城市创新
Urban Innovation

首 期 国 际 城 市 创 新 领 导 力 研 讨 班 专 刊

Workshop for Thought Leaders: Learning from Urban Innovation

"欧洲绿色之都"的创新之路 Innovation Road for European Green Capital
大数据和城市治理 Big Data and Urban Management
城市领导力——实践中鼓舞人心的变化 Leadership—Inspiring Change in Practice

广 州 国 际 城 市 创 新 研 究 会
Guangzhou Institute for Urban Innovation

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首期国际城市创新领导力研讨班专刊

Workshop for Thought Leaders: Learning from Urban Innovation

广州国际城市创新研究会
Guangzhou Institute for Urban Innovation

作为海上丝绸之路始发港，开放早就是流淌在千年羊城——广州身上的血液。在开放发展的背后，是广州勇于创新的精神。2012年，广州市联合世界城市和地方政府组织（简称城地组织）及世界大都市协会共同发起设立广州国际城市创新奖（简称广州奖），面向全球表彰城市和地方政府推动创新发展的成功实践，至今已成功举办两届。为促其更好发展，在广州奖框架下我们一直致力打造"广州国际城市创新研究会""国际城市创新数据库"和"国际城市创新领导力研讨班"等系列平台与品牌，推动所有参评广州奖的成功实践在世界范围内得以更好推广和分享。

首期国际城市创新领导力研讨班（简称研讨班）于2015年11月2日至6日在广州举办，来自12个国家14个城市的22名市长、副市长、地方政府及国际机构代表参加。研讨班以广州奖的参评案例为基础，创新搭建一个分享智慧、共同发展的国际性平台。我们希望通过举办研讨班，激发全球城市创新思维，引领世界城市创新理念。

本期会刊收录了研讨班期间专家和学员灵活对接、不断碰撞、积极探索的城市善治之道。这些创新经验和做法有利于提升和完善城市生产和生活方式，使人类拥有更美好的城市生活，我们希望能为世界各地城市提供启示和借鉴。

As the starting point of the Maritime Silk Road, the millennial Ram City—Guangzhou has already engraved the trait of openness into its blood. It is the spirit of innovation that supports the city's development. In 2012, Guangzhou, together with United Cities and Local Governments (UCLG) and World Association of the Major Metropolises (Metropolis), launched Guangzhou International Award for Urban Innovation (Guangzhou Award) which aims at recognizing the successful practices on urban innovation of global cities and local governments and has been successfully held twice. Under the framework of the Guangzhou Award, there are a series of platforms and brands to enhance the comprehensive development of the award and knowledge sharing of participating cities, including "Guangzhou Institute for Urban Innovation", "Urban Innovation Database" and "Workshop for Thought Leaders: Learning from Urban Innovation", etc.

From November 2nd to 6th, 2015, the 1st "Workshop for Thought Leaders: Learning from Urban Innovation" took place in Guangzhou, with participation of 22 mayors, deputy mayors and representatives of local governments and international organizations, covering 14 cities of 12 countries. Based on the initiatives of the Guangzhou Award, the workshop serves as an international platform for wisdom sharing and common development. It is hoped that this workshop can inspire ideas and lead concepts on global urban innovation.

This journal includes the experiences and methods of urban management put forward by the experts and participants of the workshop. These innovative practices are beneficial to improving urban production and people's living standard and we hope that it can be referential to cities worldwide.

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广州凝聚世界城市管理者共识
Guangzhou Galvanizes Consensus of the World's Urban Administrators

作为世界城市和地方政府组织及世界大都市协会联合主席城市，广州有责任凝聚世界各大城市管理者的共识，加强不同地区城市治理经验的交流，助力全球城市公共服务水平的提升。

As a co-president city of UCLG and Metropolis, Guangzhou is bound to gather the consensus of the world's urban administrators, strengthen inter-regional and inter-city exchanges of experience on urban governance and elevate public services of cities to a higher level.

广州市副市长蔡朝林
Cai Chaolin,
Vice Mayor of Guangzhou

城市创新促进城市繁荣
Urban Innovation Improves Prosperity

我们坚信，城市创新能促进城市和区域的繁荣，增进可持续性，提升市民的生活水平。我们大学一直致力于加强城市管理，领导力创新以及其他与城市问题相关的研究和学术项目。

We firmly believe that urban innovation will enhance prosperity in cities and regions, promote sustainability and improve the well being of citizens. Our university is devoted to enhancing its research and academic programs in city governance, innovative leadership and other related urban issues.

中山大学副校长马骏博士
Dr. Ma Jun,
Vice President of Sun Yat-sen University

广州是城市创新大枢纽
Guangzhou is Urban Innovation Hub

广州已成为城市创新的大枢纽，广州奖收集了来自全球的案例，这些案例被许多城市分享借鉴。我们经常看到一些有创新和富有远见的城市管理者，不畏惧挑战权威，积极学习其他城市的创新发展经验，并运用于自己城市的管理，研讨班正提供了这样宝贵的学习机会。

Guangzhou is seen as the urban innovation hub where the innovation cases in the world are gathered and shared by others. We often see the innovative and insightful city leaders have courage to challenge the authority and learn actively from other cities' successful experiences which are applied in their own city management. This workshop offers us the valuable opportunity to learn from each other.

世界城市和地方政府组织亚太区秘书长
博纳蒂娅
Bernadia Irawati Tjandradewi,
Secretary General of UCLG ASPAC

共同舞台存储知识、分享经验
Common Arena Achieves Information and Shares Experiences

如果城市管理层在执政中面对快速城市化带来的挑战时有强大的能力，城市便能在社会、经济和政治上获得繁荣发展。今天，广州市举办的这一活动与我们有异曲同工之妙。城市有许多可供分享的知识，有很多能被复制的成功经验。但都需要一个共同的舞台来存储、使用、复制这些信息和知识，让其激励更多的人。

Cities can flourish socially, economically and politically if city leaders have strong capacity among the administration and government to face the challenges of rapid urbanization. Cities have enormous knowledge to share and experiences to be replicated. But they need to find a common arena to achieve these information and know-how, and at the same time make it ready to use, replicable and inspiring.

世界大都市协会秘书长菲利普·罗卡
Felip Roca,
Secretary General of Metropolis

"欧洲绿色之都"的创新之路

Innovation Road for European Green Capital

谢莉·纳尼亚

英国布里斯托尔市政厅，布里斯托尔未来—国际事务局长

Shelley Nania

Bristol Futures—International Service Manager, Bristol City Council, UK

布里斯托尔市在智慧城市和城市创新方面做了很多努力。布里斯托尔市已被评为"欧洲绿色之都"，并荣获洛克菲勒"弹性都市奖"。

首先，我想谈谈实物投资方面的情况。我们致力于建设"循环城市"，在使海港重新被利用的同时建立地铁公交系统，重新修建火车站。目前我们已建立了发展绿色低碳商业的新型商业区。

是什么驱使我们关注新型的、数字化的、创新的工作方式呢？首先是经济和环境因素。我们开始关注这些的原因实际上是思考如何在 2020 年实现 40％的二氧化碳减排目标以及如何建立有效的公共服务。我们所说的"有效"是指包容、便捷、高效，与此同时，提高我们的声誉，吸引更多的投资。布里斯托尔拥有较强的高科技、低碳型经济。通过这一点，我们可以提高所做工作的知名度。

我们的城市创新项目基于能源、运输和数据这三个优势。所以，我们必须考虑

Bristol has devoted a lot of efforts to smart city and city innovation. It got European Green Capital status and won Resilient City Award by the Rockefeller.

The first aspect to highlight is its physical investment. We are renewing our railway station. We are regenerating harbor side and putting in place a Metro Bus System. We turned ourselves as Cycle City and got a new Enterprise Zone which features green and low carbon business.
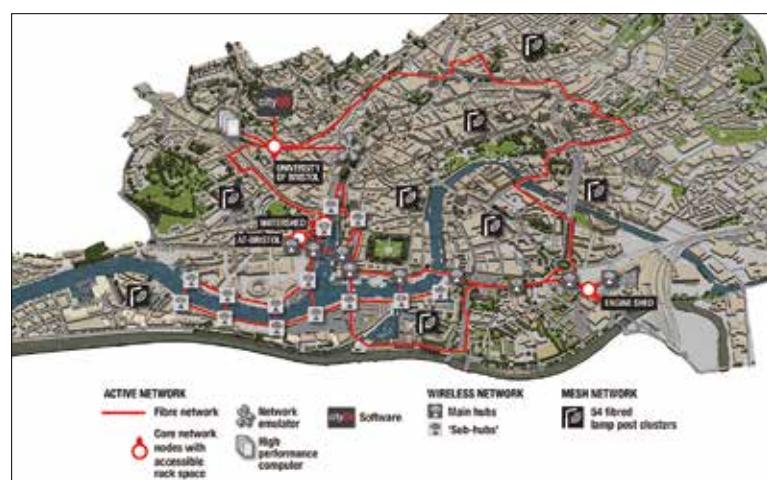
城市作为物联网试验台——"变革的实验室"
City as an Internet of Things Test bed —"Laboratory of Change"

英国，布里斯托尔 Bristol, Great Britain

如何使用该项目所获资金的绝大部分去尝试新的事物。欧盟委员会正在发掘一些项目，如智能测量和电动交通工具。这些项目的关注点都是市民以及如何吸引市民参与到智能能源和科技中。我们已经努力让市民参与到家置应用程序的设计中，该类应用程序可以控制并监视家庭的能源状况。而在城市电动交通工具项目中，市民则参与讨论阻碍人们利用电动交通工具的因素。

交通方面也有很多项目。比如，我们目前正在建设城市运营中心。我们并没有让每个安全系统独立运作，而是在一个单独的运营中心运用科技将所有安全系统联系起来，这样我们就能够连接它们并做出回应。

数据是第三个优势。目前，全市拥有200个数据开放场地。这对于我们鼓励市民和企业利用这些数据来发展新的产品和服务非常重要。为此，我们有两个主要目标：增加透明度和提升公众与邻里参与度。鼓励创新型数字项目能够促进城市发展，提升城市数字创意的知名度。

What drives us to look at new and digital innovative ways of working? The first is the economic case and the environmental case. But the reason we start to look at this was actually how to achieve 40% carbon dioxide reduction target by 2020 and also how to create effective public services. In the effective aspect, we mean it is inclusive, accessible and efficient and also to raise our reputation and investment. Bristol has a very strong hi-tech low carbon sector. Through this, we can raise our profile of what we are doing.

Our city innovation program is based on three strengths of energy, transport and data. With most of the funding we get from this project, we have to think about how we are going to try those new things. And European Commission is finding a number of projects, such as smart metering and electric vehicles, which all focus on citizens and how we draw citizens into smart energy and technology. We have looked into getting citizens involved in designing APPs in their houses which could be used to control and monitor their energy. In our electric vehicle rolling up program for the city, citizens were involved in talking about what the issues were preventing people using electric vehicles in the city.

On transport, there are a number of projects. For instance, we are looking at building a city operation center at the moment. Rather than having separate security systems which operate independently, we use technology in one single center and bring all of those together. So we can connect and respond to them.

智慧能源：风能 Smart Energy: Wind Energy

　　我们联合不同的合作伙伴为城市建造"物联网试验台"，并称之为"开放的布里斯托尔"。启动试验台是为了观察一个开放的、可用程序控制的城市如何解决现代都市问题，比如拥堵、废物管理和应急服务。它采用光纤网络来连接大学、数字创意中心和城市委员会，并且能将收集的所有数据上传到网络。我们正与广州的国家超级计算机中心合作利用这一试验台。我们也非常愿意与其他城市合作。

　　我之前提到遍布整个城市社区的传感器，它能生成数据。我们希望确保市民真

Data is the third strength. We now got 200 data open sites in the city. This has been really important for us in encouraging citizens and business to use that data to develop new products and services. And the two main objectives for that are to promote transparency and increase public and neighborhood engagement. To encourage innovative digital projects boosts the city's economy and enhances its reputation of digital creativity.

We put together with different partners into the city to create an Internet of Things Test bed. It's called Bristol Is Open. It's basically a test bed to look how an open programmable city can be used to address modern city problems like congestion, waste management and emergency services. It uses a sort of fiber network to connect the university, the digital creative hubs and the city council. That overlays with a network which collects all the data and puts it

正参与创建这些传感器，这样，我们才能收集对他们重要的数据。市民在他们的社区内遇到了什么挑战？我们如何打造装备才能真正测量所需的数据并将其上传到网络？理事会正利用欧盟的基金与大学内一个非常活跃的社区中心合作创立"市民传感器盒子"。

除了一直在做的独立项目，我们另一个非常大型的项目刚刚收到欧盟委员会的基金资助，我们将把这一项目"复制"到城市其他区域。该项目正巧名为"复制"，目标是通过创新科技提高市民的生活质量，不过重点是市民参与到打造创新科技的过程中。

我们把在交通、电动自行车、汽车俱乐部计划、电动交通工具充电、节能改造方面做的所有创新努力都运用到布里斯托尔试验区，观察它们的效果。随后，我们将把这些成果复制到城市的其他部分，并与其他城市分享。

不过，更重要的是公民参与。我们所做的一切非常关注公民参与设计。同时，我们不仅关注项目是否会正常运行，还关注市民对于这些项目运作情况的反馈。

into the network. We are working with the National Supercomputing Center in Guangzhou to use this test bed together. We would be very interested in working with other cities as well.

I mentioned the sensors that create data in the community across the city. But we wanted to make sure that citizens are involved in actually creating those sensors, and thus we collect data that is important to them. So what are the urban challenges in their communities and how could we build equipment that can actually measure that data and fill into the network? Through European funding, the Council is working with one of the very active community centers in the university to create Citizens' Sensors Box.

With all the work that we have been doing on separate programs, we just received funding again from the European Commission for a very large project which we will replicate to the rest of the city. It is actually called REPLICATE. The aim of the project is to increase the quality of life for citizens by using innovative technologies, but the focus is on the citizens being involved in the creation of those innovative technologies.

All the work we have been doing is of innovation on transport, e-bikes, car club scheme, electric vehicle charging, and energy efficient refitting package. Putting those all together into a pilot area in Bristol to see how it works, we would be able to replicate to the other parts of the city and also to share with other cities.

But what's more important is citizen engagement. All of that focuses on citizens' involvement in the design and how that project will work as well as a kind of feedback on how it's working for them in the pilot area.

智慧汽车 Smart Automobile

城市合作与伙伴关系中的创新

Innovation in City Cooperation and Partnership

马里乌仕·萨冈

波兰卢布林市议会，战略与投资关系部部长

Mariusz Sagan

Head of Strategy and Investors Relations, Lublin City Council, Poland

2011 年，卢布林开始准备实施《卢布林 2013—2020 发展战略》。策划其主要目的在于取得社会共识，为创建社会网络构建一个机制，使其沟通和联结各种社会力量，为其指明正确方向。我们邀请了约 100 位来自学术界、商界、非政府组织等社会各界人士，共同探讨十年后的卢布林应该是什么样。我们在城市发展委员会下设立了许多小组委员会，在诸如校企合作、生活质量等主题下展开工作。我们共吸纳了来自不同机构、公司等各个方面约 500 名人士加入到我们之中，探讨与卢布林发展相关的重要问题。

首先，和大学的合作至关重要。卢布林花了两年时间来准备和执行这一战略。我们得到了来自不同公立大学各个学院和部门以及来自私立高等教育机构约 80 位到 100 位人士的支持。他们帮助我们制定空间规划。来自经济学学院的工作人员帮助我们准备商业报告，这对卢布林做出商业决定至关重要。如果没有他们，有些问题我们便无法解决。对于卢布林这样一个学术氛围浓厚的城市，你会发现有足够的人能

In 2011, Lublin started to prepare for implementation of *Lublin Development Strategy 2013-2020*. The main aim of devising *Lublin Development Strategy 2013-2020* is to reach social consensus and provide a mechanism for creating social networks which will channel, wind and show the right way for social energy. We invited approximately 100 people employed in different sectors like academia, business, NGOs and so on. What we discussed was what Lublin should look like in the ten years. We created a lot of sub-committees functioning within the Council of City Development and worked on such topics as cooperation between universities and business, quality of life and so on. We managed to engage approximately 500 people from different institutions and companies, discussing on crucial issues related to Lublin development.

First of all, collaboration with universities is of utmost importance. We, as a city, have been working for two years in order to prepare the strategy and to execute it. We are supported by approximately 80 to 100 individuals from different public universities and their faculties and departments and from private higher education institutions. They assist us in spatial planning. Members of staff employed in the Faculty of Economics helped us prepare business reports which are crucial for the economic decision in the city. If not for them, it would not be possible to solve certain problems. In an academic city like Lublin, you will find that the number of these individuals is sufficient for entering into cooperation. Every year we cooperate with approximately 80 scholars from local universities.

加入到合作中来。每年我们都会和当地大学约 80 名学者进行合作。

　　大学是我们的战略伙伴，我们的目标之一是将商业与高等教育机构相连接。所有的城市都在大力吸引投资者。让我们设想一下，现在有一个 IT 投资者想要在波兰开一家分公司，他必须从三个不同的城市中做出选择。我们假设他已经对城市的经济和社会指标进行了详尽的分析研究，最后一步便是对各个城市展开实地考察。卢布林从这次实地调研中胜出的机会为 35%。我们需要认真准备，并且要有许多合作伙伴。假如我们在星期一得知这一消息，而实地考察安排在星期三，如何将城市中的教授、医生、开发商、人力资源管理者等利益相关者们组织起来参加会议呢？为此，我们需要建立一个网络。这不是件容易的事，因为我需要一个 200 人的团队，他们在任何时间接到我的电话，都需要能应邀参会，否则，我便无法成功。事实上，我们是在为潜在的投资者建立一个网络。当然，不论是过去还是现在，你都需要和这些人合作。在实地考察中，投资人会努力获取各种信息。这些信息要从城市的合作者口中获得，而他们需要说一些城市的好话。然而这非常困难，因为一般来说人们不会总说城市的好话。这就是一种平衡，你需要为这个 IT 公司选择正确的人，向潜在投资者传达与城市相关的正面信息。

　　卢布林正着力发展 IT 和高科技领域。再次，我们需要和当地非政府组织、学生机构以及对 IT 感兴趣的人士建立伙伴关系。正因如此，我们在卢布林创造了一种"IT风尚"。五年前，这一领域的会议每年只有 5 场，如今这一数字已超过了 100。我们是怎么做到的呢？我们向学生组织提供少量的资金，他们组织了会议，吸引参会者，并承担主旨发言人的费用。发言人的费用由非政府组织和学生机构负责。

　　卢布林是集群发展的积极参与者。卢

卢布林医学院 Lublin Medical School

　　Universities are our strategic partners and it is our aim to connect business with higher education institutions. All cities put a great deal of effort to attract investors. Imagine that there is an IT investor who is planning to open another branch in Poland, he must choose one of three different cities. Let's assume that he has already conducted a detailed analysis of economic and social indicators. The final stage is to have a site visit in each city. We have approximately 35% chance of being selected for this site visit. We have to be well-prepared and have a network of partners. Imagine that we get this information on Monday and the site visit is planned for Wednesday. How to organize the meeting with important stakeholders in the city, such as professors, doctors, developers, HR specialists? In order to be able to do it, I have to build a network. It is not an easy task because I need a group of 200 individuals who will answer the telephone when I call them and agree to attend the meeting. Otherwise, I will have no chance to be successful by the end of the day. So, in fact, we are creating the network for the potential investors. Of course, you have to work with these people before and now. During a site visit, investors will be looking for information. And this needs to be heard from partners who always say good things about the city. This is, however, really difficult because people in general don't always want to say good things about the city. This is a sort of balancing—you have to choose the right person or the right site manager for the IT company to present a good message about the city assets to potential investor and so on.

　　We are focusing on the IT and the high-tech sectors. Again, we have to build partnerships with local NGOs, student organizations and with people who are enthusiastic about IT. We were able to create a kind of "fashion" for IT in Lublin. Five years ago, in this sector, there were only five conferences held each year. At the moment, however, there is over one hundred. How is it possible? We provided student organizations with a small amount of money and as a result,

布林最重要的组织之一是医疗集群——卢布林医药，我们还有 IT 集群和生物科技集群。为什么我们要这么做？因为在此之前，整个生态系统中没有人愿意承担这一责任。作为卢布林城市管理部门，我们有能力这么做，也有能力组织起整个生态系统。不仅如此，我们也积极与周边城市和城市圈在这一方面展开合作。

发展外部关系是《卢布林 2013—2020 发展战略》开放性的第二个目标。将拥有相同特点、面临相似问题、怀有共同愿景的城市联结成合作网络，参与其中是城市学习过程的关键。不仅如此，我们还有一个重要的项目叫作"东方能力中心"。我们的重点在东部，特别是乌克兰。我们和乌克兰的 11 座城市签署了协议，与 8 个乌克兰城市建立了伙伴关系。我们想要成为乌克兰和欧盟之间的"守门人"。卢布林拥有一个集城市、乌克兰大学、当地学校、商业、商业组织为一体的网络。我们的战略目标是，成为乌克兰市民在学习、购物、投资和汇款的首选地。

另外一个例子是商业国际化。对较大的城市来说，与欧洲和美国的创新中心建立更紧密的联系等同于开辟新的市场。转移创新和交流知识将促进这一过程的发展。城市间的合作机制和公司间的合作非常类似，每一个城市的参与者都有机会从协同合作中获益。我们是怎样和企业，特别是中小企业合作的呢？总体来讲，卢布林当地的企业并不强大，所以我们需要帮助他们发展壮大。卢布林有一家拖拉机企业 Ursus，他们是城市扶持企业发展的典型案例。Ursus 计划每年至少生产 1 万辆到 1.5 万辆拖拉机。针对其需求，我们通过政治渠道，向埃塞俄比亚政府推荐这一公司，与其签署了 3000 辆拖拉机订单。能签署这一订单这并不容易，成功的主要因素是波兰政府向埃塞俄比亚政府提供了

关键数据 Key Statistics

they organized a conference attracting visitors and paying for keynote speakers. We did not pay them. It was NGOs and student organizations that did it.

We, as the city, are an active player in cluster development. One of the most important organizations is the medical cluster—Lublin Medicine. Additionally, we also run an IT cluster and a biotechnology cluster. Why we? Because nobody else in the ecosystem wanted to do this before. We, as a municipal administration of the city of Lublin, have the power to do this and organize the ecosystem. Moreover, we actively cooperate with surrounding cities and the metropolitan area in that field.

Development of external relations is the second objective in the development area—openness in *Lublin Development Strategy 2013-2020*. Participation in collaborative networks connecting cities having similar features, problems and aspirations is the key in the learning process that cities go through. Furthermore, there is a Center for Eastern Competencies—another project of considerable importance. We are focusing on the east, especially on Ukraine. We signed agreements with eleven Ukrainian cities and we established partnership with eight cities in Ukraine. We want to be a gatekeeper between Ukraine and the European Union. We have a network of cities, Ukrainian universities, local schools, local business and local business organizations. Our strategic aim is to be the city of the first choice by Ukrainian citizens in terms of studying, going shopping as well as investing and transferring money.

One of the last examples is business internationalization. It becomes natural that for larger cities building stronger links with creativity centers in Europe or USA is equivalent to looking for markets and it can be strengthened by transferring innovation and creative exchange of knowledge. Mechanisms of cooperation between cities resemble the mechanisms created between companies in the sense that each urban player has an opportunity to benefit from synergistic flow. How do we cooperate with companies, especially the medium and the small sized ones? Our local companies are not strong in general, so

贷款（发展援助的形式）。我们在国家层面有伙伴关系，和地方商业合作。我们希望支持企业的国际化进程。同时，卢布林还购买了当地工厂生产的60辆无轨电车和公交车，这也促使厂商开始生产电动公交车。我们的计划是在明年将其出口到欧洲，甚至中国。

最后一个例子是交通基础设施。卢布林市政府拥有卢布林机场60%的股份。政府支持机场和航空公司的协议谈判。建设一个机场非常有挑战性，因为很少有乘客愿意从一个新机场起飞。为了让卢布林机场走向世界，卢布林机场的负责人和政府代表在全世界奔波，和航空公司谈判。我代表卢布林参与了这一过程。这虽然是项艰巨的工作，但也非常有意思。尽管我们距离每年600万乘客的目标还有一定距离，但我们正一步一步地依靠伙伴网络向前迈进。其中，有一个伙伴关系非常重要，那便是我们和罗马尼亚城市蒂米什瓦拉的合作，有一家航空公司的总部就设在蒂米什瓦拉。由于和当地市政府的良好关系，我们得以邀请到该公司的航班前往卢布林。

在普华永道最近的排名中，卢布林在生活质量这一排行榜上位列第一。我们是波兰教育的领导者之一，我们拥有顶尖的交通系统。在未来四年到五年时间里，我们将创建一个完全不同的城市。为什么？因为我们发动人民，创建伙伴关系。如果你也有好的共同战略，你也可以从国际城市排行榜的末尾上升到中游，或许在未来的日子里名列前茅。卢布林就是一个很好的例子。

we need to support them so that they could grow. A tractor company located in Lublin, Ursus, is a perfect example of city's support. They would like to achieve a certain scale of production, minimum 10 to 15 thousand tractors per year. Responding to this need, through our political channels, we were lobbying a contract with Ethiopian government for 3000 tractors. It is not easy to reach this agreement. The main reason for it is Poland goverment offers loans for the Ethiopia (Development Aid Form). We have partnership at national level with local business. We aim to support them in the internationalization process. Also, we bought 60 trolleybuses and buses produced in our local plant and that allowed for starting production of electrical buses. The plan is to export them next year to not only European cities but also Chinese cities.

The last case is transportation infrastructure. Municipal government of the City of Lublin owns Lublin airport and we have 60% share in this business. We are supporting the airport in negotiating contracts with carriers. It is a considerable challenge to open an airport. It is a very difficult job because of a small number of passengers who would like to fly from a new airport. In order to help the airport go global, the head of Lublin Airport and a City of Lublin representative were traveling around the world in order to negotiate with carriers. I was also travelling with them, presenting the potential of the city, whereas they were presenting the potential of the airport. Not only is it hard but also interesting work. Although there is a long way ahead to reach a number of six million passengers a year, we are going step by step and using our partnership networks. One partnership is of particular importance—it is our cooperation with the City of Timisoara in Romania where one of the airlines has its headquarters. Due to good relations with city authorities, we were able to encourage local carriers to come to Lublin.

Lublin is the number one in terms of quality of life in the recent PwC (Price waterhouse Coopers) ranking. We are one of the leaders in education in Poland and we have the best transportation systems. In four to five years, we will have managed to build a completely different city. Why? Because we engage people and create partnerships. Lublin is a good example and if you have a good, common strategy, you can move from the last place in the national rankings of the cities to the middle and probably to the top in the next couple of years.

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信息技术在城市创新中的应用

Information Technologies Applied in City Innovation

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当今世界城市化进程越来越快，信息技术发展突飞猛进，但依然缺乏人人平等的思想。目前居住在城市中 30 岁以下的人占了世界总人口的一半。从两年前开始，世界上 45% 的人都在使用互联网，而且数字每秒钟都在发生改变，全世界的移动设备已远远多于世界人口总数，然而，依然有五分之一的人生活在贫困之中。我们的未来会怎样？未来，会有更多的年轻人，也会有更多的城市、更多的移动设备。人类花了一万年的时间才达到目前的城市规模，但在未来五十年，城市的数量将翻一倍。城市的爆炸式增长，无论在速度上还是规模上都是前所未见的，需要我们采取新的策略来应对。

城市不断有新的创造力。城市是创新的摇篮，是经济增长和社会福利体系健全的基础和引擎。最简单的定义指城市有三大组成部分：人、石头和规则。人类社会伊始，人们聚集在一起，标识出地界，规划每一个区域的功能。如今依然如此。其

Our world is young, urban and mobile but still without equity. Half of its population is under 30 years of age and lives in cities. Since 2 years ago, there have been more mobile devices than people in the planet. 45% people of the world uses Internet and this number changes every second. But still one fifth of the world population lives in poverty. What's coming afterwards? We can expect more youth, more mobile devices and more cities. In the next 50 years we have to double up a city stock that took us 10,000 years to build. The scale and rate of this explosion is unprecedented and demands new strategies.

Creativity increases in cities. Cities are cradles of creativity and engines of economic growth and social well-being. In a minimalist definition, cities are assemblages of three components: people, stones and rules. At our humble beginnings, we came together, marked the territory and agreed on what to do there. It still remains so. Other definitions of cities contemplate assemblages of territory, authority and rights. But basically it's the same components, for common people like us. We talk about citizenship, environment, and government.

As we incorporate the digital world to our cities, we add efficacy to rules through e-government. Those of you coming from India have a strong experience of what e-government is because India has built a strong expertise in the last 20 years. On the other hand, smart cities give consciousness to
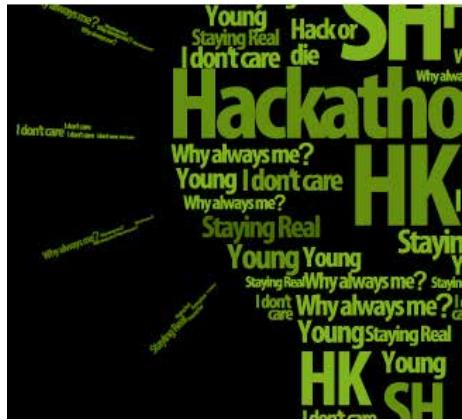
黑客马拉松 Hackathon

他关于城市的定义有城市是由疆土、权威和权利组成的整体。对我们普通人来说，两种定义基本上由相同元素构成，即正如我们常常说——公民权利、城市环境和政府。

我们打造数字城市，如今利用电子政务提高政府办事效率。各位来自印度的朋友拥有丰富的电子政务经验，这是因为印度在过去 20 年间建立起了强大的电子政务系统。另一方面，智慧城市通过为我们的物质基础设施增添了传感器、网络和逻辑分析法使砖石瓦砾有了思维。但在联合国人居署，我们认为还有另一个领域值得大家关注：赋予人们言论自由和影响世界的权利。这也是我们发起"数字城市"的契机。我们希望这个新的数字世界能提高规则的效率，让砖石瓦砾拥有思维，给予人们发声和影响世界的权利。我们是怎么做的呢？通过分析人类、规则和基础设施之间的关系，城市马上就会发生转变。城市的转变创造了互动的网络，人们为了相互联系聚在一起，采取集体行动。互动是人类集体思维的城市突触。

也许不是所有人都使用优步（打车软件）和空中食宿（房屋租赁软件）这样的软件，但我们都用维基百科。这种良好的交互空间引领人类走入两个全新领域——

stones by adding sensors, networks and analytics to our physical infrastructure. But at UN-Habitat, we believe there is a third area that needs attention—to give people voice and influence. That is where the initiative of Digital Cities comes into the picture. We want this new digital world to add efficacy to rules, give consciousness to stones and provide voice and influence to people. How do we deal with it? It helps when we look at interactions among people, rules and stones. Cities are about transactions. Transactions create networks of interaction. We got together in order to connect, to relate to each other and to act collectively. Interactions are the urban synapses of our collective brain.

Maybe not all of us use Uber and Airbnb, but we do use Wikipedia. They exemplify how this space of interfaces has allowed us to go to two new territories: a sharing economy where people consume and produce in collaboration; and an access economy where we can contact and interrelate with everybody else. Digital Cities works in this space of interfaces. Digital Cities is a framework for understanding what's going on between the digital world and the built environment. But it is also a way of creating tools and resources for us to interact in this space of interfaces.

Digital Cities has three layers: Platforms of Knowledge, Ecosystem of Interactions and Interfaces for Governance. Why do we have three layers? Because we want to increase people's awareness, empower their decision-making, increase their strategic influence and open up new paths for social change.

Platforms of knowledge structure have the expertise for open collaboration, with data, analytics, visualization and cooperation tools. UN-Habitat in Mexico is working on two platforms of knowledge: City Prosperity Index and City Resilience Profiling Program to measure urban prosperity and resilience in 156 cities among the country.

Ecosystems of interactions engage citizens in collective actions. We provide enabling environment for stakeholders to set goals, and provide common tool kits to solve specific challenges. As a result, knowledge and interactions orchestrate flows of actions through instruments we call Interfaces of Governance. City Changer Labs are one of our ecosystems of interaction where we engage youth to solve urban issues with mobile technologies, innovation and technology. We help youth, 18 to 29 years old, become partners and leaders of urban development by applying their collective intelligence to solve concrete city problems, incubate their ideas to become commercial products and launch high-tech start-ups with high social impact to open up new economic opportunities for them.

How do we do it? We detect talents, support development of ideas, and encourage turning these ideas into business. We start with a talent competition

移动技术 Mobile Technologies

人们协作消费和生产的共享经济以及人类互联互动的使用经济。数字城市就在这样的交互空间中展开，它是人们了解数字世界和城市环境之间相互关系的框架。数字城市也为我们在这个交互空间的互动提供了工具和资源。

数字城市由三大层次构成：知识平台、互动生态系统和政府用户界面。为什么有三个层次呢？因为我们想增强民众的意识，赋予其决策权，提高其战略影响力，为社会变化开辟新道路。

知识平台构建了一个开放合作的结构，将数据、分析、可视化和合作工具融为一体。墨西哥的联合国人居署正在打造两个知识平台，它们分别为城市繁荣指数和城市韧性分析项目，通过这两个项目对156个城市的繁荣和韧性进行评估。

互动生态系统让市民参与到集体行动中。我们为城市利益相关者提供有利的环境，方便他们设定目标，为解决特定挑战提供工具。因此，知识和互动通过政府用户界面而行动起来。城市变革者实验室是我们互动生态系统中的一个项目，通过这一项目我们组织青年人用移动技术、创新和科技来解决城市问题。我们帮助18岁到29岁的青年人成为城市变革的伙伴和领导者，我们利用他们的集体智慧去解决具

where youth from different backgrounds and educational profiles get together to work in multi-discipline teams. We look for "glow in their eyes", a passion to change the world. We engage 3 profiles of interest: social entrepreneurs, code developers as well as designers and communicators. Their challenge is to develop in a short period of 36 hours a functional APP prototype that solves particular city problems. A jury of notables selects winners to pass to a second phase where they develop their prototype into a commercialized product through a new start-up of their own. Mobile devices become the magnet for engaging youth. Innovation processes channel their creativity to deliver socially relevant technology. So we create communities of serious and productive entrepreneurs.

So what do we do with Digital Cities? We let people connect, relate and act in contexts of shared knowledge to co-create tools for governance and better cities. Collective Intelligence emerges then as a social resource to increase awareness, improve education, promote participatory policy-making, reach agreements on standards, construct projects and provide assistance. With collective intelligence, we believe citizens can build a creative and prosperous urban planet.

体的城市问题，将他们的想法变为商业产品，开发具有较高社会影响力的高科技创业项目，为他们提供新的经济机会。

我们是怎么做的呢？我们发掘人才，支持他们的想法，鼓励他们将好的点子转化为商业价值。首先我们举办了一个人才竞赛，这个竞赛对教育水平没有要求。由于这一竞赛，不同背景的青年人聚集在一起。我们要的就是他们"熠熠发光的眼神"，那是充满激情的眼神。我们还将三种类型的青年人组合在一起，他们是社会企业家、程序员和通信员。他们的挑战是在36个小时内开发一个能解决具体城市问题的应用程序原型。评审会从中选出获胜者进入第二轮。在第二轮中，选手要将应用原型发展为一个商业产品，并基于这一产品建立他们自己的初创公司。移动设备成为吸引青年人加入的磁石。创新的过程将他们的创意转化为与社会相关的技术。通过这一竞赛，我们创造了一个严肃又高产的企业家群体。

那么我们怎么建设数字城市呢？我们让人民相互联通，在共享的知识平台行动，共同为更好的管理和城市创造工具。"集体智慧"随即诞生，它是一种增强意识、提高教育水平、促进政策决策参与度、达成一致标准、建设项目和提供支持的社会资源。通过运用集体智慧，我们相信市民可以创造一个创新并繁荣的城市化地球。

数字城市的畅想 Imagination of Digital City

大数据和城市治理

Big Data and Urban Management
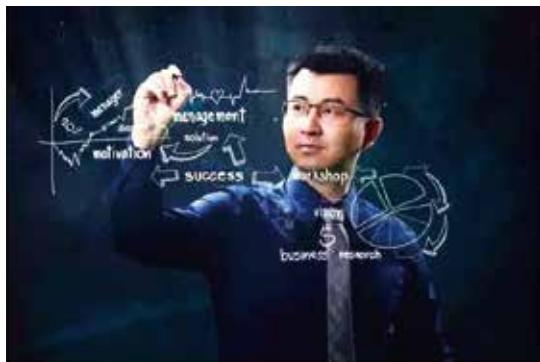
涂子沛　阿里巴巴集团副总裁
Tu Zipei　Vice President of Alibaba Group

　　大数据会给城市治理、国家现代化带来新的机遇。在未来的智慧城市里，运用大数据可以更有效治理城市。

　　如果中国所有收费站的数据实现云上联通，而且有一个大数据平台，那中国的交通治理问题就会大为改观。我曾经听说过这样一个故事。在美国佛罗里达州的一个小城市发生了一起恶性交通事故，肇事原因是一名退休警察超速行驶。当地一名女记者对此进行了调查。她利用收费站的记录查明原因。此次事件证明，通过大数据，交通问题可以得到解决。

　　其实中国的城市也可以通过大数据更好地解决交通问题。如果每一辆车行驶过每一个收费站的时侯，都能够实时调取上一个收费站的数据，进行计算，如果超速，立刻进行处罚，对高速公路上的超速行为，就能形成一种更加有效的监测。

　　现今监测的主要手段是警察巡逻加上雷达测速，这种方法使人力成本、时间成

Big data will bring new opportunities to city governance and modernization of the country. In the future, applying big data could make governing the smart city more efficient.

If all data of China's toll booths could be connected through the cloud, with a big data platform provided, China's traffic governing would be improved dramatically. I have heard a terrible accident caused by a retired police officer who drove over the speed limit in a small town of Florida. Through an investigation of the toll station's records by a female journalist, it proves that traffic problems can be solved by big data.

China's cities can better solve the traffic problems by using big data. If every car's data in the last toll booth can be collected and processed when the car passes through the second one in real time, over speeding cases will be punished immediately, which is an effective supervision for driving over the speed limit on the expressway.

The detective measure we adopt now is police patrol and radar detection, which is very expensive in terms of manpower, time and equipment it consumes. Besides, this method of detection belongs to spot detection which means it is very limited. However, the above mentioned measures can monitor all the vehicles on the road so that drivers will not take chances.

本和设备成本都很高，而且实施范围有限，属于"点监测"。而上述的方法，可以监测一条道路上行驶的所有车辆，是全样本监测，可以打消驾驶员的侥幸心理。

如果运用大数据的技术和方法，这种方法几乎不增加成本。中国有成千上万个收费站，也有数据，但缺少的是对数据的整合和使用。技术方案其实也有，那就是把一个地区所有收费站的数据都放到同一片云上，每一个收费站都可以实时分析和整合其他收费站的数据。这意味着集中存贮，但这只是第一步，要实现实时监测，还需要一种"大计算"的能力，在每一台车经过每一个收费站的时候，都要经历一次计算，即在云上调取这台车在其他收费站的记录，实时进行计算，判断它是否超速。

这种计算，解决的其实不仅仅是超速问题。试想，同样一部车，可能某个时刻出现在城市的东面而几乎同时又出现在城市的西面吗？这种计算，其实可以掌握每一台车的运行轨迹。

也就是说，如果一个城市所有收费站的数据能够放到同一片云上，就可以解决一个城市的问题，如果是一个省，就可以解决一个省的问题。再把单位放大，那就是一个国家，如果中国所有收费站的数据实现云上联通，而且有一个大计算的平台，那中国的交通治理情况就会大为改观。超速车、套牌车或者黑车在全中国都将没有生存之地。

现实可应用的场景其实还远不仅如此。事实上，中国的交通数据远比美国丰富，除了收费站有大量的数据，很多中小型城市都已经在主要的路口和路段安装了照相机、摄像机。每一部经过的车辆，都至少留下了一张照片，通过照片，可以识别车辆的车牌号码，识别的正确率，目前的技术可以轻松达到 98% 以上。可以想象，如果把这些数据全部都放到一个大计算的平台之上，进行实时的计算，又可以发现多少隐藏的

涂子沛与多个城市管理者进行对话
Tu Zipei is discussing with other city managers

Applying big data will not increase costs. China has millions of toll booths with a large amount of data, and all we need is to integrate and use those data. Technological plans have already existed, which is to put data of a certain area's toll booths on the same cloud, and every toll station can have real time data analysis and integration with other toll booths. Collective data storage is just the first step, and real time monitoring also requires big computing. Computing takes place when a car passes through a toll station by accessing its data in other toll booths from the cloud and conducting real time computing to see whether it is driving over the speed limit.

This computing can solve more than the problem of over speeding. As it is impossible for a car to exist in two different places at the same time, this computing can actually capture the tracks of every vehicle.

In another word, by uploading data of toll booths to the same cloud, a city or a province can solve its own problems. Moreover, to put this method in a larger background, it can solve a country's problems. If data from all the China's toll booths can be connected through the cloud, with a big data platform, China's traffic will be greatly improved. Over speeding and illegal cars will find no place to exist.

Actually, we can do better than this. China's traffic data is richer than that of the United States. Apart from abundant data from toll booths, a lot of small and medium-sized cities installed cameras on major roads and intersections, which can take at least one photo of every car. We can identify car plate through the photo and the accuracy

演讲现场 Lecture Scene

规律、异常的现象或者潜在的问题呢？

例如，我们可以实时、准确地获知每一条道路上的平均车速（这是目前困扰智慧交通建设的一大难题），如果这些数据可以实时推送给路上的用户，让他们及时掌握最新的交通信息，就可以优化自己的交通行为，不至于都堵在一条路上。又例如，如果一台从来没有出过县城的车，有一天突然穿越了几个省份，一直驶向一个方向，是否值得特别关注呢？这些都可以通过数据的计算自动地获取。

目前，这种大计算的平台也已经成熟，阿里云的飞天平台就是中国自主可控的大计算平台，阿里巴巴的电商平台就架设在飞天之上，2014 年的"双十一"，平均每一秒钟，阿里云要处理 8 万笔交易，即一秒钟要完成 8 万次计算。毫无疑问这在全球是第一的。

这才是"云"的真正力量，其力量不在于集中存贮、节约成本，而在于"计算"，在于提供一个大计算的平台。这种计算的能力，可以把全国的车辆在几秒钟之内全

of current technology is above 98%. It's conceivable that uploading all those data to the same big computing platform and having real time computing will definitely reveal more hidden rules or other potential problems.

For instance, we can accurately collect average car speed on every road in real time, which is a big headache in the traffic construction of smart city. If those data could be sent to users on the road, allowing them to know the newest traffic information, they can optimize their travel plans and avoid being stuck on one road. What's more, for a car that has never gone out of a county but suddenly travels across several provinces toward one direction, is it worth noticing? This information can be automatically collected through data computing.

At present, this kind of big computing platform is already mature. The Aliyun Apsara Cloud platform is a big computing platform independently controlled by China. Alibaba's e-commerce platform is built on the Apsara Cloud platform. Alibaba's online retail platform Taobao, supported by Aliyun Cloud services, made it possible to create 80,000 orders per second at 2014 annual online shopping spree "Double 11". This speed of computing is absolutely the top of the whole world.

The real power of the Cloud does not lie in its storage and cost conservation but in its computing platform. Its computing capacity can process all the vehicles' data, as well as the new videos, photos, threads, content of Wechat and Weibo of the country in just few seconds. This type of big computing can also be applied in other sectors of our daily life. When you search or purchase things in Taobao, which we are all familiar with, your records will be kept. Processed by cloud computing, we can capture your recent purchasing patterns. For another example, we know that women go shopping when men are watching TV by using big data.

In this regard, big data just shows the problems and phenomena, and it is big computing that reveals the nature. Data needs to be connected, integrated or uploaded to the Cloud before it creates value. However, we need big computing to solve the problem.

The last thing is about data opening, making data flow and integrate freely and allowing the public to access the data. This does not mean to open personal data. Instead, government and company should open their data to the public as much as possible. Data opening does not have to be free, because data is a kind of assets for companies which can

部计算一遍。当然，它也可以在几秒之内把一个国家当天产生的视频、照片、网络新帖、微信微博全部计算一遍。类似于交通领域的这种大计算其实可以推广应用到其他很多国民生活领域。大家都知道淘宝，每一个人在淘宝搜索或者购买过东西，就都留下数据，通过大数据云计算，就知道你最近的购物行为。再例如，我们知道当男人在看足球的时候，女人在逛街购物，这些都是通过大数据显示出来的。

就此而言，大数据只是问题和现象，大计算才是能力和本质。数据要产生价值，首先要联通、要整合，也就是需要上云，而最终，是需要大计算的能力来解决问题。

最后就是关于开放数据，让数据自由地流动，让数据自由地整合，让社会和公众

be disclosed free of charge or vice versa. Now, we don't have a complete legal system of data opening. The development of economy, society and information technology is increasingly depending on big data, which can promote economic and technological innovation. The opening and sharing of data is a new trend in the global reform of city governance, and it will help to build an open, service-oriented modern society.

也能使用这个数据。但并不是说开放个人的数据，而是政府和企业的数据能够开放给社会和公众。开放也并不等于免费，数据对于企业来说也是资产，它可以免费提供，但是也可以以收费的形式促进数据和社会的自由流动。现在关于数据开放还没有完善的法律法规，经济社会和 IT 技术的发展越来越依赖于大数据，因此大数据能够促进经济和技术的创新。数据开放和共享是全球城市治理变革的新趋势，数据开放与共享有利于建立开放型、服务型、现代型的社会。

阿里巴巴的阿里云展示区 Exhibit of Alibaba's Aliyun

可持续城镇化已成全球趋势

Sustainable Urbanization Has Become Global Trend

阿利乌尼·巴迪阿尼
联合国人居署项目司司长
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可持续发展

在我们现在所处的时代中，可持续发展以及城镇化面临着巨大的挑战。数十亿的居民仍然生活在贫困中。在一些国家和城市里，人们的生活质量得到了提高。但同时，南北国家之间在机会、财富与权利方面还存在着巨大的差距。性别不平等仍然是一个主要挑战。亚洲女性的领导地位也在降低。全球卫生，愈加频繁和强烈的自然灾害，地区冲突，暴力极端主义，恐怖主义以及人道主义危机不断地威胁我们数十年来所取得的发展成果。

为了解决这些问题，2014 年 9 月，在联合国总部纽约，国家元首和政府首脑通过了新的世界发展议程，确定了 17 个可持续发展目标以及 169 个整体的、不可分割的相关指标。世界各国领导此前从未在如此广泛普遍的政策议程上承诺共同行动、共同努力。无论是对于我们联合国人居署，还是对于我们所有强大敬业的伙伴，例如

Sustainable Development

We are meeting at a time of immense challenges to sustainable development and sustainable urbanization. Billions of our citizens continue to live in poverty. There are rising qualities within countries and cities. There are enormous disparities among opportunities, wealth and power between the north and the south. Gender inequalities remain a key challenge. Woman's leadership in Asia is declining. Global health, more frequent and intense natural disasters, regional conflicts, violent extremism, terrorism, and humanitarian crisis threaten much of the development progress we have made in recent decades.

In order to solve those problems, in September, 2014 in the UN headquarter in New York, heads of state and governments have adopted the new agenda for development of the world with 17 sustainable development goals (SDG) and 169 associate targets which are integrated and indivisible. Never before have world leaders pledged common action and endeavor across such a broad and universal policy agenda. For us, in UN-Habitat, and for all our strong and highly committed partners, such as UCLG and the global task forces of local authorities, we acknowledge and celebrate the adoption of Goal 11 with objectives to make cities and human settlements inclusive, safe, resilient and sustainable. For those elements of the new urban agenda to be

世界城市和地方组织以及地方的全球专题小组，我们感谢以及庆贺"目标11"的通过，这一"目标"意欲使城市和人类居所变得包容、安全、坚韧、可持续。对于所有的城市倡导者、城市领导、市政工作者以及大部分的民间学术团体来说，新的城市议程成为可持续发展目标的一部分是一个巨大的胜利。

　　在此，我想特别指出"目标11"中的一些内容。

　　第一，是保证全民都能拥有充足、安全、实惠的住房以及基本服务并改善贫民窟环境。但遗憾的是，仍然有超过8亿人生活在南方的贫困国家。而我们发现贫困不仅仅关系到南方国家，也关系到北方国家，尽管它们被认为是世界经济合作组织中的北方国家。随着很多难民逃往欧洲海岸，欧洲在历史上首次对它本身的正义感、韧性以及应对能力提出了质疑。曾经，我们的社会有能力让人们过上有尊严的生活。但是一个母亲背着一个婴儿，拉着一个蹒跚学步的小孩在零度的天气下走向欧洲海岸，这世上怎么可能会发生这种事情呢？我想这不只是对欧洲的呼吁，更是对全球的呼吁。我们所有人都需要贡献自己的一份力量。但这能否减少死亡人数和受到经济影响的人数，大幅降低水难等自然灾害造成的直接经济损失，同时保护穷人——处于困境中的穷人？亚洲最容易遭受自然灾害。实际上，在过去20年中，世界上超过80%的灾害都发生在亚洲。

　　第二，我们需要特别关注公共空间的问题。为孩子和年轻人等所有市民提供绿色、安全以及便利的公共空间。如何能让公共空间具备强大的活力？我不知道这多大程度上是可能的。但至少40%的城市空间能用作公共空间。在某些国家，某些城市，公共空间还不到10%，而且妇女和孩子还不能正常出入那些公共空间。在规划初期，就需要考虑到好的公共空间。这能让城市

安全、开放的公共空间 Safe and Open Public Space

part of the SDG is certainly a huge victory for all the urban advocates, urban leaders, municipal practitioners and academic civil societies at large.

And I would like here to give you some highlights of those targets in Goal 11.

Firstly, we should ensure access for all to adequate, safe and affordable housing, basic services and upgraded slums. Unfortunately, over 800 million people are still in the global poor south. By the way, poverty is not just about the south; poverty is also about the north, though they are called north of OCED countries. With the huge strike of refugees coming to the shore of Europe, for the first time in history, Europe is questioning its integrity, its resilience and its capacity to cope. Once, our society is certain of the ability to just live a dignified life. How, on earth, is this possible for a mother putting a baby on her back, holding the hand of a toddler, and walking in zero-degree weather, trying to get to the shore of Europe? I think this is not just a call for Europe. It is a global call. All of us will have a role to play. But can it reduce the number of death and the number of people affected by economic loss and substantially decrease the direct economic losses relative to global domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor people in vulnerable situations? Asia is a region that is most prone to disasters. Actually, over 80% of the disasters happening around the world over the last 20 years have been happening in Asian regions.

Secondly, we need also to look particularly at the issue of public space. Green, safe, and accessible public space is provided for all citizens, including children and the youth. How to have a very strong vitality on public space?

乡村地区 Rural Area

通风透气、拥有便利的空间，还能让你们的文化遗产更有价值，就像一种投资。这就是城市基本元素的一部分——安全、开放的公共空间。

第三，我们需要在城市、城市边缘区以及农村之间建立起紧密的社会联系和环境联系。保护我们的农村地区，使其能够支持城市的生命系统，这非常必要。没有农村背景的城市就不是城市。当然，充分的规划可以确保城市一直前进。而破坏农村地区、破坏耕地——则会危害你们的保障系统以及你们的生命。

在我们看来，联合国人居署目前的工作是改进2015年之后的城市发展议程。制定、调整以及适应可持续发展目标的整个过程为世界、为当地政府以及市长提供了一个难得的机遇。联合国人居署及其合作伙伴共同协调城市发展规划，在更广泛的世界发展议程上携手合作。在千年发展目标中，我们不只谈论城市，我们还会谈论

It is possible, I don't know, to what extent. At the minimum, you need 40% of the space in cities to be public space. In some countries and in some cities, there is even less than 10% for the public space. And in these public spaces, women and children cannot access properly. At the early stage of the planning you need to plan for good public space. It gives a possibility to your city to breathe; it gives your city the possibility to have open accessible spaces; and it gives value to your patrimony, like an investment. It's part of those fundamentals that our cities need—safe, and open public space.

Thirdly, we need to put a very strong social and environmental link among urban, peri-urban and rural regions. It's the necessity to conserve our rural areas and to give them the possibility to support the life system in cities. Cities without a rural background are not cities. Of course, full planning will make sure that you always go further and further. And destroying your rural and arable land is compromising your support system and your life.

As far as we are concerned with UN-Habitat, the current work of UN-Habitat is to enhance the urban development agenda beyond 2015. And the process of designing, adjusting and adapting the sustainable development goal presents a unique opportunity for the world, and for local

贫民窟，谈论经济、水资源以及环境卫生。城镇化第一次被视为是促进可持续发展的关键。

我们不能盲目地效仿西方，因为西方国家已经做过了，而我们现在才行动！我认为亚洲、拉丁美洲以及非洲应该走自己的可持续发展道路。他们可以借鉴别人，借用别人的体系。但是他们应该制定自己引以为豪的体系，而且能够管理这个发展体系。这样可以确保设计好未来的城市、大都会和城市中心并促进繁荣发展。但首先要减少贫困，使人们公平地获得基本服务，为城市居民提供平等的机会，创造有利于经济活动和产生就业的环境，保持应对自然灾害的韧性，以及形成更加可持续的能源生产及消耗体系。这个目标必须要保障社会的包容性、知识的形成、公民的参与、良好的规章制度、土地管理进程以及为穷人提供居所。

明年的联合国人居署会议将在 2016 年 10 月 17 日至 20 日在厄瓜多尔的基多举行。我们将有机会提出团结与发展合作的目标。在可持续发展目标和 2015 年后议程的基础上，我们应当为未来 20 年设定一个新的城市议程和联合国发展议程。

可持续城镇化

城镇化是 21 世纪最重要的全球趋势之一。如今，世界上有 54% 的人口居住在城市，而这是一个挑战。城镇是全球重大挑战发生的地方，同时也是充满机遇的地方。城镇化能带动国家经济和社会彻底转型，但是我们必须要管理这个进程。如果做得不好，这是一场灾难；如果做得好，就会带来繁荣。

目前，城镇化面临着许多挑战，在此简要列举。

人口的挑战非常明显。现在有超过 50% 的人口居住在城市里。在 2050 年，将

authorities and mayors. UN-Habitat and its partners took coordinated urban development planning and cooperation into the wider global agenda for development. In the MDG, it's not only urban; we will talk about slums and will talk about economy, water and sanitation. But for the first time ever, urbanization is recognized as the key driver for sustainable development.

We should not just blindly follow the West, because the West has done it, and we have to do it now! I think Asia, Latin America and Africa should follow their own paths for sustainable development. Yes, they can learn lessons and borrow systems. But they should develop their own systems which they can feel proud, and they can manage the system of development. This will help ensure that cities, metropolises and urban centers of the future are designed and generate prosperity. But above all, they need to help reduce poverty, facilitate equitable access to basic services, provide equitable opportunities for citizens and enable environment for economic activities and job creation, remain resilient to natural disasters and form more sustainable energy generation and consumption. The goal must support social inclusion, knowledge generation, citizens' participation, sound regulatory framework, land management processes and principles to deliver shelters and housing for the poor.

UN-Habitat conference next year will be held from 17th to 20th October 2016 in Quito, Ecuador, and it will offer us the opportunities to put forward objectives of solidarity and development cooperation. We should set a new urban agenda and UN development agenda for the next 20 years, based on sustainable development goals and the post-2015 agenda.

地铁人潮拥挤 Crowded Metro

有 50 亿人或者说 60% 的人居住在城市里。从现在到 2030 年，90% 的世界城市人口增长将会发生在发展中国家。发展中国家的青年膨胀现象也是一个新的挑战。同时，在发达国家以及中等收入国家，例如中国，人口老龄化也带来了很多困难。由于医疗进步以及良好的健康状况，人们的平均寿命增加。那么我们要如何应对人口老龄化呢？而另一个问题是：发达国家的城市人口正在减少，这会带来巨大的经济影响。

城市的环境挑战是一个很难处理的问题。城市是造成全球变暖的主要因素，人类活动导致的温室气体中，有 30% 是在城市产生的。在应对气候变化引起的灾害时，人类也很脆弱，因为有 40% 的世界城市居民住在离海岸不到 100 公里的地方。我们高度依赖化石燃料，95% 的城市交通使用石油，导致城市密度低、形态不规则。怎么解决这个问题？从使用汽油转换到使用
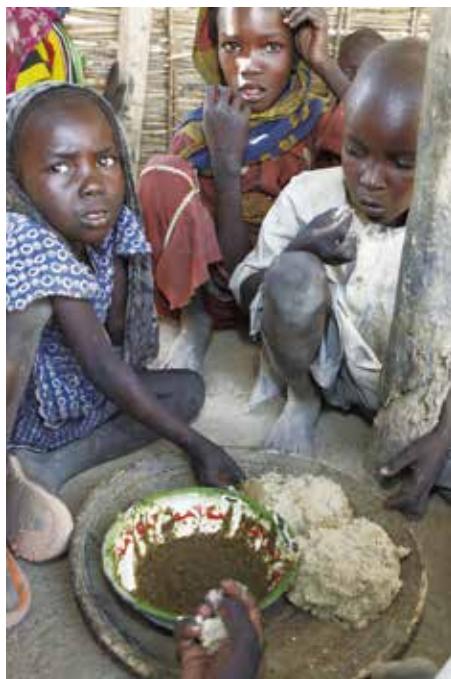
一些欠发达国家的生存危机更加明显
The survival crisis is obvious in the less developed countries

Sustainable Urbanization

Urbanization is one of the most significant global trends of the 21st Century. Today, 54% of the world population is living in urban places and this is the challenge. Cities and towns are the loci of significant global challenges but also opportunities. Urbanization is a vehicle for national economic and social transformation, a radical one, but we have to manage the process. If it's wrongly done, it's a disaster; if it's well done, it's for prosperity.

As far as I am concerned, urbanization is confronted with the challenges below.

The demographic challenge is very clear. More than 50% of world population is now living in urban areas. Five billion people or 60% (of world population) will live in urban areas in 2050. 90% of the world urban population growth between now and 2030 will take place in developing countries. The youth bulge in developing countries is the new challenge. But at the same time, the aging population in developed and middle-income countries, such as China, brings a lot of challenges. Life expectancy is improving thanks to medicine and good health. But what do we do with our aging population? It is the city's challenge. Shrinking urban population in developed countries is also another reality and that has huge economic implications.

Urban environmental challenges are one of the most difficult problems to manage. Cities are major contributors to global warming and 30% of human-induced greenhouse gas is produced from there. People are vulnerable to climate-change-related disasters, as 40% of the world's urban population lives in less than 100 km from the coast. People are highly dependent on fossil fuels: 95% of urban transport uses petroleum, resulting in low density and sprawling urban forms. What to do with that? It's very difficult to change from petrol to electrical energy. Access to water, sanitation and waste management is of low levels, especially in slums. Many climate change mitigation and adaptation actions must take place in urban areas. And this is where mayors are looking for opportunities to cooperate.

In terms of urbanization, the other problem is on urban-rural linkages. In this one, a lot of inhabitants are trying to cluster here. What you call basic services is very critical in what I call fundamentals of managing the cities. Water and sanitation are critical. Water is life; sanitation is also very important. You have to be aware that there are more and more what we call thirsty cities, because they don't have access to water. They are one thousand kilometers away from water and sometimes a hundred kilometers away from

电能是非常困难的。获取水资源、环卫以及管理废物的水平低下，在贫民窟尤其如此。城市一定要做出行动，缓解和应对气候变化。这也是市长寻求合作的机会。

城镇化需要考虑的另一个问题是城市与农村的联系。首先，很多居民会聚集在一起。你们所说的基本服务在城市管理中至关重要，水和卫生很关键。水是生命。卫生也非常重要。你们得明白，所谓的"干渴城市"越来越多，因为它们无法获得水资源。它们离水源有 1000 公里远，离城市也有 100 公里远。有了水资源，还要对水进行净化，保障水源的卫生。你们需要了解周围情况再打井抽水。流动性是城市发展的关键。另一个问题是排水系统。当你们面临着环境挑战时，你们必须在排水系统上做出投资。但是，市长们不喜欢对排水系统做投资，因为成本很高。排水系统建在地下，而且一定时间后必须要重建。能源问题（可再生能源，能源效率以及便利实惠的现代能源服务）也很关键。

在欠发达国家和中等收入国家，能源和食品安全正引起巨大的社会动荡。有时我们忽视了食品加工的情况，但是这关乎我们健康。如果我们没有清洁能源和食品安全政策，城市也许会陷入困境。

城镇化现在处于相对较弱的全球经济背景下。从 2008 年开始，全世界面临着巨大的经济和金融危机，首次引发了购房热潮。房子不仅仅是一件商品，它成为了市场商业投机活动。目前为止，也许美国和欧洲的经济好转了一些，但是危机还没有消除，我们需要处理危机。很多发达国家的经济增长率较低。当然更不用说在过去六个月发生的事情。不管是在城市还是农村，机会不平等的程度加深。城市的社会问题非常严重，我们不能掉以轻心。

在水资源缺乏的尼泊尔，人们要排队接水
In water-scarcity Nepal, people are lining up to take water

cities. And you need to have water and manage it to ensure the sanitation. You cannot pump water without knowing what is going on. Mobility is the key for city development. Another is drainage system. When you are facing this environmental challenge, you have to invest in drainage system. But mayors do not like drainage investment. It is a high-cost one. Drainage is underground. It has to be rebuilt after a certain period. Energy (renewable energy, energy efficiency, and access to modern and affordable energy services) is the key.

Energy and food security are creating huge social unrest in LDCs and middle-income countries. Sometimes, we are not paying attention to the food processing, though it is the health factor. If we don't have clean energy and food security policy, cities may be in trouble.

Urbanization is taking place in the context of a relatively weakened global economy. Since 2008, the world is confronted with huge economic and financial crisis, creating, for the first time ever, a frenzy of buying housing. Not being a commodity alone, it became a market business speculation. You have seen what have happened. Up to now, maybe the U.S. and the Europe are improving a bit. But the crisis is still there, and we need to work on it. Growth rates are low in many developed countries. Of course not to mention what is happening over the last six months. Increasing level of inequality of opportunities appears in human settlement, urban or rural. The social challenges of the cities are very high. We should not take it easily.

政府承担城市治理职责

Municipal Council Assumes Responsibility to Manage City

默罕默德·卡德尔
斯里兰卡科伦坡政府培训与发展部主任
Mohamed Cader
Director of Trainning & Development of Colombo Municipal Council, Sri Lanka

斯里兰卡位于东南亚，毗邻印度洋，人口约为 2000 万，国土面积约为 6.5 万平方公里。科伦坡是斯里兰卡的商业首都，占地 37 平方公里，城市人口约为 75 万，还有 50 万的流动人口。科伦坡市政厅是当地最高权力机构，每年预算约为 90 亿斯里兰卡卢比。城市大致分为 6 大行政区域，每一个行政区域又分为许多小的区域，这样可以分散服务。

科伦坡市政厅负责为城市的各个方面提供服务。在公共交通领域，科伦坡约有 480 公里的公共道路，市政厅负责道路的维修和重建。城市大部分的道路都是近年来修建的，由世界银行和亚洲发展银行这样的外国机构提供资金支持。我们还在城市开辟了更多绿地，同时，有更多人骑自行车，城市环境因此得到改善。我们开展了很多道路改善工程。我们为公交车修建了专用车道。我们在目前一些交通压力较大的地方引入单行线制度，随着城市化的快速发展，科伦坡的交通量也会越来越大。

Sri Lanka is a Southeastern Asia country by the India Ocean. It has a population of about 20 million and a territory around 65,000 square kilometers. The city of Colombo is the commercial capital of Sri Lanka, with 37 square kilometers, and the residential population is around 750,000, with around 500,000 floating population. Our city council is the premier local authority which has a budget of 9 billion Sri Lankan rupees. Basically, the city is divided into six administrative areas, and each of them is divided into smaller ones to decentralize the services.

Colombo Municipal Council is responsible for all the services in the city. In public transportation, we have around 480 kilometers of public roads, and the city council is responsible for road rehabilitation and maintenance. Most of the city roads are developed recently and funded by various foreign agencies like World Bank and Asian Development Bank. We also introduced more green areas into the city, and more people are cycling; so the city is improving. And in terms of traffic management, now we have a lot of road improvement projects. We build some specified bus lines for buses. We introduced some of the one-way traffic system to ease the traffic in the area about which we are very concerned now, and it is generating more and more traffic with rapid urbanization.

For public care, you get second-level public care before you go to the national level health care system. We have various types of local treatment.

在公共卫生方面，斯里兰卡有国家级医疗卫生体系，我们提供地方二级医疗卫生服务，有很多种类的地方治疗服务。我们的服务面向各个年龄段的人，包括孩子和老人。我们的免费医疗减轻了国家医疗体系的负担。

为了应对市政厅老旧的污水处理系统和每天 800 吨的固体废弃物，科伦坡市政厅正开展一个新的项目，该项目得到外资支持。目前，固体废弃物管理非常关键。我们采取了卫生填埋废弃物系统，并且正计划大力发展回收利用，不过目前回收利用的效果并不令人满意，因为我们并没有从源头做起。这也是我们需要改进的一个方面。

除此之外，市政厅的职责还包括城市规划、火灾处理、向贫困人口提供公共援助、为辍学学生开展职业教育。我们有很多操场、娱乐区域、社区活动中心等，这些都是由市政厅负责维护。我们还有各级公共图书馆设施，儿童至老年人都可使用。城市美化是我们的另一大重要责任。我们还提供市场和兽医服务。

我们正在建设新的居民区。40% 的科伦坡人口生活在贫民区，这是城市亟待解决的一个问题。市政厅花了很多资金建设新的房屋或高层建筑以安置贫民区人口。

在一些文化和体系中，很多人喜欢居住在高层建筑中。住在高层的一个问题是，你需要花很多钱在物业和水电费上。2000年，我在英国伯明翰参加一个项目时，伯明翰市政厅计划拆除一栋老旧住房，它不止四层楼高。我问他们原因，他们说当你住在 15 层到 20 层的高层住宅区时，这么多人住在一起，你会遇到很多问题。

科伦坡的城市规划都由市政厅审批通过，因此我们在实体规划等城市规划方面扮演着重要角色。火灾救援是我们另一项主要职责。我们有很多培训学校，城市的火灾救援井然有序。科伦坡有许多辍学学生，在公众的支持下，他们通过各种各样

科伦坡贫民区 Colombo Slums

The public care is for various ages of people, including children and elderly people. We have free health care to ease the burden of national government hospital network.

Faced with a very old sewage system and 800 tons of solid waste per day, now we have a new foreign funded project. As I said, the solid waste management is becoming very critical at the moment. We have sanitary land filling disposal system, and we are trying to do a lot of recycling. However, it is not to our satisfaction, because we haven't started recycling from the source itself. Consequently, that is the area we have to look into.

Besides, its responsibilities include city planning, fire management, public assistance for poor people and vocational training for school dropouts. We have a large number of playgrounds, recreational areas and community centers, and all of these are maintained by the council. We also have public library facilities of different levels catered to all age groups, from school children to elderly people. And the city beautification is one of the key subjects. We have markets and veterinary services.

We are using some land to put up houses for new settlements. 40% of the total population in Colombo city lives in slums, which is a real trick. And the council is spending a lot of money to put up new apartments and multi-storey buildings to relocate the people in the slums.

A lot of people, in their cultures or systems, like to live in high-rise building. One thing when you live in high-rise building is that you have to spend a lot of money for various utility services and maintenance. When I was

斯里兰卡，科伦坡 Colombo, Sri Lanka

的职业培训学到了很多技能。我们还负责照料城市的老人、无家可归的人以及子女不在身边的人。我们要花费很多资金来帮助他们。这是市委在社会福利方面的做法。

在公共图书馆方面，我们有亚洲历史最悠久的图书馆，藏书数量达数十万。我们还在住宅区设立移动图书设备，鼓励居民阅读。科伦坡还有许多市场，供各行各业的人做生意。30 年的内战结束后，许多国际连锁商店和酒店都开始在科伦坡营业。我们还从许多私人机构获得了私人合作项目。

以上是科伦坡市委的主要职责。

in Birmingham in the United Kingdom for a program, which was in 2000, I noticed that Birmingham City Council wanted to demolish an old housing unit that has more than 4 stories. And I asked them the reason. They told me that when you live in a very tall building with 15 or 20 floors, you encounter a lot of problems with all living together.

All the city plans are approved by the council, so we are playing a major role in city planning, including the physical planning. Fire management is one of our major responsibilities. We have a lot of training schools, and the firefighting is in order.There are a lot of school dropouts and, with public assistance, we try to train them in a lot of skill areas through various vocational trainings. We also look after elderly people, homeless people, and those who are away from their children. We have to spend a lot of money to look after them.

That is a social welfare part of the council.

For public library, we have the oldest library in Asia, which has hundreds and thousands of books. We also have some mobile library facilities for local residence to encourage them to read. We have a lot of markets in the city for people to do various businesses. After 30 years of civil war, a lot of international chain stores and hotels set up branches here. We get private partnership projects from private organizations.

So these mentioned about are the main responsibilities of our Colombo Municipal Council.
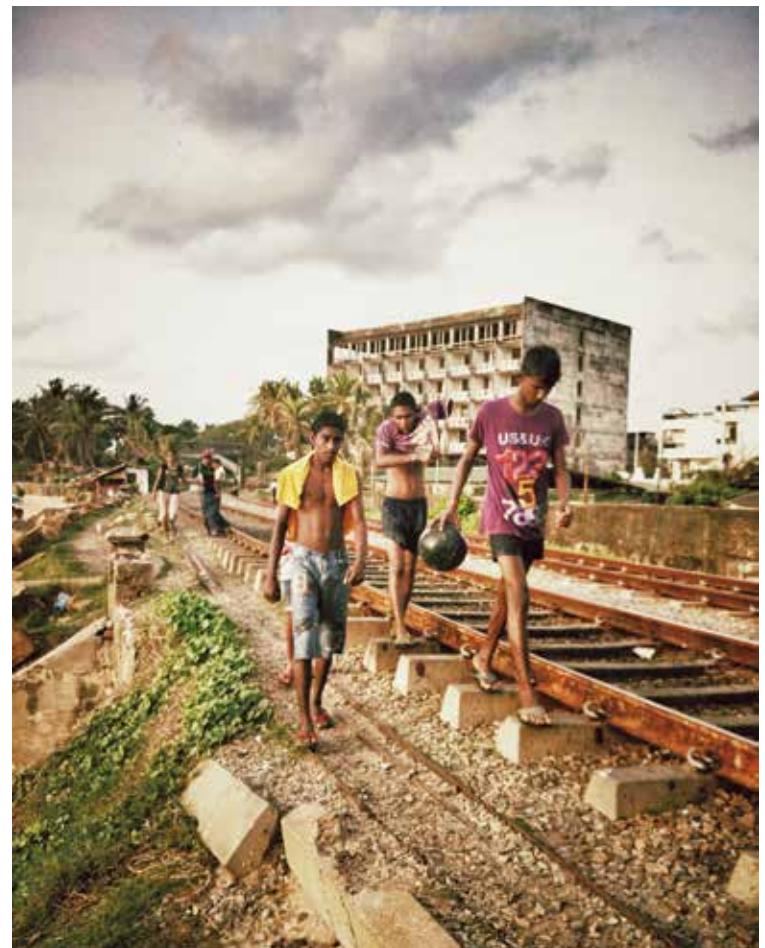
走在铁轨上的青年 The youth walk on the track

访谈实录 Interview Record

新型城市伙伴关系
New Forms of City Partnerships

菲利普·罗卡：世界大都市协会秘书长
苏尼尔·杜贝：世界大都市协会顾问
伊丽莎白·K·凯勒：美国国家和地方政府中心主任、首席执行官
游建华：广州国际城市创新奖顾问

Felip Roca: Secretary General of Metropolis
Sunil Dubey: Advisor to Metropolis
Elizabeth K. Kellar: President & CEO of CSLG
Nicholas You: Advisor to the Guangzhou Award

城市是未来发展创新的中心

City is the Center of Future Development Innovation

菲利普·罗卡
Felip Roca

"世界城市日"旨在引起国际社会对全球城市化进程的关注，聚焦城市发展问题，促进各国携手推进城市可持续发展，共同应对城市的问题和挑战。

今年的"世界城市日"对联合国及其合作伙伴具有重要意义，因为它恰巧在通过"可持续发展目标"后的一个月。可持续发展目标的第 11 项对城市议程给予特别的关注，其内容为"建设包容、安全、有抵御灾害能力的可持续城市和人类居住区"。

联合国巴黎气候大会（COP21）会议将于一个月后在巴黎举行。城市和大都市地区必须减少温室气体排放、建设绿色建筑并扩大公共交通系统。但与此同时，他们还需向所有居民提供基本服务、打造供水网络、收集废物、提供土地和能源资源，并增强当地的吸引力。他们必须用有限的财政资源做出更多的成绩。

演讲现场 Lecture Scene

World Cities Day aims at attracting the international community's attention on urbanization as a central issue for development and to encourage cooperation among countries in meeting opportunities and addressing urban challenges towards sustainable development.

This year's World Cities Day is of great significance to the United Nations and its partners, as it takes place a month after adoption of the Sustainable Development Goals where particular attention to the urban agenda is highlighted under Goal 11 "Make Cities and Human Settlements Inclusive, Safe, Resilient and Sustainable".

Conference of the Parties COP21 conference on the Climate Change will be held in one month in Paris. Cities and metropolitan regions must reduce their greenhouse gas emissions, build green buildings and expand mass transportation system, but at the same time they need to provide basic services to all their inhabitants, develop networks for water supply, collect waste, provide access to land and energy and develop the attractiveness of their territory. They have to do more with less financial resources.

Our event will also mark one year to the Habitat III Conference to be held in Quito Ecuador in October 2016. This conference will provide the urban arena with clear guidelines for the coming 20 years. I have been appointed only one month ago but for what I have seen Guangzhou is extremely aware of this and takes it into account in the developing of its Urban Innovation Institute and its related initiatives. Today, more than half of human population lives in cities and the United Nations predicts that over 6 billion inhabitants would live in urban areas by the year 2050. The majority of this urban population would live in less developed regions in the world.

Thus, cities will become epicenters of human development, economic growth and innovation in the future and yet, we need to be more prepared both

广州中央商务区 Guangzhou CBD (Central Bussiness District)

2016 年 10 月，第三次人居会议将在厄瓜多尔基多举行，该会议将为未来 20 年的城市发展提供明确的指导方针。广州在这方面非常有远见，在发展其城市创新专业委员会和相关举措中都将这些考虑在内。今天，超过一半的人口在城市居住，联合国预测，到 2050 年，居住在城市地区的人口将超过 60 亿。不过，大部分人将生活在世界的欠发达地区。

未来，城市将成为人类发展、经济增长和创新的中心，然而，在气候变化的大背景下，无论是在本土和全球层面，我们需要做好充分的准备，应对摆在我们和我们子孙后代面前的重大挑战。

大家都知道，世界大都市协会的会员城市很多是超过百万人口的大都市，其主要关注文化、经济、社会和政治对世界各地城市发展的影响。如今，世界各地的城市都努力应对严峻的挑战，如城市管理、社会公平、弹性城市、财政稳定及发展的可持续性。

今天举办的活动与我们有异曲同工之妙，城市间有很多可供分享的知识，有很多能被复制的成功经验，但是需要一个平台让大家聚集在一起互相学习和分享，使这些先进的信息技术加以传播和利用。这就是广州和世界大都市协会的其他会员城市正在做的事情，

at local and global level to face these major urban challenges ahead of us and our future generations in the context of climate change.

Metropolis, as you know, is the leading organization of cities and metropolitan regions of more than one million inhabitants and focuses its international engagement with cities and metropolitan regions by examining the cultural, economic, social and political influence on the growth and development of cities around the world. Today, cities around the world grapple with severe challenges of governance, social equity, resilience, finance and sustainability.

Today's event does exactly the same: cities have enormous knowledge to share and experience to be replicated. But they need to find a common arena to achieve these information and know-how, and at the same time make it ready to use, replicable and inspiring. And this is why cities like Guangzhou and other member cities of our organization is developing with the urban innovation road and campaign and this is why Metropolis is proud to support this paramount collaborative urban mission and project. We look forward to facilitating the ties and multilateral projects between cities or mega cities, ensuring the solidarity among cities is continued, serving a sustainable future for all.

希望致力于改善城市居民的生活水平和促进城市的可持续发展，这也是世界大都市协会非常支持这项活动的重要原因。我们期待促进城市间的国际交流与合作，希望城市之间能够团结一致，最终实现可持续发展的未来。

简化大都市发展

Simplifying the Development of Metropolis

苏尼尔·杜贝
Sunil Dubey

现今世界城市和文化方面存在差异是值得庆幸的，这是大都市存在的根本。为什么呢？因为没有两个完全一样的城市。不同的地方会有不同的伟大的遗产、宏伟的建筑、巨大的人口和繁荣的旅游业。

然而，这些城市之间也存在一些共性，城市之间进行合作，共同发展。他们意识到城市正在迎来前所未有的发展和机遇，因此建立了国际合作框架；他们同样意识到无论是自己区域内还是区域外的城市都正面临着巨大的机遇和挑战。他们直面这些机遇和挑战，重塑与其他城市、地区的商业合作关系，并制定了自己的发展计划。

我们讨论城市面对的挑战或某些问题时，过多地关注了它能给我们带来什么。随着每一次挑战，我们也看到了更多的机会。在过去 20 年到 25 年间，城市给我们带来了什么？答案是在某些地区或城市具备这样一种能力，它们拥有大量资源，能使亿万人民摆脱极度贫困。

城市问题并非只在一时，我们今天拥有了知识，但这并不意味着我们完全理解了它们。我们不能用城市发展的普遍准则一成不变地来指导每一个城市。我们应该做的是引进全球性的知识，并在理解的基础上因地制宜。因此，在建设城市的过程中，

Difference in our world today is something the cities and cultures should celebrate. This is fundamental to metropolis. Why? No two cities are similar. Different regions have their different great heritages, great architectures, thrive on a great population and the tourism.

But we have some commonalities among these cities. That is these cities have developed themselves with connecting with other cities. They have developed a framework of international cooperation, realizing the cities are going through unprecedented urban growth. They realize that the cities, in their own regions and outside of the regions, are going through enormous opportunities and challenges. They bent and looked at these opportunities and challenges and re-model their partnership to do the business with other cities, regions and developed their own schemes.

One of the urban issues when we talk about challenges or certain problems is too much focus on what it brings to us. With every challenge we

大都市的商业共性 Commercial Similarity of Metropolis

都市的夜景 Night Scenery of the Metropolis

我们不能一味遵循历史的做法，我们必须想出环境友好型的发展新形式，并努力强调社区意识。

如果这样做，我们应该使城市更具综合性。我们没有另一个三百年，也无法如此奢侈。我们只有一个星球，然而需要的资源几乎相当于三个至四个星球的资源数量。因此，必须简化我们的城市。

世界大都市协会及其研究所一直在关注合作伙伴真正需要的是什么。因为合作的本质是实现双方真正需要的。自 2007 年至 2012 年，我们的大多数关注点可以用四个关键原则来概括，即城市快速发展、社会质量提高、管理提升、科技进步。我们将城市的四个主要领域——经济、生态、政治和文化综合起来。我们是一个真正意义上的全球性组织，因为我们遍布非洲、亚洲及世界各地，我们了解存在于诸多城市间的问题。

"在要表达谢意的同时，我们绝不能忘记，最高层次的感谢不是语言，而是靠实际行动证明。"因为，无论我们做什么，无论我们许下什么样的承诺，为了下一代，让我们共同去实现它。

also see greater opportunities. What cities have also brought to us in the last 20 to 25 years? It is an ability to have enormous resources within the city which in certain regions have taken hundreds of millions of people from urgent poverty.

The problems of cities are not instant. What we do know today is the knowledge that we have today and doesn't equal to the understanding. We can not apply the universal principles of urban development to every city. What we do have to bring is a global knowledge and apply it at local level with understanding. So what we do know about our cities is we can't keep on building our cities the way we historically did. The reason is that we have to come up with the new forms for environment and we need to come up with how to address the sense of community in our cities.

In doing so, it is very clear that we should make our city more complex. We don't have another three hundred years and don't have that luxury. We have only one planet but we need resources as many as almost 3 to 4 planets have. So let's simplify our cities.

Metropolis with its research institute has been focusing on what the partnership really requires. Because the essence of partnership relation is what the two parties are really looking for. Since 2007 to 2012 there are four key principles which will define the majority of our focus. The four key principles are rapid urban growth, social quality, governance and technology. We put together four major domains of cities: economics, ecology, politics and culture. We are global in a true sense, because we have been in Africa, Asia and everywhere and we understand the problems going from cities to cities.

"As we express our gratitude, we must never forget that the highest appreciation is not to utter words but to live by them." So whatever we do and whatever we promise, at least for our future generation, let's try to fulfill it.

创新方法解决城市问题

Innovative Methods Solve Urban Problems

伊丽莎白·K·凯勒
Elizabeth K.Kellar

在美国，我们有区域范围的政府议会。有些计划是由联邦政府多年前制定的，如供水、交通之类的工作计划。今天，我特别想谈的是密苏里州堪萨斯城的大都市区。该地拥有最大的司法管辖权，其政府委员会涵盖9个县和119个城市。而引人注意的是为何其中有些蓬勃发展，而其他早已没落。该地的领导者尝试了新的方法。

两名来自印度的男子在联邦政府工作一段时间后，决定创办一个非营利性组织。因为他们看到人们对建筑设施服务的需求，而这些服务可以在非营利性的基础上提供。一段时间以来，他们努力工作，最后取得较大的成功，于是他们对政府委员会提议："您觉得我们建立合作关系如何？我们不仅可以为人们提供建筑设施相关服务，而且也可以和政府委员会订立协议，之后再和单个管辖区签订一对一的协议。"这个非营利性的组织向多个管辖区分发服务表单，提供符合建筑法规的房屋服务、平抑房价计划服务、雨水排泄和绿色建筑等专业服务。有时候需要懂得非常专业的知识，才知道如何使建筑物更加节能高效。

有时，他们需要一个独立组织提前做

In the United States, we have councils of governments that are regional in scope. Some were set up by the federal government many years ago as a planning entity to work on things like water planning, transportation planning, that kind of things. So the particular one I want to talk about is in the metropolitan area of Kansas City in Missouri. The Kansas City in Missouri has the largest jurisdiction with all together nine counties and 119 cities form this particular council of governments. It is very fascinating how some of these have thrived and other have faded away. This one has been a kind of leader in trying new approaches.

A non-profit organization was started by two men originally from India. And they have worked for federal government for a while and then they decided to create a non-profit organization, because they saw a need for building services that could be offered on a non-profit basis. For a while, they are doing quite well finally, and they went to this council of governments to
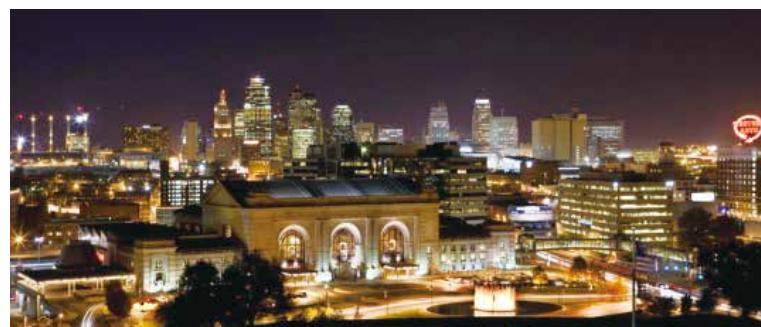
堪萨斯 Kansas

个关于管辖区的调查，这样他们就能更了解为什么你对共享服务条约感兴趣，你的动机是什么，你是否有与其他人在共享服务方面合作的经验等，确保你在条约涉及的实际行动前已经收集到足够多的信息。在区域内拥有可信的实体机构非常重要。对于任何合约而言，为了使其有效，沟通咨询非常必要，而这种情况就会涉及费用。人们不认为该为此事付费，因为在某些情况下，人们习惯将这笔费用归为城市建设的一部分，而现在居民必须支付这些费用。

再回到沟通这方面，他们也发现有一个区域联络员很有帮助，这个联络员需要来自那个地区并且能够回答问题。设想你签订了一个合约，你在合约里面要求派一个监工到场监督。这时，可能有人会担心因为这一要求而丢掉工作。那么，区域联络员的作用就非常重要，他可以向这人解释合约里面的内容，并说明他不会因此失业。同时，联络员还应说明对一些附加服务的需求。因此，在合约执行期内，通过联络员这种方式，就能够提高办事效率。

同时，另一个有益的因素即专门技术，也是建设智慧城市所需要的。

美国的商业地带 American Business Zone

say: "How about we create a partnership where people could buy various building services and we have an agreement with you all and then a one-on-one agreement with jurisdiction?" So they gave the jurisdictions a menu of services like a building code department, flat plan services, storm water and green building. It takes a lot of expertise some times to know what you need to do with your buildings to make them more energy-efficient.

Sometimes, they wanted an independent organization to do a survey ahead of time to interview the jurisdiction so that they would find out a little bit more about why you would be interested in a shared services agreement, what your motivation is, whether you have any experience in working on a shared services with others and so on, just to make sure you have as much information as possible before you get into the actual movement into the agreement itself. It was really important to have this trusted entity in the region. To make it work, and I think it is true with any agreement you come up with on partnership, communication must be frequent and detailed if the partnership is to be efficient. In these cases, there was a fee involved. The fee was not very popular, because in some cases people were just used to it being a part of what the city did and now the resident have to pay fees that they used to pay separately.

Getting back to communication, they also found it helpful to have a regional liaison, someone from that area who could answer questions, because imagine one of the concerns it comes up, all of a sudden you have an agreement is to have building inspectors coming. Perhaps, someone is afraid that he will lose his job. So the regional liaison is very important in explaining here what the agreement going to do and it's not going to take away his job, and there is a demand for additional services, so it is a way to add capacity during these periods of time.

Also, another factor that is very helpful is a pool of real expertise that we need to apply for the smart cities.

公私合作关系

Public-Private Partnership

游建华
Nicholas You

几十年前，我在联合国人居署工作，主要培训城市财务负责人，其中包括科特迪瓦。我们与高校的学生合作，让他们带着目标去观察九个大型、中型和小型城市，看看这些城市收入一美元税收需要花费多少成本。最后，我们与首席财政官坐在一起，向他们展示我们的研究结果。

我们甚至还没展示完我们的研究结果，首席财政官员就拨通电话，告诉副指挥驱车到 200 英里外的那些城市。我认为做这项研究的总成本在 2000 美元左右，但如果在合适的时间、合适的地点，以及有合适的人，

光州市民根据碳银行积分制度，使用分类厨余垃圾设施
According to the point system of Carbon Bank, Gwangju residents use the facility to seperate the kitchen garbage

I was working in UN-Habitat many decades ago with responsibilities of training financial officers of cities including Cote d'Ivoire. We were engaged with students from universities and asked them to go and look at the finances of nine cities, large, medium and small sized cities with a specific objective of finding out how much it costs these cities to collect one dollar of revenue. Then we had chief financial officers around the same table and we showed them the results of our studies.

We didn't even finish presenting the results of our studies and the chief financial officers were on the phone, telling their second officers in command getting in a car, driving 200 miles to those other cities. I think the total cost of making that study was around 2000 dollars, but right there, at the right time, with the right people, it makes a difference. So it was like an overnight change. Those second officers in command came back immediately and started to do something, because no mayor wants to know that he is wasting money, and we cannot collect as much money as they spend.

If we can find best practices in management, cities can start to learn from each other more effectively. We are striving to collect these successful stories, analyze them and throw them back at cities as quickly as possible, and as in many different forms as possible, workshop, seminars, conferences, exhibitions, case studies, etc. What I would like to focus on is the one form of partnership that everyone is talking about, the public-private partnership. What can we learn from the examples of public-private partnerships? In my career, one of the things that I discovered, and I think, is the issue of competing, both within the city and between cities, also the county council and the state government. Actually one of the key things for

结果就大为不同,就好像一夜之间的巨变。这些副指挥立即开始做一些事情,因为没有市长想知道自己在浪费金钱。不过,我们也无法收集与他们支出等额的金钱。

如果我们可以找到管理中最佳的实践方法,那么城市间就可以更有效地相互学习。我们正在努力收集这些成功案例,以最快的速度对其进行分析并将其运用到城市建设中,同时,我们也以尽可能多的形式来开展工作,如讲习班、研讨会、会议、展览、案例研究等。我现在所专注的合作形式是大家都在讨论的合作形式,即公私合作关系。我们能从其案例中学到什么呢?在我的职业生涯中,我发现一个现象,即竞争,无论是城市内还是城市间的斗争,抑或你们所提到的县议会与州政府之间的斗争。实际上,城市群的竞争力很大程度上取决于群内城市间的分工与合作。

韩国的光州要求市民减少三种能源的消耗:电力、水和天然气。然而,有三家不同的公司提供水、电和天然气。你觉得这三家公司会愿意分享他们的信息吗?当然不!他们没有建立信息共享,也没打算设计信息共享。当然,市政当局管理电、水和天然气的部门也分别独立。那么,他们如何解决这个问题呢?他们委托商业银行收集三家组织的数据,并以户为基础分析这些数据。你节约了多少电?你节约了多少水?你节约了多少天然气?他们将这一数据作为家庭对光州市减少资源浪费和减少二氧化碳排放的贡献,并将其反映在下个月的账单上。因此,你能从中得到益处,并能看到个人对集体的影响。作为回报,你可以通过减少这些消费获得个人利益。和商业银行合作就是公私合作的一个例子。商业银行可以诚实有效地处理数据,城市自身完成不了的,可以寻求其他伙伴来共同解决问题。

这就是一个成功的案例,采取了有效的措施开展公私合作关系,我们可以将这些策略应用于我们的城市管理。

光州居民区垃圾分类收集
Separate Waste Collection of Gwangju Residential Areas

forming partnership lies in the competition and cooperation within the city.

Gwangju in Korea engages its citizens in reducing three things: consumption of energy, water and gas. But there are three different companies providing water, electricity and gas. And do you think those companies are willing to share their information? No. They did not build that way, and they did not design that way. And of course, the departments of energy, water and gas within the municipality are independent. So how do they overcome this problem? They overcame this problem by asking a commercial bank to collect data from the three organizations and to analyze the data on household basis. How much electricity did you save, how much water did you save, and how much naturel gas did you save? They considered that as your personal household contribution in reducing the power consumption and carbon emissions of Gwangju. And they have it reflected on your bill next month. So you get the benefits and you see your individual impacts collectively and, in return, you get personal benefit by reducing those consumptions. So here is an example of public-private partnership. By involving commercial bank, it can deal with data honestly and effectively. The city can't do it themselves, so they reach out to other partners to solve the problem.

And this is one of the successful cases in which the effective strategics have been adopted to operate the public-private partnership. We can apply those strategies into our cities' managerment.

城市领导力——实践中鼓舞人心的变化

Leadership—Inspiring Change in Practice

罗宾·哈姆布莱顿
西英格兰大学教授
Robin Hambleton
Professor of the University of the West of England

全球城市趋势

当我们研究全球城市趋势，审视城市面临的问题时，意识到现代社会城市有多么美好非常重要。城市提高了我们的生活水平，给住在其中的人们带来了很多益处。1900年，2.2亿人住在城市中；到了1950年，这个数字变成了7.32亿；到2011年，世界城市人口达到36亿人。因此在2008年左右，
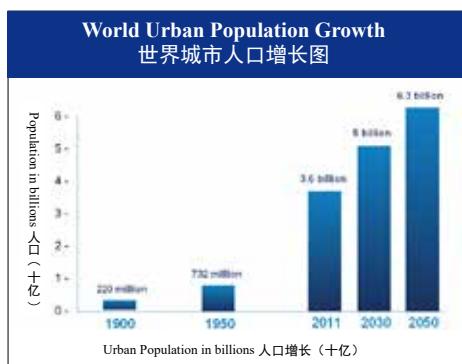
世界城市人口增长图
World Urban Population Growth

Global Urban Trends

As we study global urban trends and examine the problems our cities face, it is important to remember how wonderful cities are in the modern world. Cities are life enhancing and bring many benefits to those who live in them. In 1900, 220 million people lived in cities; by 1950, this figure grew to 732 million; and in 2011, the global urban population reached 3.6 billion. So round about 2008, demographers argued about the exact time, we can say that the world "went urban". Prior to 2008, most people in the world did not live in cities but since that date the urban population has outnumbered the rural one. There is no doubt that, taking a global perspective, urban growth is set to continue, and that the urban population of the world will continue to climb at a startling pace. Population projections by the United Nations (UN) suggest that 5 billion people will live in cities by 2030, and that, by 2050, this figure will reach 6.3 billion.

We are faced with an urbanizing planet and this growth is happening right now. For example, if you look at the increase between 2011 and 2030, we can see there will be a growth of 1.4 billion in the world's urban population. There has never been such a rapid expansion of cities in human history. It provides a fantastic opportunity for city leaders to shape our urban future. As I suggest in

尽管人口学家争论过这个确切的时间，我们可以认为世界在那时已经"城市化"了。在 2008 年之前，世界上大部分人不住在城市，但是从那之后，城市居民的数量已经超过了农村居民。从全球来看，城市化的进程势不可挡，并且世界城市人口会继续以惊人的速度增长。联合国预计，2030 年将有 50 亿人居住在城市，2050 年这个数字会是 63 亿。

　　我们面临的是一个正在城市化的世界，城市人口增长正在发生。例如，如果看看 2011 年到 2030 年之间的增长，我们会发现世界城市人口将增加 14 亿。在人类历史上从未有过如此迅速的城市扩张。这为城市领导者们提供了一个绝佳的机会，去塑造城市的未来。正如我在新书《领导包容性城市》中写的那样，成功城市策略的核心是地方领导力，它能指导和规划城市的可持续发展。

　　这里有两张世界地图，显示了城市化在哪里发生。第一张图显示了 1950 年世界上最大的 20 个城市。其中蓝色的长条表明了这些城市人口数量。可以看到 1950 年世界上最大的城市是纽约，人口为 1230 万。第二大城市是东京。1950 年，欧洲、俄罗斯、北美有不少大城市。这张地图上唯一的中国城市是上海，在 1950 年有 430 万人口。

　　第二张图显示 2025 年最大的 20 个城市的位置，图中的蓝色图例和第一张图比例相当。两张图的变化令人吃惊。首先，大城市比以前更大了。1950 年，世界上最大城市的人口是 1230 万，在 2025 年的地图上，所有 20 个城市的人口都超过了 1400 万。不仅如此，最大的十个城市人口都超过了 2000 万。大城市人口的数量在人类历史上是空前的。联合国的人口预期显示，东京将会是 2025 年世界上最大的城市，人口是 3800 万。德里预计将成为世界上第二大城市。值得注意的是，2025 年世界上的大城市没有一个在欧洲和俄罗斯，在北美

1950 年 20 座大城市分布情况 The 20 Largest Cities in the World in 1950
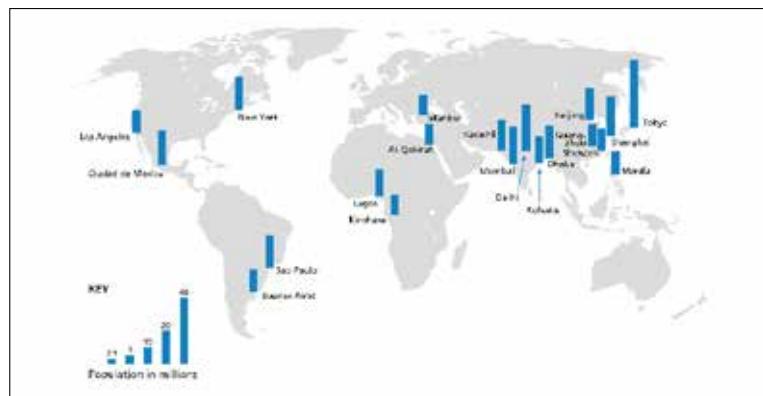
2025 年 20 座大城市分布情况 The 20 Largest Cities in the World in 2025

my new book, *Leading the Inclusive City*, at the heart of any successful urban strategy, we find local leadership, guiding and planning sustainable cities.

　　Here are two world maps to illustrate where urban growth is taking place. The first map shows the locations of the 20 largest cities in the world in 1950. The little blue bars indicate the size of the population of these cities. You can see that the biggest city in the world in 1950 was New York City with a population of about 12.3 million. The second biggest city was Tokyo. In 1950 quite a few of the really big cities were in Europe, Russia and North America. Shanghai, with a population of 4.3 million in 1950, was the only Chinese city to feature on this map.

　　The second map shows the locations of the 20 largest cities in 2025, and the blue bars on this map are drawn to the same scale as on the first map. The change between the two maps is quite startling. Firstly, the big cities are much bigger than before. In 1950 the population of the biggest city in the world in 1950 was 12.3 million. On the 2025 map, all twenty cities have populations of more than 14 million. Indeed, the ten largest cities each have a population

只有洛杉矶和纽约有望成为特大城市（人口超过 1000 万）。第二张图显示，中国和印度城市人口的增长尤其显著。140 万人口的增长大部分都在发展中国家。各级地方、区域乃至国家政府可以一起合作，以确保城市扩张最终能带来可持续的、宜居的城市。

关于 2025 年地图的最后一点是，它呈现了超大城市诞生的区域。然而，联合国的预测显示 140 万人口增长中的一大部分不会发生在超大城市。预测显示大部分城市的扩张产生于 500 万人口以下的城市。快速的城市增长实际上是分散的，这一点非常有利，因为这样的增长更容易管理。这些人口预期显示许多城市和其领导将会在塑造我们城市的未来中发挥极其重要的角色。城市增长如此迅速，但不幸的是，尽管全世界已经积聚了很多财富，我们也催生出许多不平等的城市。因此，即使在

ROBIN HAMBLETON

LEADING THE INCLUSIVE
CITY

PLACE-BASED
INNOVATION
FOR A
BOUNDED
PLANET

《领导包容性城市》
Leading the Inclusive City

of over 20 million. The sheer size of our big cities is unprecedented in human history. UN population projections suggest that Tokyo, with an estimated population of over 38 million, will be the biggest city in the world in 2025. And Delhi is expected to be the second biggest city. Notice that, in 2025, none of the biggest cities in the world will be in Europe or Russia. In North America, only Los Angeles and New York City are expected to be mega cities (cities with a population of over 10 million) in 2025. The second map shows how the urban population growth in China is going to be particularly significant, likewise the urban growth in India. Most of that 1.4 million growth will be in developing countries. It is important to stress that governments at different levels—local, regional and national—can work to ensure that this urban expansion leads to the creation of sustainable and livable cities.

One last point about the 2025 map, it presents a picture of where the very biggest cities will be. However, the UN projections suggest that most of the 1.4 million growth in population will not be in those mega cities. Most of this urban expansion is expected to take place in cities with a population of less than 5 million people. The rapid urban growth will actually be dispersed and this is very helpful because it, potentially at least, makes the growth more manageable. These population projections suggest that many cities and many leaders across these cities will have a crucial role in shaping our urban future. We have this rapid urban growth, yet unfortunately, despite the wealth of our planet, we are managing to create more unequal cities. So, even in the very wealthy cities including cities like London and New York City, inequalities are growing. It follows that, alongside the environmental and economic challenges city leaders face, there is also the major challenge of working to create more just cities, cities in which all residents, not just the wealthy, can prosper.

Place-less Power

In our globalizing world "place-less" leaders, that is, people who are not expected to care about the consequences of their decisions for particular communities and particular places, have gained extraordinary power and influence. For example, in multinational companies and other multinational organizations, there are powerful people who are doing a good job for their companies, but they tend to have a narrow view of "success". They often fail to consider the social and environmental consequences of their decisions. Thus, they can even disinvest in sound enterprises in a given place and destroy a whole community. The decisions made by "place-less" decision-makers are often driven by the profit motive and the social consequences do not feature on the balance sheet. This kind of "place-less" power was not very influential or
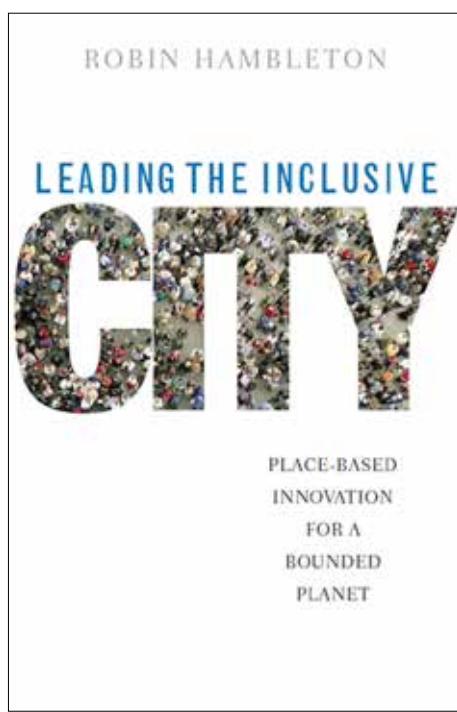
像伦敦和纽约这样很富有的城市中，不平等也在增加。结果就是城市领导者们一边面对着环境和经济挑战，一边也要去创造更多公平的城市，在公平的城市中，不仅仅是富人才能获得成功，其他人也可以。

非地方性权力

在这个全球化的世界中，"非地方性"领导者获得了很大的权利和影响力，然而他们并不关注其决策对某些地方性和社区所带来的影响。例如，在跨国公司和其他的国际组织中，一些有权力的人在自己的公司或机构开展的工作做得很好，可是却有着狭隘的成功观。他们不太会考虑自己的决策对社会和环境的影响。他们甚至会减少对某个地区运营良好企业的投资，以至于摧毁一个社区。这些决策是由"非地方性"的决策者在利润驱动下做出的，社会影响不是他们的关注点。20世纪70年代，我开始在英国地方和中央政府的职业生涯，那时候这种"非地方性"的权力并不多见。但是40年来的经济关系全球化已经改变了城市和其他地方的权力平衡。在书中我写道，如果我们想在未来创造公平、可持续发展的城市，我们必须强化地区的决策力量。非地方性权利需要受到地方性权利的挑战。

地方性权力

尽管非地方性权力正在增长，但我们要注意到，许多城市的地方性领导在提高居民生活质量上的做法是成功的。这里有两个有关地方性领导力的例子。

第一个例子是墨尔本。在1978年，当地报社的一个当地记者称，墨尔本的城市中心空而无用。他声称："我们的规划者缺乏让城市重返生机的勇气"。这对市政府的批评非常强烈，且有充分根据。城市采取的政策不起作用。然而近年来，《经济学人》

significant when I started my career working in local and central government in the UK back in the 1970s. But the globalization of economic relations during the last forty years has changed the balance of power in cities, as elsewhere. In my book I argue that we will have to strengthen the power of local places to make decisions if we are to create just, sustainable cities in the future. "Place-less" power needs to be challenged by "place-based" power.

Place-based Power

It is important to note that, notwithstanding the growth of place-less power, place-based leaders are, in many cities, being successful in improving the quality of life. Here are two examples of inspirational local leadership drawn from cities in all the continents of the world.

The first one is Melbourne. In 1978, a local journalist, in an article in the local newspaper, suggested that Melbourne had a city centre that was "empty and useless". He claimed that "Our planners lack the courage to bring our cities back to life". So here we have strong and well-founded criticism of a city government. The policies being pursued were not working. However, in recent years *The Economist*, the international magazine, has praised Melbourne for being the most livable city in the world. This is a remarkable transformation.

How did they do it? The answer is good place-based leadership. Back in the 1980s local politicians decided to change things quite radically. They wanted to bring people back into the city and create a child-friendly central area. To accomplish this big change, they decided that improving the public realm should be at the heart of all decision making in the city. They asked: "What does it feel like to be in this place? What's the experience of living here?" And they concluded that valuing good urban design was critical. They created a powerful Urban Design Department, which still exists today. The City Design Director, Rob Adams, is an inspirational city planner who has played an important leadership role in promoting high quality design in the city. The politicians have, for a number of years, required all city development to meet high design standards, new housing has been built in the central area and many local businesses are thriving. The central area is served by good public transport and it now has a flourishing nighttime as well as daytime economy.

My second example of bold civic leadership is provided by Freiburg, a relatively small town in southern Germany. The city is now recognized as a leading European "green city". The city is very well planned and the practice of planning is so well respected that, in 2010, the British Academy of Urbanism published *The Freiburg Charter for Sustainable Urbanism* to

杂志却赞扬墨尔本是世界上最宜居的城市。这是一个非常了不起的转变。

他们是怎样做到的？答案是好的地方性领导力。上世纪 80 年代，地方领导决定彻底改变墨尔本。他们想把人们重新带回城市，创造适宜孩子们的市中心。为了实现这个巨大的转变，他们决定将提升公共领域作为所有城市决策的核心。他们问道："你在这个地方有什么感受？在这里生活体验如何？"。他们认为好的城市设计至关重要。他们建立了强有力的城市设计部门，并保留到今天。城市设计部门负责人罗伯·亚当斯是一个有灵感的城市设计师，他在提高城市的设计质量方面发挥了重要作用。长期以来，这里的领导者要求所有城市开发满足很高的设计标准，城市中心建立起新的住房，地方商业也开始兴旺。市中心公共交通便利，不仅在白天欣欣向荣，在晚上也非常热闹。

第二个有魄力的公共领导力的例子来自德国南部小城弗莱堡。它被视作欧洲领先的绿色城市。这个城市规划得非常好，广受尊重。2010 年，英国城市生活研究院出版了《弗莱堡可持续城市规划》，以

绿色的弗莱堡　Green Freiburg

墨尔本的改造　Melbourne Makeover

promote good city planning and urban design. Freiburg has excellent public transport, many bicycle lanes and a high level of civic activism. The city was, however, not always like this. Back in 1970 it was, rather like Melbourne, a fairly average sort of place. For example, it had no bicycle lanes and was not very different from other cities in Germany. Again, as with Melbourne, it was the local leadership spurred on by community activism that has made such a difference. The process started when the German Federal Government developed a proposal to build a nuclear power station in Wyhl, near Freiburg. This met with resistance from local people. As some of you may know, in Europe there is an influential, international political party known as the Green Party. This party is strongly committed to green values and the development of eco-friendly approaches to policy making and living in general. Interestingly, the Green Party can trace its origins to the community campaigning in Freiburg. The community opposition to the nuclear power station proposal was successful and local activists then set about creating a green city. Again, there are parallels with Melbourne. Strong political leadership at the local level, helped to create a culture that values high quality urban design. Wulf Daseking, who recently retired as City Planning Director for the city, was an influential figure in promoting sustainable development in Freiburg for a period of more than twenty years.

提升城市规划和设计。弗莱堡有极好的城市公共交通、许多自行车车道和高水平的公共活动。然而这个城市并非一直如此。1970 年，弗莱堡和墨尔本差不多，只是一个相当普通的城市。城市没有自行车车道，和其他德国城市没有什么区别。和墨尔本一样，地方领导受社区活动所激励，继而开始了转变。起初，德国联邦政府计划在弗莱堡附近的维尔市建一座核电站，这一计划遭到了当地强有力的反对。你们可能听说过，欧洲有一个国际性政党叫绿党。这个政党坚定致力于绿色理念，以及在政策制定和生活中采用环境友好型的方式。非常有趣的是，绿党就发迹于弗莱堡的社区活动。当地社区反对建核电站的行动很成功，活动者随即决定建造一个绿色的城市。这又和墨尔本如出一辙。强大的地方领导力帮助营造了一个崇尚高水平城市设计的文化氛围。沃尔夫·达斯肯最近刚从这个城市规划部门退休。20 多年来，他在促进弗莱堡可持续发展的过程中扮演了重要的角色。

理解地方性权力

我们如何理解这些有魄力的公共领导力的成功事例呢？在书中，我提出了理解地方性领导力发生的背景是很重要的。我还指出了四组对地方管理有影响的因素。我们来设想一个正方形的框架，位于中心的是地方性领导力。正方形的底边是环境限制。如果要有效应对气候变化，我们就需要建立可持续发展的城市。好的环境规划是必要的。在正方形的右侧是经济力量。所有的城市和地方需要在市场环境下竞争。城市领导人需要吸引商业，有才能的人士和学生。左侧是社会文化压力。在任何城市，市民对自己想居住的地方都有自己的想法。所以，社会积极分子、当地生意人、志愿组织和所有的利益相关人都会推动特定政

Understanding the Power of Place

How do we understand these successful examples of bold civic leadership? I identify four sets of forces that shape the possibilities for place-based governance. It is helpful to visualize a square with the exercise of local leadership in the middle. On the bottom side of the square there are environmental limits. We need to build sustainable cities if we are to respond effectively to climate change. Good environmental planning is essential. On the right side of the square we find economic forces. Any city or place has to compete within a market place. Civic leaders need to attract businesses, talented people and students. On the left side we find socio-cultural pressures. In any given city, citizens will have their own ideas about the kind of place they want to live in. So there are activists, local businesses, voluntary organizations, and all kinds of stakeholders pushing for particular policies and actions. These forces may be in conflict with the economic forces on the other side of the square. On the topside of the square is the governmental framing. In any country, a higher level of the government will determine the legal powers of local authorities. In the UK, we have a very centralized form of government. In other parts of the world, the governmental framing is very light touch. I think Sweden is a good example of a country where power is dispersed.

This idea of four sets of forces framing the exercise of local leadership might help you think about the scope for local leadership in your own place. How are these forces impacting on the leaders of your city? Remember the sides of the square are not fixed. Over time particular places may claim more

过去的墨尔本 Melbourne in the Past

策和行动的开展。这些力量或许会与经济力量和其他力量相对抗。正方形的顶端是政府框架。在任何国家，上一级政府会确定地方政府的法律权力。英国有中央集权的政府。世界上有的国家，政府的框架对地方影响较小。瑞典是国家分权的典型例子。

这四组塑造地方性领导力的力量框架或许有助于你理解自己所在地的领导力。这些力量是如何影响你的城市领导者？要记住正方形的边界不是固定的。随着时间的推移，一些特定的地方或许会要求更多权力，施加更大的影响。

地方性领导力的范围

在我看来，任何地方的领导力中都有五个重叠的领域。它们是社会中不同的团体和利益，对地方的发展和改变有一定影响。在顶部是政治领导力。民主国家有选举产生的政治家。例如在我的城市，我们选举代表城市的各个方面的执行市长和议员。我们投票选举出这些人，他们做出的决策要对我们负责。这些政治领导人非常重要，但他们不是仅有的领导者。

公共管理或者专业性的领导人也很重要。这些具备专业素养的人们受政治家任命，去指导、管理和发展城市。不同于政治家，这些人不是选举产生的。有能力的职业人士，像墨尔本的罗伯·亚当斯和弗莱堡的沃尔夫·达斯肯，凭自己的实力成为领导者。我认为，不同领导力之间的这些重叠领域应当被视作创新区域。在其中，不同背景的人们聚集在一起互相学习。根据我的经验来看，当城市的政治家和官员一起协作，共同应对地方挑战时，会非常有创造性，并非常高效。

社区领导力是地方领导力的第三个领域，包括非政府组织、社区组织、地方积极分子、宗教领导人等。致力于承担地方责任的商业领导人是第四个领域。根据地

power and increase their own influence.

The Realms of Place-based Leadership

In my view, there are five overlapping realms of leadership in any place. These are different groups or interests in the society that have a bearing on how the place develops and changes. At the top we have political leadership. In democracies, you have elected politicians. For example, in my city we elect an executive mayor and councilors to represent areas of the city. We hold them to account at the ballot box for their decision-making. These political leaders are very important, but they are not the only leaders.

Public managerial or professional leaders are also important. These professionally qualified people are appointed by the politicians to guide, manage and develop the city. Unlike the politicians these people are not elected. Effective professionals, like Rob Adams in Melbourne and Wulf Daseking in Freiburg, are leaders in their own right. I suggest that the areas of overlap between the different realms of leadership should be recognized as innovation zones—areas in which people with different backgrounds come together and learn from each other. In my experience, city politicians and their officials can be very creative and effective when they work together on local challenges.

Community leaders provide a third realm of local leadership. Here we find non-governmental organizations (NGO), community organizations, local activists, religious leaders and so on. Business leaders who are committed
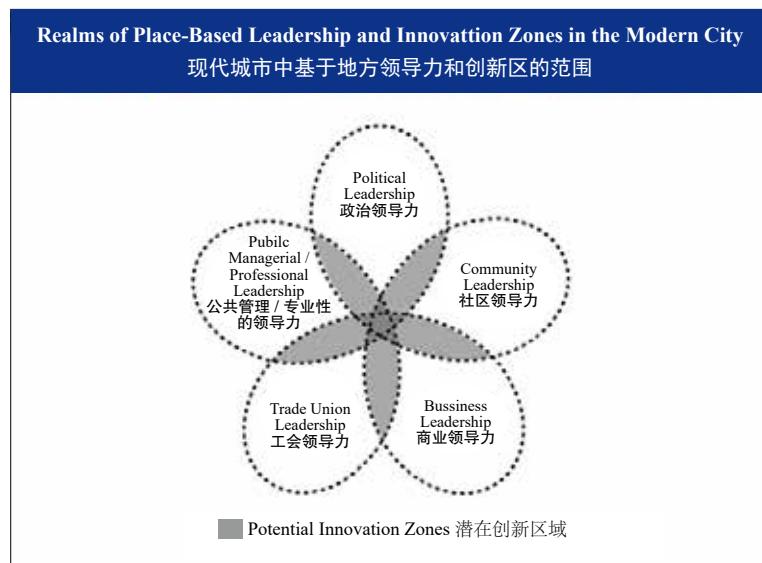
现代城市中基于地方领导力和创新区的范围
Realms of Place-Based Leadership and Innovation Zones in the Modern City

方环境的不同，商业领导人可以成为非常重要的公共领导者。第五个领域是工会。在一些城市和地方，工会不仅仅为提高工人的待遇而抗争，他们也对地方决策产生着影响。

引领创新

广州是世界上最大的城市之一。2025年20座大城市分布图也清晰地展示了这一点。这个超大型城市中，成功的领导力是什么样的呢？

2000年之后，广州越来越繁荣，私家车也越来越多。城市交通拥堵给人们出行造成巨大延迟，并带来了空气污染。张广宁市长决定，要借鉴拉美城市的经验。广州市领导参观了包括波哥大在内的多个城市，他们认为快速公交系统是个很好的做法。于是，广州在2010年引入这一系统。尽管广州的快速公交系统主要位于城市东西走廊，并没有覆盖整个城市，但它是亚洲最大的快速公交系统。人们在高峰时间在这条通道上的移动像地铁一样迅速，而花费只有地铁的十分之一。他们是如何做到的？关键在于富有想象力的、基于地方的城市领导力。在开始建造快速公交系统时，建造过程中车辆的空间被占据，城市拥堵增加，有很多人提出抗议。但明智的领导人能够承受压力、有长远的目光并且能给予居民实实在在的利益。

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广州的快速公交系统 BRT of Guangzhou

to the locality constitute a fourth realm. Depending on the local context, local business leaders can be very important civic leaders. The fifth realm is provided by the trade unions. In some cities, the local trade unions do more than strive to improve the working conditions of their members, they contribute to local policy making.

Leading Innovation

Guangzhou is one of the biggest cities in the world. The 2025 world map of the top 20 mega cities makes this clear. What does successful leadership look like in such a massive mega city?

In Guangzhou, after 2000, prosperity increased and so did car ownership. Traffic jams created massive delays for people moving around the city as well as serious air pollution. Mayor Zhang Guangning decided that it would be good to examine the experience of Latin American cities. Civic leaders from Guangzhou visited several cities, including Bogotá, and concluded that a BRT (Bus Rapd Transit) system was a very good idea. They introduced such a system in 2010. It is in an east west corridor of the city and while the system does not cover the whole city, it is already the largest BRT in Asia. The movement of people up and down that corridor is, at peak times, as fast as the passenger movement achieved by a metro, at one tenth of the cost. How did they do it? Once, again the key ingredient is imaginative, place-based, civic leadership. There were a lot of protests at the beginning, because, during construction, traffic congestion increased as road space was taken away from cars. Wise civic leaders are able to withstand this kind of pressure, take the longer view and deliver benefits for city residents.

城市领导力和社会平等

City Leadership and Social Equity

马娜·阿布杜拉
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约旦位于中东地区，与叙利亚、沙特阿拉伯、巴勒斯坦、以色列、伊拉克接壤，濒临红海。安曼是约旦的首都，也是主要城市。最近一届安曼市议会由包括市长在内的 42 名成员组成，其中有 6 名女性成员。

安曼市政府于 2004 年发起了"大都会妇女国际网络"，旨在提升女性在地方政府和决策过程中的参与度。该活动的目的是促进专业知识、培训经验和优秀实践的交流分享；鼓励不同成员（女性群体、非政府组织、城市、学术机构、私人机构、媒体、国际政府等）间的交流；促进地方政府在性别平等和女性参与城市发展方面的交流；为地方、中央政府和国际组织在性别平等和城市发展等问题上提供建议。

同时，我们采取的另一个举措是庆祝国际妇女节。我们针对市议会女性议员（或候选人）创办了的能力建设项目，和政治

Jordan is located in the Middle East and borders Syria, Saudi Arabia, the Red Sea, Palestine, Israel and Iraq. The capital and the main city in Jordan is Amman. The last Amman City Council comprises 42 members including the mayor and six of them were women.

"Metropolis Women International Network" has been hosted in Greater Amman Municipality since 2004. It aims to improve female involvement

约旦，安曼 Jordan, Amman

在约旦街头的女性 Women on the Street in Jordan

发展部以及其他伙伴合作举办研讨会，向女性员工传授技能，提高她们在议会中的参与度，并对女性员工所取得的成绩表示支持及加以庆贺，同时与媒体及合作伙伴分享她们的成功事例，以此鼓励女性并支持女性去创造。我们积极参与国际平台和国际活动，例如世界大都市协会的年会、"活跃的城市需要女性"国际论坛、国际培训项目，并且鼓励安曼参与国际性活动，比如广州所举办过的。

"16 天制止对妇女施暴维权行动"始于 11 月 25 日至 12 月 10 日"世界人权日"，这一活动将对妇女施暴和人权相联系，强调了对妇女施暴是对人权的侵害。保护妇女免受暴力侵害的一个方法，就是让城市日益安全，尤其对女性而言。我们希望安曼成为这样一个城市，因为城市是属于所有人的。每个人都有权利居住其中，享受城市生活，同时不必担忧受到骚扰和

in local government and decision-making processes. Our objectives are to facilitate the sharing of expertise, training, and good practices; to encourage exchange between different actors (women's groups, nongovernmental organizations, cities and municipalities, academic institutions, private sector institutions, the media, international governments, etc.); to promote exchange between local authorities on issues of gender equality and women and girls' participation in urban development; to advise local governments and national and international bodies working in the fields of gender equality and urban development.

At the same time, we are celebrating Women International Day. For municipality female council members (or candidates), Capacity Building Program is to arrange workshops in cooperation with the ministry of political development and other partners to provide them with skills to affect and improve their participation in the council, to encourage women creativity and support the creators by celebrating and supporting female employees' achievements and sharing their successful stories with media and partners. For instances, to participate in international platforms and events including Metropolis annual meetings, international forum "Dynamic Cities Needs Women", and international training courses, and to support and encourage Amman to participate in international

大都会妇女国际网络表达了妇女希望拥有安全、包容、公正且平等的城市环境
Metropolis Women International Network expresses that women want safe, inclusive, just and equitable cities

侵害。这一活动的目的是让地方政府、城市官员和民众认识到对妇女施暴是对人权的侵犯；加强当地保护妇女免受暴力侵害相关工作；将地方治理和公共安全紧密相联，让城市成为适宜妇女居住的安全港；促使地方政府提升公共空间和公共交通的环境。

每年，我们机构都会参与全国的"16天制止对妇女施暴维权行动"，强调城市在预防和减少对妇女施暴方面的重要作用。我们要坚信："对妇女安全的城市对所有人都安全"。

"我们做什么"活动为女性安排了一系列活动帮助当地社区的女性员工。包括我们为安曼的女性员工设立了普法讲座"国家和国际法背景下的约旦女性地位"；我们在纳赛尔地区开展"打击人口走私和侵犯女性"的活动，强调了女性在打击毒品

initiatives such as the ones held by Guangzhou.

The "16 Days of Activism against Gender-Based Violence" is an international campaign that starts from November 25 to International Human Rights Day on December 10 in order to symbolically link violence against women with human rights and to emphasize that such violence is a violation of human rights. One of the aspects that would help in reducing the violence against women is by making the cities and urban areas safer for women. We want to make the city of Amman safe for women because the city belongs to everyone. It's everyone's right to live in, move around and enjoy the city without the constant fear of harassment, abuse and dangers. The objectives of this campaign is raising awareness about violence against women as a human rights issue of the local government authorities, municipality officials and local community, strengthening local work around violence against women, establishing a clear link between local governance and public security role in making cities and urban areas safer and more suitable for women needs and creating tools to force local authorities to enhance the environment in public spaces and public transportation.

Every year, our network joins the national campaign "16 Days against Gender Violence" in order to highlight the role of cities in preventing and reducing violence

走私方面的重要作用；我们在塔里克地区建立了女性事务图书馆；在公共安全部门设立专门家庭保护机构，保护女性免受暴力侵害。

我们也向公众服务部门的女性提供自卫培训，在公园、车站、市政建筑、图书馆等公共区域张贴海报，发放传单。我们和欧洲旅游促进网建立合作，开展"支持约旦管理和公共参与"项目。我们还成为约旦政治发展和议会事务部的一员。

"16 天制止对妇女施暴维权行动"的开展，不仅提升了民众对这一国际性运动的了解，还提升了民众对政府在以下几个方面所起作用的了解：向地方社区的妇女提供信息和建议，帮助她们反抗暴力，终结了骚扰和侵犯女性罪犯免于处罚的情况；为女性提供安全和特殊的公共服务，在规划和制定公共政策时，优先考虑女性需求。

against women. We should believe that "Safe City for Women is Safe City for All."

"What We Do" is arranging several activities for women in local communities and female employees in the municipality like legal empowerment workshop "Status of Jordanian Women in National and International Laws", the role of women in combating drugs local community in Al Nasser district "Human Trafficking and Women Abuse", women affairs library in Tariq district and violence against women and the services of family protection unit in public security department.

We make self defense training for female employees in public services departments, the awareness posters and fliers in public spaces like parks, stations, Municipality buildings and libraries. We cooperate with the European Network for Accessible Tourism and proprose and the "Supporting Good Governance and Civil Engagement in Jordan" Project, and we take part in the Ministry of Political Development and Parliamentary Affairs.

The results of this campaign are spreading awareness about the international campaign "16 Days of Activism to End Violence against Women" and the role of cities in reducing violence against women; ending impunity of harassers and abusers by providing women in local communities with information and suggestions to help them take action against violence; providing safe and gender-responsive public services or at least taking women needs and priorities into consideration while planning and setting public policies.

约旦，安曼 Jordan, Amman

城市化发展历程及展望

Urbanization Development and Prospects

苏尼尔·杜贝　世界大都市协会顾问

Sunil Dubey　Advisor to Metropolis

兵贵速，不贵久。

——军事家孙子

城市最先迎接全球每一个挑战和机遇。城市对可持续发展和人类生存的影响与日俱增，因此，孙子的名言在今天的城市背景下可谓恰如其分。城市为抓住机遇，使其成为可持续文明的中心，为后人留下遗产。在这个城市化的世界，到 2030 年，城市将容纳 60% 的世界人口。据预测，到 2050 年，全球城市人口数量将增加 25 亿多，而增加的人口将主要集中在亚洲和非洲。简单来说，在未来的 35 年或者 420 个月中，全球每月将增加一个新加坡或丹麦或芬兰的人口总量。这一人口增长的数量，复杂性和影响范围是前所未有的，需要我们的集体智慧，更需要全球一起，共同努力，处理好它给城市和环境带来的潜在影响。

"城市化"的提出

城市化或者说当代城市的崛起最早是由哥伦比亚大学的金斯利·戴维斯在 20 世

What is of the greatest importance…is extraordinary speed: One cannot afford to neglect opportunity.

—— General Sun Tzu

Cities are at the forefront of every global challenge and opportunity. Its impact on sustainable growth and human survival is ever increasing, thus General Sun Tzu's quote is most appropriate in the context of today's cities. Cities provide the best opportunity to seize the moment and make our cities the center of sustainable civilization, a legacy for future generations. The urban world, the world of cities, will house over 60 percent of world's population by 2030. It is estimated that over 2.5 billion people will be added to the world's urban population by 2050 and the concentration of this population increase would be in Asia and Africa. In simple urban population terms, we would be adding one Singapore or Denmark or Finland every month for the next 35 years or next 420 months. The sheer size, complexities and impact of this population growth is unprecedented and requires collective wisdom and a global effort to manage the potential impact on urban societies and the environment.

"Urbanization" Concept

The history of urbanization or rise of modern day city was articulated by Kinsley Davis from Columbia during 1950s. In his article, "The Origin and Growth of Urbanization in the World", Kinsley argued that virtually every

纪 50 年代提出的。在《世界城市化的起源和发展》这篇文章中，他指出，事实上世界任何一个角落都比历史上更加城市化，城市化是工业文明的组成部分。他表示，即便是一场巨大的灾难，也不太可能让人类社会倒退到农业社会去。金斯利进一步强调，高层次的重组规划和再开发最终将促进城市的发展。

近些年，理查德·佛罗里达指出，城市和大型区域将定义新型全球竞争，这样的竞争将超出国家的力量和地区的控制。佛罗里达列举了很多例证，如上海到北京的大型区域，班加罗尔—孟买轴心，圣保罗—里约走廊。他通过这些例子说明，世界上的大城市和大型区域容纳了 18% 的世界人口，占世界经济产量的三分之二。更为重要的是，通过城市利益相关者的直接干预，90% 的创新都直接影响人民。从金斯利到佛罗里达，以及《美国大城市的死与生》的作者——美国记者、活动人士简·雅各布斯，他们都强调了促进城市进步、可持续和成功的两个方面，即"创新和人才"以及"有利于创新的环境"。整体来讲，城市和整个世界的可持续发展，都依赖于城市人平衡社会、经济和环境的能力。

城市愈加复杂

城市像一张盘根错节的大网，市民的社会、文化和经济需求交织其中。城市创造自己特有的微观世界，具有区别于其他城市的治理方式、当地技能资源的可利用度和与时俱进的能力。

200 年前，只有百分之三的人生活在城市里。那时并没有关于城市规划、治理和管理的通用定义。我们一直在城市的微型世界中建立起一套符合当地文化的体系，与经济模式相匹配，为共享繁荣营造环境。近年来，大多数这样的体系都能帮助全球范围内的城市实现其基本目标，如帮助人

美国记者、活动人士简·雅各布斯 American Journalist and Activist Jane Jacobs

part of the world is more urbanised than any region throughout antiquity and that urbanization is an integral part of industrial civilisation. He articulates that any return to rurality, even with a major catastrophe, appears unlikely. Kinsley further emphasised that greater levels of restructured planning and redevelopment would eventually add to the impetus of urban growth.

In more recent times Richard Florida argues that cities and mega-regions would define the new global competitions which go beyond powers of nation states and regional controls. Florida provides compelling examples including mega-regions of Shanghai to Beijing, the Bangalore—Mumbai axis and Sao Paulo—Rio corridor, to emphasize that the world's largest cities and mega-regions house 18 percent of its people, produce two-thirds of its economic output and most importantly, nine in ten innovations which affect people directly, happen as a direct intervention of city stakeholders. From Kinsley to Florida and American journalist, activist and author of *The Death and Life of Great American Cities*, Jane Jacobs, all emphasized two very important aspects for cities to be progressive, sustainable and successful. These are "creative and talented people" and "conducive environment for innovation". The sustainability of our cities and the planet, in general, would rely largely on Homo urbanus (Florida 2011) ability to balance the equation of social, economic and environmental considerations.

们脱离赤贫,使城市预算公开和透明,以及向公众提供价格合理的高效交通系统。

意料之中的是,有一些体系对城市产生了负面影响。例如缺乏治理导致的腐败,实体规划造成的社会不平等,以及过度依赖私有经济发展城市经济。如果复杂的体系是现代城市的支柱,那么这些体系的另一个更大的作用就是为城市居民提供社区间的互联互动服务。在人类历史上,城市和市民在各个方面的联结度都是前所未有的。通过互动交流、移动技术和社交媒体,这样的联结已经改变了我们在城市中的生活、工作和娱乐模式。城市的政府和机构所面临的挑战是,确保"互联的城市微型世界"更好地用于提升人类生活、共享繁荣、让城市更加可持续,和更少地依赖于自然资源。如果我们成功实现了这一目标,那么"互联的城市微型世界"将成为促进城市生活更加可持续、更适宜居住的主要动力。

城市超越国家

2050 年,城市和城区将容纳 60% 的世界人口,我们正在见证一场城市间互联互动的深刻变革。理查德·佛罗里达指出,现代城市将突破国家的界限,城市间的联系、交流和沟通要比国家之间或区域之间

一些城市还在贫困状态中
Some cities are still in poverty

互动交流、移动技术和社交媒体
Interaction Communication, Mobile Technology and Social Media

Cities are Becoming Complex

Our cities are an intricate web of systems connecting social, cultural and economic needs of its citizens. Cities create their own microcosm, differentiating from others on the basis of governance, the availability of local skilled resources and the preparedness to change with times.

Since two centuries ago, when only 3 percent of world's population lived in cities, we have learnt that there's no universal definition for planning, governing and managing cities. We have been developing systems within the city microcosm to suit the local culture, align with economic patterns and create an environment of shared prosperity. The majority of systems in recent times have helped cities around the world to meet fundamental objectives, such as lifting people out of abject poverty, open and transparent city budgeting and providing efficient transport systems at affordable cost to public.

Not surprisingly, some of these systems have adverse effect on cities in general, such as the lack of governance leading to corruption, physical planning creating social inequalities and the over reliance on the private sector to boost the cities' economy. If complex systems are the backbone of modern day cities, they have also served a greater purpose for its citizens by providing connectivity and interaction between urban communities. Cities and their inhabitants are more connected in every aspect than ever before in human history. This connectivity, by way of interactive communications, mobile technologies and social media, has changed the way we live, work and play within our cities. The challenge for city governments, and institutions, is

的更为深入。我们发现，人们开始用城市来表明自己的身份，而不是国家，例如：纽约人、巴黎人、伦敦人或上海人。

在商业和经济上，这样的趋势更加明显。例如：股票越发依赖于所在城市的发展，经济生产率也更加针对城市而非国家，全球投资也更关注城市战略布局而非国家的规划。

2015年世界银行推出的"城市工作和增长竞争力"调查以真实数据为基础，指出调查中72%的城市国内生产总值增速都高于国家国内生产总值增速，在一些城市中，城市的生产力是整个国家生产力的7倍。这种"城市超越国家"的现象，为城市间相互学习提供了有效的知识平台，可以让城市通过合作实现可持续发展。

to ensure that this "Connected Cities Microcosm" is best used for improving human lives, the sharing of prosperity and making our cities more sustainable and less reliant on natural resources. If we succeed in achieving such objectives, the "Connected Cities Microcosm" would be the key driver in making urban life more sustainable and therefore more liveable.

Cities are Beyond Nations

As cities and urban regions around the world prepare to house over 60 percent of the world's population by 2050, we are witnessing a profound change in the way cities are interacting and connecting with each other. As Richard Florida points out, modern day cities will go beyond the realms of the state, where the connectivity, communications and context would be more profound between the cities than the states or regions. We are beginning to see a new way of attribution where people connect themselves to Cities rather states, e.g. New Yorker, Parisian,

儿童画作：我的城市，我的未来 Children's Painting: My City, My Future

尽管城市间相互学习，分享知识取得更大成功的实例有很多，但是国家依然有更大的政治规划，可以影响到城市的发展。这一方面有国际上的例子可以做证，在联合国气候变化巴黎会议上，就没有城市作为代表参加。大会的议题都是由国家政策来引导的，事实上，城市才是全球二氧化碳的主要排放者。联合国环境规划署在一篇报告中指出，全球二氧化碳排放总量的 75% 来自城市，最大的排放源是交通和建筑物。

城市创新集群现象

城市的快速发展、自然资源和环境承受的巨大压力都迫使国际社会重新定义城市规划、发展和管理。如果我们沿用传统的城市发展和管理模式，则需要 3 个地球才能满足直到 2050 年的资源需求。1970 年后，出现了关于城市和社区建设的新想法。《美国大城市的死与生》的

落后城市的街头 Backward City's Streets
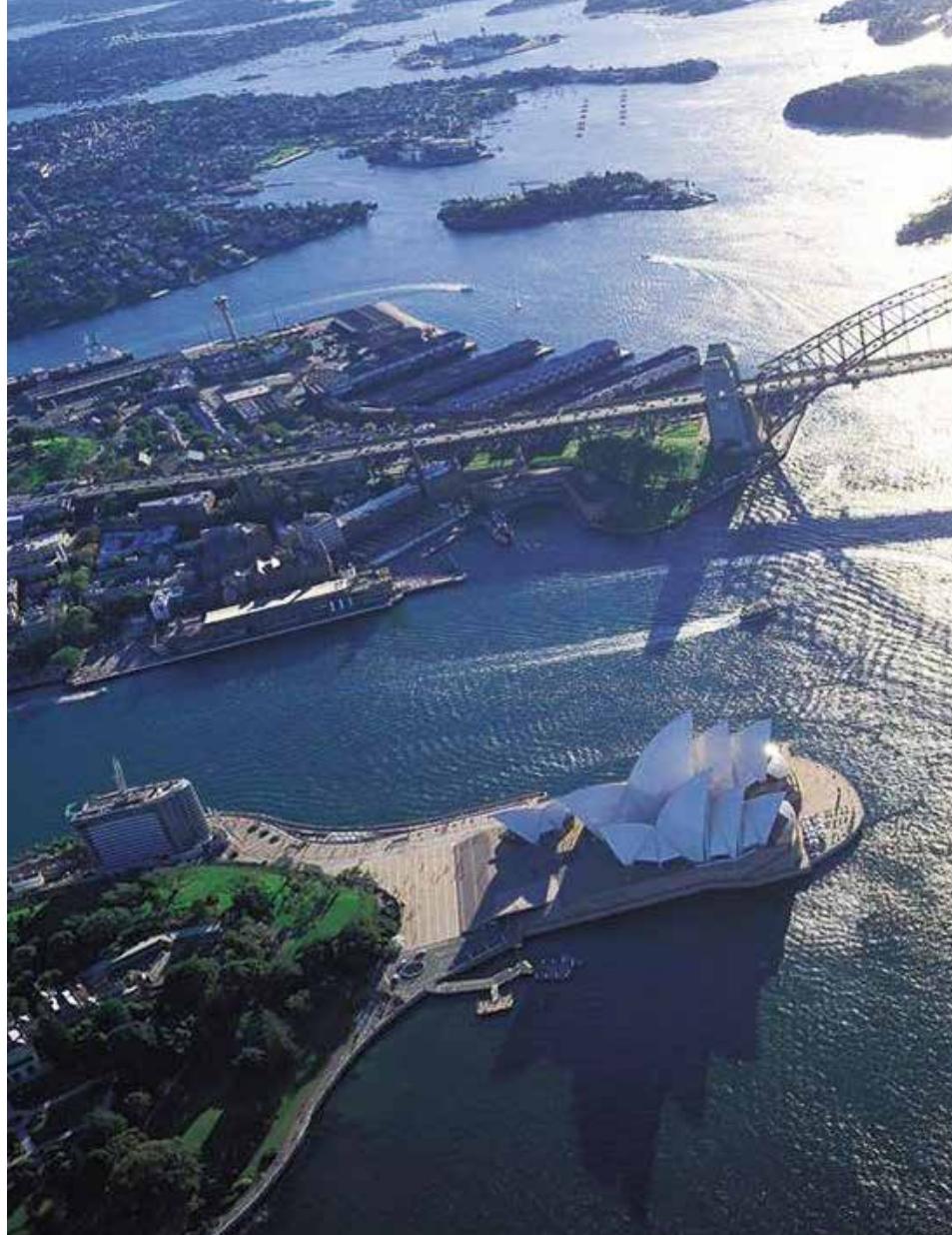
Londoner or Shanghainese.

In commerce and economy, such trends are becoming more evident. For example, the stock exchanges are more reliant on host cities functions, the economic productivities are more targeted to cities rather than nations and global investments are now more focused on local or city strategic planning rather than a nation's vision.

A recent study by the World Bank "Competitive Cities for Jobs and Growth" (2015) provides an evidence based data where 72 percent of the Cities in the study outperformed their national economy in term of GDP growth, and in some cases the selected Cities were about seven times more productive than their entire nation. This phenomenon of "Cities Beyond Nations" provides very effective knowledge platforms for Cities to learn from each other and contributes positively towards making Cities more sustainable by way of cooperation.

Although we see a greater success in connecting cities in knowledge

澳大利亚，悉尼 Sydney, Australia

and learning exchanges, nation states still hold the greater political agendas which can influence the perceived outcomes of the cities. International examples include the negligible representation of cities and city leaderships during the United Nations conference on climate change, Conference of the Parties (COP) in Paris where the agenda was driven by national policies in spite of cities being the major contributors of global CO_2 emissions. As one of the UNEP reports suggests, cities are responsible for 75 percent of global CO_2 emissions, with transport and buildings being among the largest contributors.

Collective Urban Innovation Phenomenon

The rapid urban growth and unprecedented burden on natural resources and environment compelled the global communities to redefine planning, development and management of cities. If we follow the traditional patterns of developing and managing our cities, we would require three planet earths to support the natural resources demands by 2050. Post 1970, there was new thinking about cities and communities. In her book, *The Death and Life of Great American Cities,* author and urban activist Jane Jacobs comments "the point of cities is multiplicity of choices", where Jacobs focuses on "stimulation by cross-use". In modern day cities, information technologies, connectivity and innovation provided the opportunities for city leaders and citizens to explore the new thinking of multiplicity of choices.

作者提到，"城市的意义在于其提供的多项选择"，并且强调了"交叉使用的刺激"。当代城市中，信息技术、互联和创新为城市领导和市民提供了关于多项选择的新思路。

集体的城市创新是改变城市化的最重要因素。城市化和创新相互交织，成为保护我们自然资源和环境的最大希望所在。城市创新是改变社区和人类在城市生活中使用资源方式的催化剂。它也为我们的城市带来很大的改变，人们越来越关注现代城市，越来越重视城市创新群体的崛起。

The collective urban innovation phenomenon remains the single largest occurrence that has changed the way of urbanization. The urbanization and innovation are now intertwined and provide the biggest hope to save our natural resources and environment. Urban innovation is the catalyst which is transforming communities and the way we use resources for the functionalities of cities. It has also bought a greater change in our cities. People are becoming more focused on our modern cities and hence the rise of urban innovation communities.

未来的智慧城市

Smart Cities of the Future

伊丽莎白·K·凯勒　　美国国家和地方政府中心主任、首席执行官

Elizabeth K. Kellar　　President & Chief Executive Officer of the Center for State and Local Government

纵观全球，城市化正在加速发展，地方领导需要紧跟潮流以应对挑战。领导力是智慧城市的核心，需要创新，更需要民众的参与。

美国城市压力

美国有很多城市压力的例子，例如拥有 900 万人口的大巴尔的摩—华盛顿特区这一都市圈。两个城市中心相距 40 英里，该区域的居民大都在其中一个中心上班。除此之外，数百万游客会前往美国首都，领略这里的文化景观，体验各项活动。根据当地旅游局统计，2013 年超过一千九百万的游客到访华盛顿特区，其中有一百多万游客来自海外。

这些人，无论是游客、工作者、商业管理者或是居民，都对该地区的交通、水资源、能源和通信基础设施造成巨大压力。根据最近的研究显示，华盛顿特区的交通问题名列全美第八，平均每个通勤者每年堵在路上的时间约为 75 个小时。

Urbanization is accelerating across the globe, and local leaders need to step up to the challenges. Leadership is at the core of smart cities and involves a commitment to both innovation and to the public.

Urban Stresses in the United States

There are many examples of urban pressures in the United States, including the greater Baltimore-Washington D.C., metropolitan region with its nine million residents. Many of the region's residents commute to one of the two major urban centers, just 40 miles apart. In addition, millions of tourists travel to the nation's capital to enjoy the cultural sites and events. According to the local tourism bureau, more than 19 million tourists travelled to Washington D.C., in 2013 and more than a million visitors came to the city from overseas destinations.

All of these people—tourists, employees, business executives, and residents—put tremendous pressure on the local transportation, water, energy, and telecommunication infrastructure of the region. According to a recent study, the Washington, D.C. area has the 8th worst traffic problems in the United States with the average commuter spending approximately 75 hours a year stuck in traffic.

And while Washington D.C. has an extensive local subway system and several regional train services, at peak times, those systems can be overwhelmed with passengers, especially if there is a major event or track

尽管华盛顿特区拥有覆盖面广的地铁和区域铁路系统，但高峰时段，这些公交系统都人满为患，遇到重大活动或是轨道维护时更是如此。

美国面临的另一大挑战是国家大多数基础设施都是几十年前建造的，亟待维护。美国人一直对正常运行的基本性基础设施习以为常，直到一座桥倒塌，或是一条主要管道破损，大水冲到干道上时，他们才意识到基础设施的脆弱。

智慧城市的特点

将人民和服务视为第一
让政府成为最佳雇主
追求高质量标准
推动持续性进步和学习
做决定前公开信息，让人民参与决策
战略性、负责、创新、数据驱动

智慧城市核心要素

领导力 + 管理 + 科技 + 信任 = 智慧城市

公众的信任是智慧城市的核心要素，它也是最难建立和保持的。令人尊敬的商界领袖沃伦·巴菲特曾说过："建立声誉得耗时 20 年，毁掉则不过 5 分钟。想到这一点，你做事的方式就会大不同。"换句话说，公众信任是城市的运营资本。城市领导者可以从与员工以及居民的日常互动中增进信任。一线员工和公众的互动机会最多，能很好地展示城市的公共服务价值。

国际城市管理协会（ICMA）将公共服务价值体系融入了我们的道德准则中：为所有人民的最广大利益服务，荣誉和正直是最高理想，尊重公共时间和公共资源，不偏不倚，让居民拥有知情权；致力于终身学习。

国际城市管理协会一直受这些价值观

扬州 ICMA 国际区域峰会 2014
Yangzhou ICMA International Regional Summit 2014

maintenance.

Another challenge for the United States is that much of the nation's infrastructure was built decades ago and needs repairs. Having basic infrastructure that works is something Americans take for granted until a bridge collapses or a huge water main breaks and floods a major road.

Characteristics of Smart Cities

Put people and service first
Make government an employer of choice
Push for high standards of quality
Promote continuous improvement and learning
Openly share information and engage people before decisions are made
Data-driven in a strategic, acountable and innovative manner

Core Elements of Smart Cities

LEADERSHIP + MANAGEMENT + TECHNOLOGY + TRUST = SMART CITIES

Public trust is essential to a smart city, yet is difficult to establish and maintain. As a respected business leader Warren Buffett has said, "It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently." Put another way, public trust is a city's working capital. Leaders can strengthen it in their organizations through the daily interactions that they have with their employees and with their residents. Front-line employees have the greatest opportunity for interactions with the public and can showcase the city's public service values.

鼓舞。从诸如人力资源、财政、方案、公共工作以及法律框架这样的行政系统，到员工的现有奖励体系，以及对待公众的方式，无不践行着这些价值观。一个健康的机构才是可靠的。领导者明确陈述他的期望，勇于承认并妥善改正错误。员工和管理者一样承担机构的使命，关注实施结果。领导扮演着关键角色，不能被视作是理所当然的。例如，一个提倡采取智慧城市行动的领导，会不停地提议跨部门解决方案。他会鼓励员工走出传统的工作组，实现更大的目标，或寻求与非盈利、私有经济或其他地方政府的合作。关注成果，尽早分享信息常常是关键的领导责任。

智慧城市治理经验分享

全面自动化

洛杉矶是美国交通最拥堵的城市之一。为解决交通压力，城市和地区正在使用自动交通控制系统。该系统使用磁路传感器和摄像头，通过集中式电脑系统控制全市 4500 个交通信号灯。完成这一系统实际成本为 4 亿美元，据《纽约时报》报道，该系统将车辆行驶速度提升了 16%，将主要路口的延误时间缩短了 12%。

佛罗里达州的奥兰多是迪士尼世界的故乡，也是美国游客到访最多的景点之一。奥兰多的"Park' In"是一款移动终端软件，可帮助当地人获取城市停车信息。该软件包括了停车空位位置和价格等信息。

在西班牙桑坦德，有一款新应用程序利用了全城 1.2 万个传感器，向居民提供了封路、停车和公交车延迟的实时信息。桑坦德还采取了激励性措施，鼓励居民向政府提供改善城市的好想法。通过这样的手段，该市降低了 25% 的电费，减少了 20% 的垃圾。

在密苏里州的堪萨斯城，警察开始使用社交媒体告知公众附近发生的事件。这

Examples of public service values are embedded in the ICMA (International City/County Management Association) Code of Ethics: serve the best interests of all the people; highest ideals of honor and integrity; honor public time and resources; seek no favors; keep the community informed; commit to continuous learning.

Values drive the culture of the organization—everything from the critical administrative systems—human resources, finance, planning, public works, and the legal framework—to the reward systems that exist for employees and how the public is treated. A healthy organization also is accountable. Leaders clearly communicate expectations, acknowledge mistakes and address them promptly. Employees and managers alike embrace the organization's mission and are focused on results. The leader's role is critical and can't be taken for granted. For example, a leader who advocates smart city practices will be relentless in advocating for cross boundary solutions—encouraging staff to break out of traditional work groups to achieve a bigger goal or to pursue new partnerships with nonprofits, the private sector, or with other local governments. Keeping a focus on outcomes and sharing information early and often is a key leadership responsibility.

Smart City Management Experience Sharing

Auto Everything

Los Angeles is one of the most congested cities in the United States. In an effort to ease traffic, the city and region are using automated traffic control systems. The system uses magnetic road sensors and cameras routed through a centralized computer system to control 4500 traffic signals throughout the city. Completed at a substantial cost of $400 million, the system, according to the *New York Times*, has helped to increase travel speeds by 16% and shorten delays at major intersections by 12%.

In Orlando, Florida, the home of Walt Disney World, and one of the most heavily visited tourist communities in the United States, the Orlando Park'In APP is a mobile tool that helps downtown Orlando patrons locate information about parking in the city. The APP includes information about pricing and locations for available parking lots.

In Spain, the city of Santander has a new APP that provides residents with real time data on road closures, parking, and bus delays using 12,000 sensors installed around the city. The city also encourages citizens to contribute ideas for city improvement through rewards and incentives. As a result, the city has saved 25% on electricity bills and 20% on garbage.

In Kansas City, Missouri, city police have begun to use social media to inform the public about incidents in their neighborhoods. It has helped them

帮助警方更好地回应公众评论和批评。许多城市都在分析城市犯罪发生地段，以便更有针对性地部署警力资源。

堪萨斯城促进创新的另一个举措，是使用基于网络的"KC Tech"社交媒体。通过它，企业家、创新者、开发商和公众可以为其创业项目寻找资源，或者和其他在科技上志同道合的人相联系。

很多城市已经将路灯换成了更节能的LED灯泡，省下了不少钱。双层路灯柱可以成为科技载体，提供实时道路、停车、空气质量、安全等信息。

除了以上提及的一些智慧城市技术，还有一个值得应用的技术，那便是"大数据"。即便是老旧的技术和程序，产生的数据也超过了大多数城市能有效分析和利用的数量。新科技产生的庞大的数据亟需新数据分析和处理技术来处理。

管理变量

单纯的科技无法解决所有的城市挑战。有时，各级政府的官僚壁垒成为了拦路虎，让提供最基本的水力和污水处理必需品和服务变得非常困难。改变法律以及长期存在的繁文缛节是解决方案之一。聪明的领导会管理变量，推动自己的机构跨部门、跨管辖地与非盈利和私人领域合作，共同解决难题。

另一个大挑战是处理汇总起来的成堆数据。要将生成的数据转化为居民、生意人和其他利益相关方可操作、可计量的成果。良好的分析、政策、方案和项目至关重要。

20 世纪 90 年代中期以来，国际城市管理协会已成为绩效考核和管理的主要推动者。国际城市管理协会近期与 SAS 公司展开了合作，SAS 是一家 500 强公司，专注于大数据及为国营与私营部门的任何顾客提供分析。

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to better respond to public comments and criticism. Many cities also analyze statistics about where crime occur to better target resources where they are needed.

Another way that Kansas City promotes innovation is through a web-based social media outlet called "KC Tech". It is advertised as the place for entrepreneurs, innovators, developers, and others to find the resources they need for their start up or to network with other people who share their interest in technology.

Many cities have started replacing their street lights with highly efficient LED bulbs, producing tremendous cost savings. The two story street light poles also can host technologies that provide real-time information on traffic, parking, air quality, security and more.

And lurking behind all of the smart city technologies is the promise of harnessing "BIG DATA". Even older technologies and processes produce more data than most cities can effectively analyze and use. The overwhelming amount of data generated by new technologies makes it imperative to find new data analytic technologies and processes.

The Management Variable

Technology alone cannot solve all of the urban challenges. Sometimes bureaucratic barriers at all levels of government get in the way and make it difficult to provide even basic water and sewer necessities. Changing laws and long-standing, cumbersome practices are part of solutions. Smart leaders are attentive to the management variable and press their agencies to work across departments, across jurisdictions, and with the nonprofit and private sectors to tackle gnarly problems.

Another huge challenge is making sense of the mountains of data that are generated. Sound analytics, policies, plans and programs are essential to take all of the data generated and turn them into actionable and measurable outcomes for a community's residents, businesses and other stakeholders.

Since the mid-1990s, ICMA has been a leading proponent of performance measurement and management. ICMA recently partnered with SAS, a Fortune 500 firm that is focused on big data and analytics for all types of customers from the private and public sectors.

This new tool—ICMA Insights—allows local governments to input data on a common set of indicators that can then be compared across jurisdictions, providing a picture of how management processes are working in their community. They can see, for example, exactly how their processes differ from another community and what they may need to improve to achieve a management goal.

管理协会视角，地方政府可将一些设定好的指标数据录入其中，它能提供跨管辖地区域的数据对比，为用户展示其所在地的管理运营情况。例如，它可以显示一地与另一地管理运营的不同，指出实现管理目标还有哪些需要改善的地方。

绩效考核和管理可以让城市了解其政策、项目、伙伴关系、技术是否带来了积极的效果。

高科技和高情感设计

地方政府高效管理的基础之一是公民参与。与核心利益相关者以及受到各种政策、项目、伙伴关系、技术等城市服务体系影响的顾客相联系非常重要。

现在，很多城市正利用社交网络去更好地了解沟通中存在的问题和差漏。同样，Facebook 和 Twitter 上的社交站点能提供有价值的信息，帮助地方领导了解居民关注热点。

图卢兹是法国第四大都市圈，通过汇总和分析社交网络的内容，该地区发现了公众对城市相关项目的看法，帮助地方官员将要解决的问题进行排序，也让其了解到了公众如何看待政府沟通。在使用这项科技的头一年，图卢兹收集并分析了 160 多万评论，其中有 10 万条评论和城市直接相关。这些数据让市政府意识到，其反应时间是最需要改善的方面。自从着力解决这一问题后，处理道路维护问题的反应时间缩短了 93%，从 15 天下降到了 1 天。

软件平台和移动应用都被广泛使用，包括国际城市管理协会的许多伙伴，如 opentownhall.com 和 Granicus 提供的 "speak up" 平台。

帕洛阿尔托和美国的许多社区都在使用 Open Town Hall，在上面发布城市将要开展的新项目，征求当地居民的建议。

向市民发放调查问卷这样较为传统的

Performance measurement and management processes provide the foundation for cities to measure, over time, whether their policies, programs, partnerships and technologies are bringing about positive changes or not.

High Tech and High Touch Design

A foundational element of effective local government management is civic engagement. It is essential to connect with the core stakeholders and customers that are affected by the policies, programs, plans and partnerships that make up a municipality's system of service delivery.

Now some cities are tapping into social networking to gain a better understanding of problems or gaps in communication. Likewise, social networking sites on Facebook and Twitter can provide valuable information to help local leaders understand concerns in their communities.

In Toulouse—the fourth largest metropolitan area in France—by aggregating and analyzing social media content uncovered public sentiment about city-related projects that has helped local officials prioritize issues and understand how government communications were perceived. In the first year of implementing this technology, over 1.6 million comments were collected and analyzed and 100,000 unique comments directly related to the city. The data prompted the city to target its response time as one area where improvement was needed. Since focusing on that problem, the response time to address road-maintenance issues has improved by 93%, reducing the average response time from 15 days to 1 day.

Software platforms and mobile applications are in widespread use, including some partners with ICMA, such as opentownhall.com and the

法国第四大都市圈图卢兹 Toulouse, the Fourth Largest Metropolis Area in France

途径也能收集到有用的数据，它可用来衡量城市居民对其受到服务的满意度和重要性判断。在美国，国际城市管理协会的全国公民调查已被成百上千个社区使用，为地方政府提供了珍贵的信息，让他们更好地调整服务，应对需求。

在美国的许多地区，人们可以直接拨打 311 或在城市网站上发帖告知需求。人们可以和服务代表联系，服务代表会解答他们的问题，或记录下他们的需求，如垃圾清理或修复道路坑洞等要求。

再进一步，一些社区已经开始从 311 中心接到的电话和收到的邮件中挖掘数据。当分析者看到了一些趋势，如在特定道路出现了很多坑洞，他们能制定相应策略来解决问题。一些地区开发了软件，或采用了"看见、拍照、解决（SeeClickFix）"这样的技术让居民发现他们所在社区存在的问题，拍一张照发给当地政府，让政府了解城市中有哪些问题需要解决。

面对面的交流也很重要。奈特基金会向北卡罗来纳州夏洛特市颁发了一笔基金，让其实施一个叫作"10 分钟（Take 10）"的项目。这个项目非常简单又很贴近居民生活。每周，市政工作人员要花 10 分钟时间同居民进行交流，了解他们关于如何让城市生活、工作和娱乐更美好的想法。

再创造和创新

城市的复杂性前所未有，都市圈日益密集的人口带来的问题需要用更完善的策略来解决。地方政府管理的责任也在飞速扩展，这要求领导如激光般重点关注任务、成果以及对居民来说重要的问题。

在这瞬息万变的环境中，新科技是关键。然而，无论是现在还是未来，智慧城市必将繁荣发展。因为地方政府的管理者都技艺精湛，经验充足，能提供创新性的

未来城市 City in the Future

"speak up" platform offered by Granicus.

The City of Palo Alto and dozens of other communities around the United States routinely use Open Town Hall to pose questions about new initiatives that the city may undertake and to get input from local residents.

More traditional tools like citizen surveys also provide data to measure how the city's customers perceive the importance of and their satisfaction with the services they receive. In the United States, ICMA's national citizen survey process has been used by hundreds of communities, providing valuable insight with local government constituents and allowing them to benchmark their community's responses with others.

In many U.S. jurisdictions, citizens can simply dial 311 or post a request for service on the city's web site. They can connect with a service representative who can answer questions or log a request for a service, such as garbage pickup or pothole filling.

Going one step further, some communities have begun to mine data from the phone calls and emails that come into their 311 centers. When analysts begin to see trends, such as a multitude of potholes appearing on certain streets, they can develop strategies to mitigate the problem. Some communities have established APPs or adopted technologies like SeeClickFix, which allow citizens to "see" an issue in their community, "click" a picture and send it to their local government, and show the city that a particular issue or problem needs to be fixed.

Face-to-face conversations are important, too. The Knight Foundation awarded a grant to the City of Charlotte, N.C. to implement its "Take 10" program. It is surprisingly simple and personal. Each week, municipal employees are asked to take 10 minutes to have a conversation with residents to find out what they think it would take to make the city a great place to live, work, and play.

方法。这些领导将确保城市是一个不断学习的机构，有能力为生活、工作和娱乐于其中的人们带来高质量的服务。

正如美国幽默作家马克·吐温说的那样："行善是高尚的，而教导他人如何行善则更为高尚……而且，还能给自己减少麻烦。"

国际城市管理协会已有一百多年的历史，并计划继续奋斗下一个一百年。国际城市管理协会期待与地方政府领导、管理者、工作人员和其他利益相关者成为伙伴。作为一个有着一万多个地方政府首席负责人的成员专业机构，国际城市管理协会的使命是通过在全球发展并培养专业的地方政府管理，创造优秀的地方管理。从 1989 年起，国际城市管理协会的国际团队就在 70 多个国家成功地设计、执行和考核了无数个项目。

通过国际城市管理协会的城市链接项目，来自美国、加拿大和澳大利亚的专业城市专家队伍为许多南美、东欧、东南亚等地区的城市支持。为促进治理方面的学习，国际城市管理协会在印度、墨西哥和中国设立中心。2011 年，国际城市管理协会和中国政法大学合作，在北京成立了国际城市管理协会中国中心。

通过年会、地区论坛、调研、伙伴关系、技术援助、在线学习等机会，国际城市管理协会将领导者聚集起来，让其相互交流，分享领导实践的经验。许多人都已准备好迎接当今世界所面临的挑战，如果领导者能充分发挥创意、利用其专业技能和调动其奉献精神，每个人都致力于解决全球面临的挑战，那么智慧城市无论在现在还是在未来都会得到繁荣发展。

Reinvention and Innovation

Cities are more complex than ever and need sophisticated strategies to address the growing concentration of people in metropolitan areas. Local government management responsibilities are expanding rapidly, requiring leaders to focus like a laser on the mission, results and what is important to residents.

In this ever-changing environment, new technologies are essential. However, the smart cities of today and the smarter cities of the future will thrive because local government managers, highly trained and experienced in their craft, will bring innovative approaches to the table. These leaders will make sure the city is a learning organization capable of delivering quality services to the people who live, work and play in the community.

As the American humorist Mark Twain would remind us, "To be good is noble, but to teach others how to be good is nobler…and less trouble."

ICMA has been around for more than 100 years and plans to be here for the next century to work and partner with local government leaders, managers, staff, and other stakeholders. As the professional association of 10,000 local government chief executives, ICMA's mission is to create excellence in local governance by developing and fostering professional local government management worldwide. Since 1989, ICMA's international team has successfully designed, implemented, and evaluated numerous projects in more than 70 countries.

Through ICMA's City Links program, teams of municipal experts from the U.S., Canada and Australia are paired with numerous cities in South America, Eastern Europe, Southeast Asia and elsewhere. To foster urban governance learning, ICMA has established centers in India, Mexico and China. ICMA established the ICMA China Center in Beijing in 2011 as a partnership between ICMA and the China University of Political Science and Law.

Through its annual conferences, regional workshops, research, partnerships, technical assistance and on-line learning opportunities, ICMA brings leaders together for networking and to highlight leading practices. The smart cities of today and in the future will thrive if leaders can tap into the creativity, expertise and dedication of everyone who is ready to step up to the challenges that our world faces.