion. Initially, it will focus on projects aimed at young people (ages 12 to 18) at risk of dropping out of school and/or who have difficulties finding jobs.

Stories of success in the practise of sports with the objective of socially include vulnerable groups or immigrants who come to settle in our

city, have shown that sport can become one of the best means to contribute to social cohesion in certain territories.

Our purpose, shared with other entities that collaborate in this project, is to practise values such as perseverance, effort, regularity, improvement, motivation, acceptance of one's own capabilities, and tolerance towards others' capabilities, activity to contribute to the continuity or re-entry to the education system or to improve the capabilities of people on working age to get a job.



## CITY OF JOHANNESBURG

# Caring cities



When considered in the context of a city, the traditional view of care is often equated with a city that delivers: providing services to its residents; establishing a safe environment; facilitating a certain quality of life through ensuring access to green spaces, recreational areas and facilities; supporting its residents in their efforts to live and prosper. The intention of this initiative is to establish a method to measure and monitor different cities and their progress to becoming a caring city. A 'care barometer' would be developed to include dimensions that reflect a caring city, and with this, ultimately, what it means to be an 'equitable' city. The initiative will explore the idea that a caring city is also about the more personal experience of a city, it would be important that such a barometer includes both 'hard' and 'soft' measures.

Repeated assessments will enable us to sharpen the tool, and our thinking in terms of what it means to be a caring city. Inputs from citizens will support monitoring efforts, while also promoting a greater understanding of the nuanced elements our citizens hope for in terms of a city that cares.

The City of Johannesburg has partnered with the Gauteng City Region Observatory (GCRO), a research centre set up in partnership between the University of Johannesburg (UJ), the University of the Witwatersrand, Johannesburg (Wits) and the Gauteng Provincial Government to collaborate on the development of the Initiative.

The outcome of this Initiative is to develop a Caring Barometer together with an appropriate tool for METROPOLIS member cities to utilise as part of an approach to assess the level of 'care' that the city provides.





# Social habitat management



The Social Management of Habitat project, led by the Government of the City of Buenos Aires to promote sustainable urbanization and social inclusion in the City's villas and informal neighborhoods, offers a new paradigm for regional and urban intervention. This model encourages the local community to take an active role in the social and physical transformation of their neighborhood. Thus, actions are designed to create direct relations between the government and the community, and to strengthen institutions and empower citizens, while creating opportunities for

engagement, coexistence and collective consensus. The model is based on three innovative pillars: territorial presence of the State, social urbanism and inclusion from the perspective of the habitat.

The Government of the City of Buenos Aires aims to implement innovative policies for social inclusion that can potentially be replicated in other cities and contexts. Sharing and exchanging experiences with other cities, especially in the region, is vital to strengthen our public policies.



Buenos Aires Ciudad



Secretaría de  
Hábitat e Inclusión

# Green economy center



The Green Economy Center is a METROPOLIS Initiative led by the government of the City of Buenos Aires intended to promote the transformation of productive sectors with a view to achieving a sustainable economy. The Green Economy Center promotes green jobs,

supports sustainable entrepreneurs, and analyzes productive sectors in order to propose reforms in keeping with sustainability guidelines. It thus helps to design and implement public policies that are conducive to the economic and sustainable development of major metropolises.



Buenos Aires Ciudad



**Centro de  
Economía Verde**  
Buenos Aires Ciudad

**Centro de Economía Verde**  
**Agencia de Protección Ambiental**



**INSTITUTE FOR URBAN PLANNING AND DEVELOPMENT  
OF THE ILE-DE-FRANCE REGION (IAU- IDF)**

# Sustainable airport areas



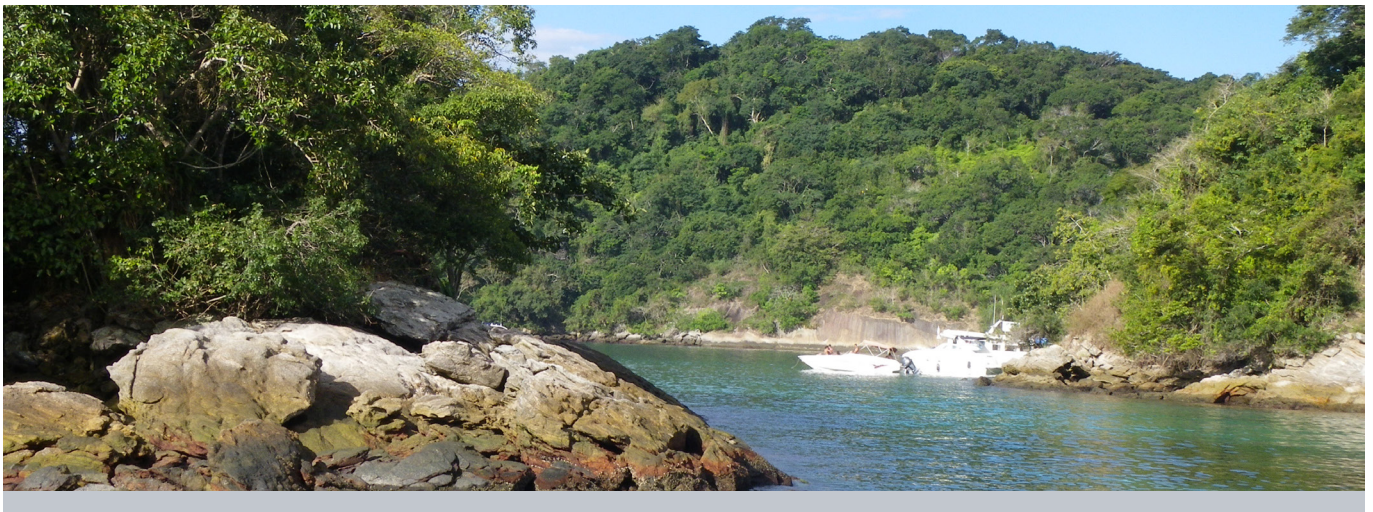
Airport areas are attractive for diverse activities. In recent years, many airport areas have taken advantage of that “magnet effect” to attract economic activities and create new jobs. Others, under construction, are eager to benefit from that same attractiveness.

Urban and economic developments that aroused around major airports have not always been optimized: congestion issues, sub-optimal land allocation, etc. leading to resource-wasting. We now know that this model of development is a short-term one, and there is a need for a certain balance in uses and functions for long term development for airport areas.

**The objectives of the initiative are:**

- To identify the best practices through experience sharing, in order to help local public decision makers to create or develop their airport area.
- To compile best practices dealing with sustainable development and planning for airport areas. It would ensure that environmental, social and land issues are better taken into account.
- To test “identified best practices” on an airport area.
- To reinforce the expertise of participants in terms of airport areas sustainable planning.

# Water and cities alliance



The Alliance consists of a mutual agreement between three Latin American cities – Bogotá, Mexico City and Rio de Janeiro – that have undertaken to pool their technical, operational and financial resources to help protect the ecosystems that supply their water, as well as those that contribute to water regulation and are

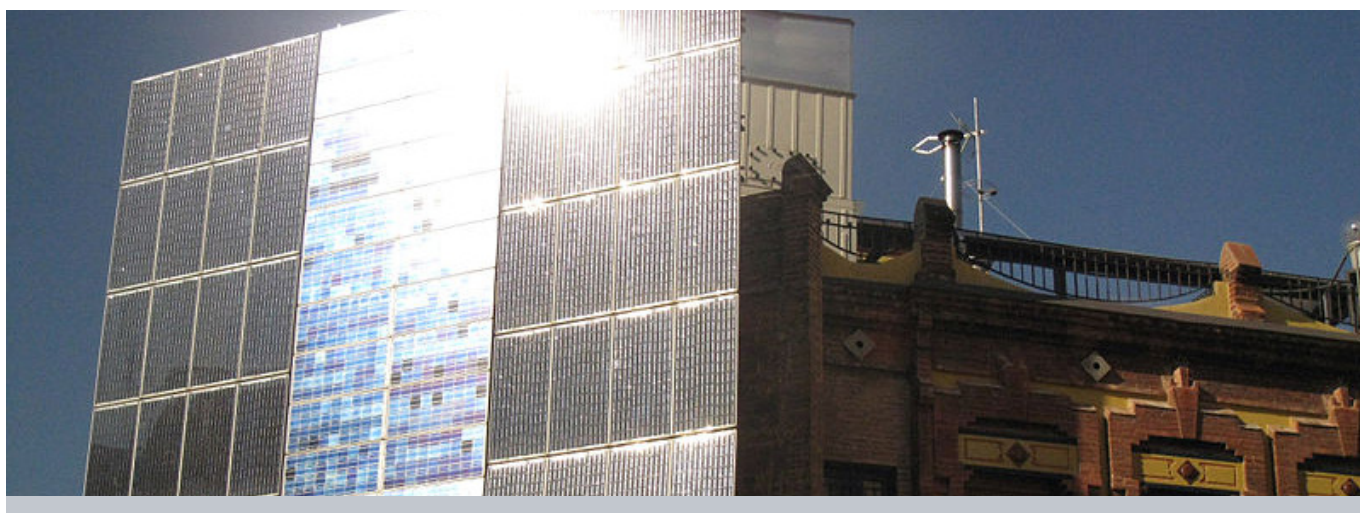
found within their city limits. This undertaking was made in the context of constant population growth that has led to the transformation and gradual deterioration of these ecosystems, which, in turn, has increased risks related to variability and climate change and led to considerable losses in biodiversity and environmental flows.





## BARCELONA METROPOLITAN AREA (AMB)

# Climate-metropole +



The Initiative's partner cities and metropolitan areas (Barcelona Metropolitan Area, Marseille, and Berlin) will propose governance strategies and actions for climate change adaptation in the areas of total water cycle management, town and country planning, municipal waste management and prevention, and environmental stewardship.

The main goal is to develop metropolitan governance strategies and actions for climate change adaptation in the areas of total water cycle management, town and country planning, municipal waste management and prevention, and environmental stewardship.

## THE INITIATIVES PARTNERS

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Aéroports de Paris  
 Agra Municipal Corporation (AMC)  
 Argentina Chess Federation  
 Argentina Tennis Association  
 Arghyam  
 Atlanta City Council  
 Barcelona Activa  
 Barcelona City Council  
 Barcelona Metropolitan Area (AMB)  
 Barcelona Sports Institute - Barcelona City Council  
 Basketball Catalan Federation Foundation  
 Bilbao City Council. Bilbao Ekintza  
 Bogotá City Council. District Secretariat of Culture, Recreation and Sports (Colombia)  
 Catalan Office for Climate Change  
 CET 10 Foundation  
 Cibernàrium  
 Cities Alliance  
 City of Johannesburg  
 Coca Cola FEMSA  
 Colombian Ministry of Finance and Public Credit - FINDETER -  
 District Secretary of the Environment - Bogotá Mayor's Office  
 District Urban Development Agency (DUDA)  
 Economic Institute of University of Campinas (Unicamp)  
 EMVIPI Foundation  
 FC Barcelona Foundation  
 Football and Sports Model School  
 Football for Development Foundation  
 Fundação Getúlio Vargas  
 Government of Mexico City  
 Government of the City of Buenos Aires

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Institute for Urban Planning and Development of Ile-de-France IAU IDF  
 International Conservation  
 Kreanta Foundation  
 Laboratory for the City - Government of Mexico City  
 L'Eixample Sports Association  
 Marseille Provence Métropole  
 Mayagüez/Puerto Rico - 2015 American Capital of Culture (Puerto Rico-USA)  
 Medellín Sports Institute - Medellín City Council  
 Metropolitan Design Center  
 Ministry of Economic Development (GCABA)  
 Ministry of Environment and Public Space (GCABA)  
 Monterrey City Council IMPLANC  
 National Institute of Urban Affairs (NIUA)  
 Office of the Mayor of Bogotá  
 Orly International  
 Red Cross  
 Regional Council of Ile-de-France  
 Regional Development Agency, Paris Ile-de-France / Paris Region Enterprises Hubstart Association  
 Rio de Janeiro City Council  
 São Paulo Company for Metropolitan Planning (EMPLASA)  
 São Paulo State Government  
 School of Planning and Architecture (SPA)  
 Secretaría de Educación del Distrito Federal  
 Secretariat of Social Inclusion - Government of Buenos Aires  
 Senate Department for Urban Development and the Environment - City of Berlin  
 University of São Paulo (USP/Cidades)  
 University of Western Sydney  
 UOCRA Foundation  
 Water and Sanitation program (WSP)

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World Association of the Major Metropolises