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WRI Ross Center Prize for Cities

Thriving together
in turbulent times

2021–2022





CONTENTS

- 3** Letter from the President
- 4** About the WRI Ross Center Prize for Cities
- 5** A Movement of Changemakers
- 7** Thriving Together in Turbulent Times
- 12** Todos al Parque
- 24** Participatory Housing and Urban Development
- 36** The Urban Wage Employment Initiative - MUKTA
- 48** The 15-Minute City
- 60** Zu Peshawar
- 72** The 2021-2022 Award



In October 2021 on World Cities Day, we launched the third cycle of the WRI Ross Center Prize for Cities, inviting submissions from initiatives and projects demonstrating remarkable perseverance and creativity in the face of hardship and uncertainty.

The Prize is designed to spotlight leaders accelerating inclusive and sustainable urban transformation within their own communities and amplify the lessons learned so that others may follow their lead. With 260 submissions from 155 cities in 65 countries, this year's diverse applicants demonstrate enormous drive, commitment and innovation.

Amidst the conflux of COVID-19, historic natural disasters and growing urban inequality, we selected "Thriving Together in Turbulent Times" as this cycle's theme. At a time of unprecedented uncertainty, it is more important than ever that we unearth bold ideas and approaches that can guide us towards more equitable, resilient and healthy cities.

Each of this cycle's finalists is grounded in a deep desire to respond to crises disrupting local communities. They demonstrate that even in extraordinary times, there are visionary leaders intent on guiding their neighborhoods toward a brighter future. And our grand prize winner is an extraordinary example of sustained, multifaceted change over more than a decade, driven first by the city government but ultimately made successful through broad community ownership and engagement.

By elevating these exemplary cases of urban transformation, we hope that others may be inspired to follow in their footsteps and spark change in their own communities.



A handwritten signature in black ink that reads "Ani Dasgupta". The signature is fluid and cursive, with the first name and last name clearly legible.

Ani Dasgupta
President & CEO
World Resources Institute

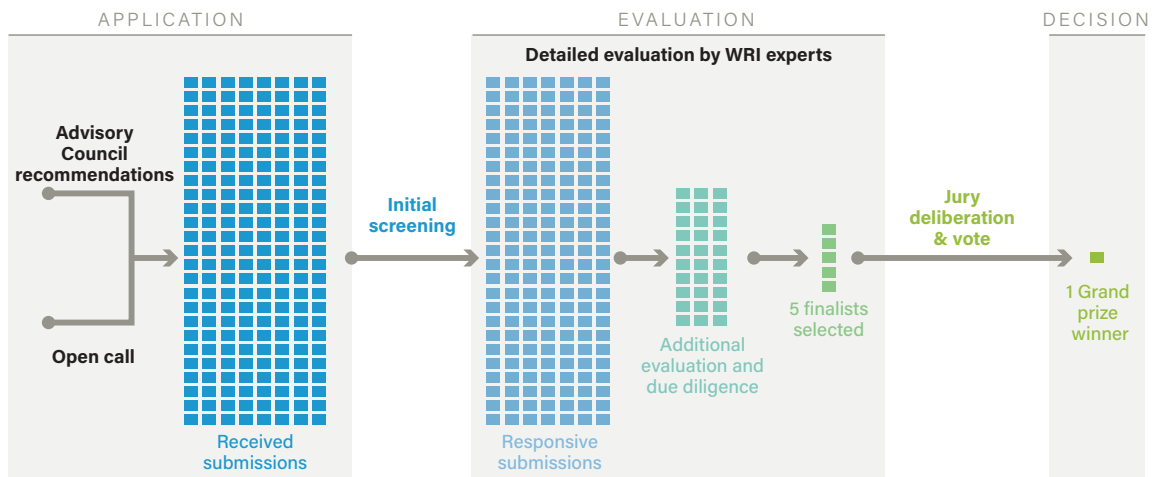
ABOUT THE PRIZE

The WRI Ross Center Prize for Cities is awarded to trailblazing projects and initiatives based on their contribution to inclusive urban transformation.

WRI seeks to inspire urban changemakers across the globe by amplifying lessons learned and telling impactful stories of inclusive urban transformation. With the generous support of Stephen M. Ross, the Prize was awarded for the first time in 2019.

Submissions are sourced through an open call and from recommendations made by an Advisory Council, a network of leading urban practitioners and thinkers. From this pool, an international and multi-disciplinary evaluation team selects five finalists based on how they exemplify qualities to be emulated: they should apply big ideas to critical urban problems; demonstrate life-changing impact on people's lives and on their communities; and have ripple effects on institutions, the wider city and other cities.

The independent Prize Jury, composed of distinguished leaders in urban affairs, selects the grand prize winner from five finalists through deliberation and voting based on their unique and diverse experiences and expertise. A cash prize of \$250,000 is awarded to the grand prize winner and each runner up receives \$25,000.



A MOVEMENT OF CHANGEMAKERS

The Prize brings together people who dedicate their lives to creating more inclusive and sustainable cities.

- **Applicants** – the pool of exceptional projects identified as finalists and winners expands each cycle, with applicants from the public, private, and non-profit sectors submitting their projects and initiatives.
- **Jury** – leaders and visionaries from civil society, business, academia and government, who each have an exceptional track record and commitment to sustainable, inclusive cities.
- **Advisory Council** – several hundred urban practitioners and thought leaders from across the globe recommend applicants every cycle and help spread the word about exemplary work.

This growing community of urban changemakers is driving a common agenda in pursuit of inclusive and sustainable urban transformation. Together, we are building new knowledge and elevating successful examples of urban transformation on the global stage.



5 FINALISTS FROM AROUND THE WORLD

260

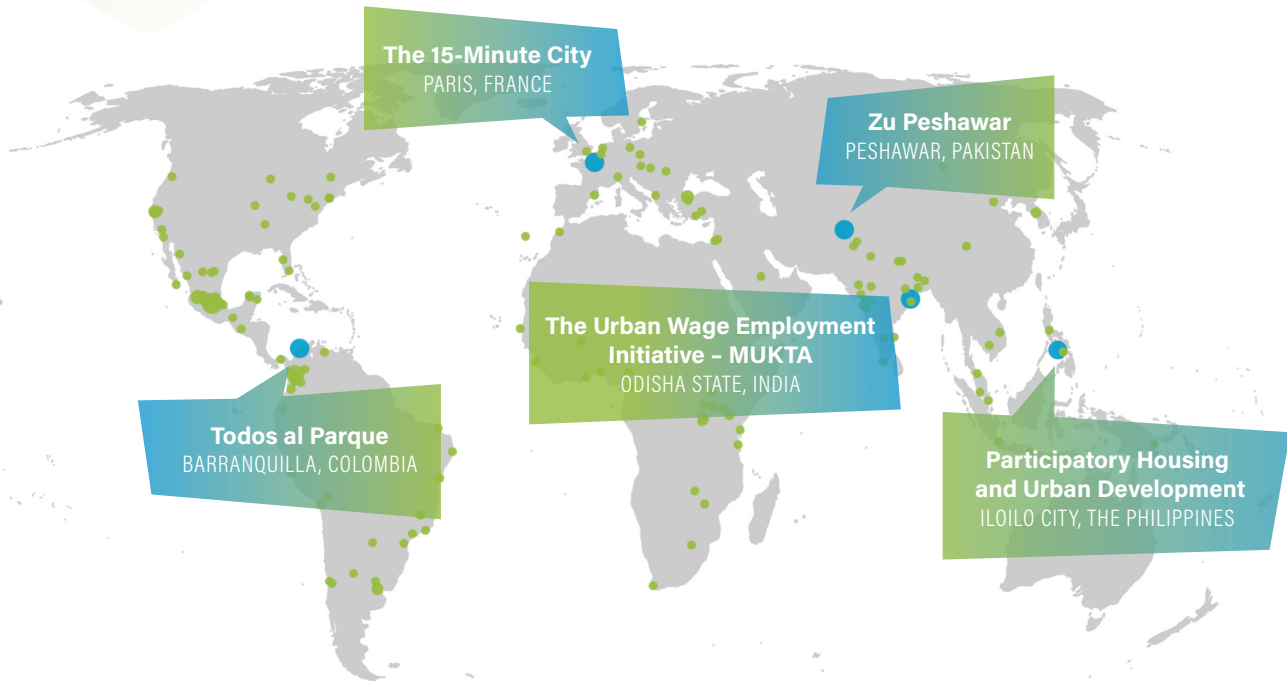
SUBMISSIONS

155

CITIES

65

COUNTRIES

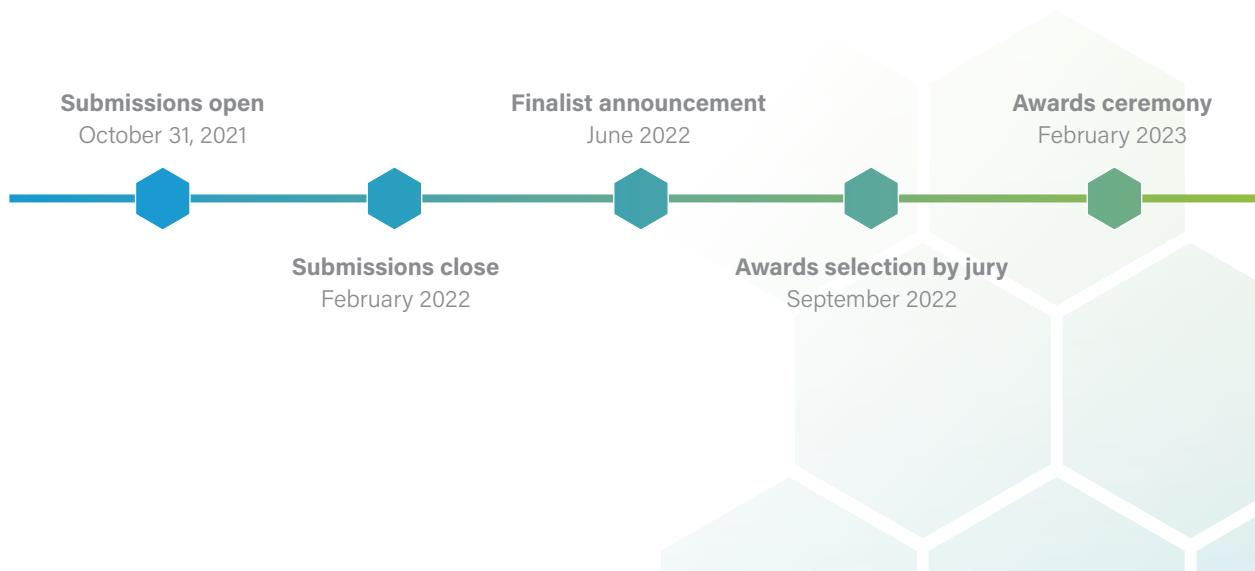


2021-2022 THEME: THRIVING TOGETHER IN TURBULENT TIMES

For the 2021-2022 Prize cycle, we invited submissions under the theme “Thriving Together in Turbulent Times.” Recognizing the confluence of challenges from COVID-19 recovery, climate change and growing urban inequality, we sought to surface diverse responses to different types of crises, challenges and disruptions to show how leaders are spearheading new ideas and approaches to citywide transformations during times of uncertainty.

Turbulent times can be the result of acute shocks, such as public health emergencies, as well as chronic stressors, such as climate change. Creative problem-solving, innovative implementation approaches and learning quickly from others are all characteristics needed in today’s complex and uncertain world.

The 260 submissions we received provide a powerful snapshot of the challenges cities face today – and the solutions being created. From affordable housing to safe and sustainable transport to creating new public spaces, they demonstrate how cities are seizing opportunities to reshape themselves to better, more sustainably meet the needs of growing populations.



2021-2022 JURY



Stephen M. Ross

Chairman of the Jury, Chairman and Founder, Related Companies

Stephen M. Ross is the Chairman of the Jury and generously funds the WRI Ross Center Prize for Cities. In addition to his support for WRI Ross Center for Sustainable Cities, he is the Chairman and Founder of Related Companies and a noted philanthropist and business leader.



Lord Norman Foster

Founder and Executive Chairman, Foster + Partners



Frannie Léautier

Senior Partner at SouthBridge Group and CEO of SouthBridge Investments



Rahul Mehrotra

Founder Principal, RMA Architects; Chair of the Department of Urban Planning and Design, Harvard University



Jennifer Semakula Musisi

City Leader in Residence, Bloomberg Harvard City Leadership Initiative; Former Executive Director, Kampala Capital City Authority



Sheela Patel

Founder and Director,
Society for the Promotion
of Area Resource Centers



**Martha Delgado
Peralta**

Deputy Secretary of
Multilateral Affairs and
Human Rights, Mexico



Steve Strongin

Senior Advisor,
Goldman Sachs



Mark Watts

Executive Director,
C40 Cities Climate
Leadership Group

THEMATIC RESPONSES TO UNCERTAINTY AND DISRUPTION

Every cycle, the Prize offers an opportunity to uncover high caliber projects and initiatives whose impacts and approaches are not widely known yet. It is not just about who wins the awards, but what can be learned from everyone who applies.

Through this process of discovery, we surfaced many ways in which urban changemakers worldwide are transforming their cities amidst disruption and uncertainty. Here are a few themes that stood out from the 2021-2022 cycle:



Generating affordable and improved housing through grassroots action and innovative financing

PROJECTS:

- Participatory Housing and Urban Development (Iloilo City)
- Community Land Trust Brussels (Brussels)
- Housing and Living environment Improvement Program (Dakar)
- La Borda (Barcelona)



Greening the city and creating safe public spaces with nature-based solutions

PROJECTS:

- Todos al Parque (Barranquilla)
- Cali EcoCrea (Cali)
- Chapultepec Forest (Mexico City)
- Green Jobs and Green Spaces (Guatemala City)
- Information System for Urban Tree Management (Bogota)



Promoting safe, non-motorized travel through street redesign, new pedestrian spaces and cycling infrastructure

PROJECTS:

- The 15-Minute City (Paris)
- Metro Cebu Bike Lane Workshop (Cebu)
- Oakland Slow Streets (Oakland)
- Slow Zones, Safe Zones (Pleiku City)
- Walkable, Child- and Youth-Friendly City (Cluj-Napoca)



Sustainable responses to the COVID-19 pandemic via public employment, housing support and health care provision

PROJECTS:

- The Urban Wage Employment Initiative – MUKTA (Odisha State)
- Bogotá Care System (Bogotá)
- Curitiba Economic Recovery Plan (Curitiba)
- Keep Oakland Housed (Oakland)





GRAND PRIZE WINNER

Todos al Parque

APPLICANT:

**Mayor's Office of the
City of Barranquilla**

LOCATION:

Barranquilla, Colombia

POPULATION:

2.3 million

GRAND PRIZE WINNER

Todos al Parque

Public space is a barometer for a city's health. Parks, streets, trails, commons and green spaces – these are places open to residents and visitors alike, regardless of income, race or background. Their creation and maintenance can catalyze deep transformations of a city's physical, political and social health.

The independent Prize Jury awarded the 2021-2022 grand prize to Todos al Parque, a local government initiative in Barranquilla, Colombia, to spotlight the catalytic impacts that a well-designed package of simple and replicable public space interventions can have on communities and ignite citywide transformation.

The jury was struck by several remarkable features of the program, starting with its continuity across four mayoral administrations since 2011, which can be attributed to popular support for the program, its tangible impacts and high levels of community ownership.

From the outset, the program was built to achieve a socially and spatially equitable distribution of green spaces in the city. Starting with its most underserved areas, the Mayor's Office of the City of Barranquilla involved residents in co-designing new and renovated parks and gradually expanded benefits to the city as a whole.

In an urban world hit by lockdowns and restrictions on public life, Barranquilla was more prepared than most. With safe and high-quality public spaces at the ready, urban parks were converted to vaccination sites and eventually safe places to restart social interactions and community recreation. What's more, Todos al Parque illustrates the potential of green public spaces to transform cities across multiple critical dimensions, with impacts on public health and finance, employment, urban heat and climate resilience, and soil erosion.

In these powerful ways, Todos al Parque offers a timely and exemplary reminder that public spaces are essential in responding to uncertainty: they can be fundamental building blocks of the resilience of a city and its communities.



JURORS' THOUGHTS:

“Looking at Todos al Parque, what jumps out at you is the space; you see the transformation. You change the space, and then people are changed by the space.”

FRANNIE LÉAUTIER

“Todos al Parque has changed security in those neighborhoods. It's had a transformative effect in terms of reducing violence and crime. To me this was a clear winner.”

LORD NORMAN FOSTER

“The parks are about creating a robust commons, which contributes to resiliency. It doesn't lock us into a finite solution, and becomes part of a holding strategy [for the future], especially when we're dealing with planning in a time of uncertainty.”

RAHUL MEHROTRA

THE PROBLEM

Economic stagnation and associated disinvestment and decline in health and safety are common problems for cities worldwide. Ten years ago, 43% of Barranquilla's residents were living in poverty. Over 60% of neighborhoods lacked quality public spaces, causing issues with public health, safety and environmental sustainability.

THE BIG IDEA

Meet every neighborhood's needs by investing in parks and public green spaces using a participatory design process with local residents, helping to rebuild trust in local institutions and public safety.







Barranquilla, Colombia's fourth-largest city, is situated in one of the most biodiverse regions in the world. When its active port economy slowed in the 1970s, the city began to suffer from the convergence of industrial decline, the impacts of deforestation and unsustainable urbanization driven by rural-urban migration. Informal settlements grew while quality of life, public health and safety declined. By the late 2000s, Barranquilla began to emerge from this crisis through investments in public services, education and infrastructure. However, public space per inhabitant was less than 10% of the World Health Organization-recommended minimum. Neighborhoods with neglected parks and public spaces had higher crime rates and poorer health outcomes.

In 2009, an independent public opinion survey showed that 90% of Barranquilla's residents were dissatisfied with public and green spaces in their city. Shortly after, the city's new spatial development plan acknowledged the severe deficit in quality public space and proposed to develop solutions.

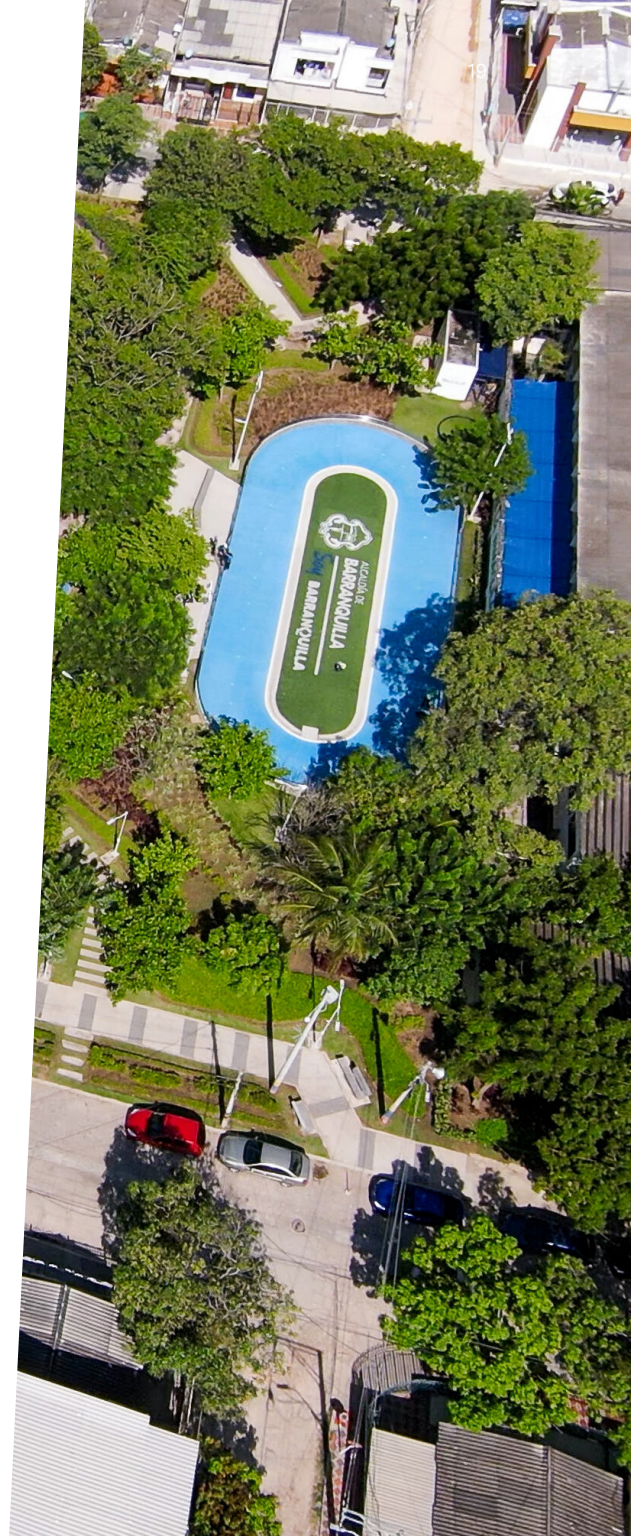
In 2011, Mayor Alejandro Char passed Policy Agreement 007, which created the legal basis for the recovery, maintenance, management, and financing of parks and public spaces. The incoming administration of Mayor Elsa Noguera picked up park recovery in its development plan for 2012-2015 and created Todos al Parque, initially a program to recover 60 parks primarily located in the city's most disadvantaged neighborhoods. In 2012, a team from the mayor's office met with local experts, surveyed the city's parks and reviewed international best practices. This included a study tour to the sister city of Tampa, Florida, where the team learned about infrastructure, co-design techniques and how different stakeholders need to collaborate throughout the process.

Between 2012 and 2013, the team refined the concept of Todos al Parque and developed an implementation plan with three guiding principles. First, the program would prioritize the needs of vulnerable and disadvantaged groups. Second, residents would participate through a series of co-design engagements, including opportunities for feedback within parks and communities. Third, underserved areas in the southeast of the city would be prioritized to achieve an overall more equitable distribution of green spaces.

In the first half of 2013, the new principles were tested during a pilot project in the park Tomás Suri Salcedo. Based on the success of the pilot, Mayor Noguera set up a Parks Committee coordinated by the District Infrastructure Agency and with representatives from the district's departments for public works, recreation, traffic and road safety, public lighting, and security to enable the integrated delivery of park recovery projects.

From 2014, the first phase's popularity encouraged the city to continue the program and reach all of Barranquilla's 188 neighborhoods with 258 recovered public spaces. For each park, architects and community leaders met to discuss needs and design ideas and then public representatives met with the community in the park. Symbolic signing ceremonies were held to approve final versions.

Over time, Todos al Parque has developed an innovative institutional governance framework that has strengthened the program's sustainability, including several public-private partnerships that manage tree planting (Siembra Barranquilla), infrastructure (Puerta de Oro) and street lighting (APBAQ). Its participatory approach for citizen engagement has been adopted as a strategy across local government activities and is currently being applied to neighborhood development plans.





LIFE-CHANGING IMPACT

93% of households now have a green public space within an eight-minute walk. Parks now serve as safe public places and revitalized community hubs.



- Todos al Parque has a presence in all 188 neighborhoods of the city.
- 250 public spaces have been recovered, including 202 existing parks regenerated and expanded and 48 new parks.
- 53% of parks recovered are located in low-income areas and 33% in lower-middle-income areas.
- Parks were designed to be accessible for children, the elderly and people with reduced mobility.
- Approximately 700 artistic, educational and cultural activities are carried out annually in recovered public spaces, reaching 105,000 participants.
- During the COVID-19 pandemic, parks served as spaces for makeshift local food markets, testing and vaccinations, and activities to promote public health by 39,400 users.
- The program has resulted in nearly 1.5 million square meters of green areas with trees and landscaping thus far. The city plans to reach 2,000,000 recovered square meters by the end of 2023.



RIPPLE EFFECTS

The program has grown over 10 years to include all areas of the city, spawned innovative public-private partnerships, and inspired other South American cities to promote investment in green public spaces and infrastructure.

- Influenced other large-scale initiatives in Barranquilla, such as the completed recovery of 5 kilometers of riverside boardwalk (Gran Malecón) and the ongoing recovery of the Mallorquín Lagoon, an urban mangrove ecosystem.
- Barranquilla has shared technical experience with other cities in Colombia, Ecuador and the Dominican Republic. New programs similar to Todos al Parque are in preparation for three Colombian cities.
- In 2020, the Governor's Office of the Atlántico Department was inspired by the project to launch Parques para la Gente, aiming to recover 311,000 square meters of parks and public spaces in 23 towns across the state.
- The program was a factor in Barranquilla being named Colombia's first "BiodiverCity," a term coined by World Economic Forum and the Government of Colombia for a vision of nature-positive and climate-resilient cities.
- In 2021, mayors from eight Latin American cities signed the Declaration of Barranquilla to create a regional network of "BiodiverCities" to promote investment in green public spaces and infrastructure, backed by CAF, the Development Bank of Latin America.



First local law establishes legal basis for the recovery, maintenance and financing of public parks, squares and boulevards.

Several parks in areas with public safety issues recovered, generating lessons about working in areas with complex social problems.

2011

2014

2015

2016

Las Nieves Park is the first park officially recovered and 20 other parks soon follow.

The incoming administration of Mayor Alejandro Char adopts and strengthens the park recovery program, including it in his local development plan.

Siembra Barranquilla, a public-private company in charge of tree planting and maintenance of public spaces, is created. Puerta de Oro, another public-private partnership, is also created.

Hosted by the mayor and supported by international actors, the Barranquilla Declaration launches BiodiverCities by 2030 initiative, signed by 8 Latin American cities committed to mainstreaming nature into urban development projects.

2017

2020

2021

2022

Mayor Jaime Pumarejo begins term. Parks begin hosting COVID-19 testing, activities to promote public health and makeshift local food markets.

Barranquilla wins 2.6-million euro grant from the European Union to develop 4 new parks that include vegetable gardens as part of Todos al Parque interventions to tackle rising food insecurity and to promote social cohesion in vulnerable neighborhoods.



100 0.8
100 1.2
100 1.6

100 0.8
100 1.2
100 1.6

100 0.8
100 1.2
100 1.6



FINALIST

Participatory Housing and Urban Development

APPLICANTS:

**Homeless People's Federation of the
Philippines, Inc., Philippine Action for
Community-led Shelter Initiatives, Inc.**

LOCATION:

Iloilo City, The Philippines

POPULATION:

1 million





“This is a fantastic governance model that is hugely replicable when we talk about ‘planned or managed retreat’ due to climate change in many communities.”

RAHUL MEHROTRA

THE PROBLEM

Experts predict that significant sea level rise is inevitable and that millions of people will be affected by more frequent storms and coastal flooding linked to climate change. In Iloilo City, as elsewhere, flood control infrastructure itself also threatens to displace vulnerable households who are already among the city's most marginalized.

THE BIG IDEA

Community groups and the local government of Iloilo City work together to find inclusive solutions for delivering much-needed flood infrastructure in vulnerable areas while still respecting the needs of urban poor communities living on the water's edge.







Iloilo City, a provincial capital in the heart of the Philippines archipelago built on low-lying land, faces frequent typhoons and flooding. In the early 2000s, Iloilo City grew rapidly through rural migration, in large part through informal settlements. The municipal authority began carrying out flood protection projects to safeguard vital infrastructure, which often meant relocating informal settlements located on the water's edge. This construction exacerbated urban poverty as it displaced informal residents with few legal rights to undeveloped sites on the fringes, far from jobs, public amenities and support systems.

A major turning point in how Iloilo City engaged with informal communities came in 2002, when new mayor Jerry P. Treñas committed to promote secure land tenure for families living in informal settlements and purchased a 16.2-hectare parcel to relocate households displaced by a major flood control project.

In 2005, the Iloilo City chapter of the Homeless People's Federation of the Philippines, Inc. (HPFPI), part of a nationwide federation of community organizations, co-founded the Iloilo City Urban Poor Network (ICUPN) as an alliance of urban poor organizations. At the heart of the ICUPN was the idea that relocations were necessary for at-risk land, but that the process must be collaborative, community-driven and should not deepen poverty.

In 2007, HPFPI led a set of citywide surveys that revealed the magnitude of the city's housing challenges, leveraging community organizations for data collection and developing constructive relationships with the city government. In the same year, the Federation acquired a foreclosed parcel of land and helped 20 evicted households form the Kabalaka Homeowners Association on it. This small-scale experience enabled HPFPI to develop their community-managed design and construction strategies, and experiment with community savings and low-interest loans to finance land acquisition and construction.

In 2009, HPFPI took on a much larger housing project using the same tools, the 157-household Riverview Homeowners Association. The project experimented with sustainable construction methods utilizing local technical and academic experts. HPFPI and the city worked together: the Federation selected households to be prioritized and the government allocated a portion of their relocation site and helped speed up bureaucratic processes. Government-banked land – which eventually included 23 sites – was an important contribution, especially in resettling victims of floods, like those following Typhoon Fengshen in 2008, which submerged 80% of Iloilo City.

Both Kabalaka and Riverview were boosted by the involvement of regional NGOs, such as Slum/Shack Dwellers International and the Asian Coalition for Housing Rights, and international assistance by the Community-Led Infrastructure Finance Facility (CLIFF), a concessional loan facility by the UK and Swedish governments. Two phases of CLIFF-financed development, the end of which coincided with a change in the local administration in 2011, constituted an intensive phase of experimentation and relationship building.

In 2020, HPFPI began mobilizing at the *barangay* (neighborhood) level, the smallest administrative division in the Philippines. The Barangay Ingore project, on housing for 400 families displaced by industrial development, is HPFPI's first time working with barangay authorities. HPFPI is currently supporting the development of a shelter plan for Barangay Ingore using its community surveying expertise, a first in the Philippines.

Gains made by urban poor federations have been institutionalized in Iloilo City. Representatives from urban poor federations participate in city planning processes and HPFPI leaders represent the urban poor on several city government committees.





LIFE-CHANGING IMPACT

Affordable housing and flood-control infrastructure created without uprooting households from their communities, jobs and support systems.



- The Homeless People's Federation of the Philippines, Inc. (HPFP) and its partners represent some 37,000 urban poor households across Iloilo City.
- 1,250 households supported in resettlement projects jointly managed by HPFP and city government.
- HPFP and partners supported the establishment of 560+ collective savings groups.
- CLIFF-funded housing development projects resulted in the construction of 178 homes using participatory design and construction practices.
- HPFP is both a stakeholder and representative of urban poor communities in city government planning processes.
- HPFP representatives sit on city government boards including the City Disaster Risk Reduction Management Council, the Resettlement Monitoring Task Force, and the mayor's Multi-Sectoral Council.
- Iloilo City's progressive approach to housing resettlement, including the practice of "land banking" at least 23 plots of land for displaced families to build new homes on, influenced by civil society engagement throughout.

RIPPLE EFFECTS

Building citywide relationships and combining multiple community-led strategies has become a model for other housing initiatives in marginalized communities across the Philippines and the world.

- Iloilo City's community-led housing projects have become learning hubs for community organizers and government officials from cities across the Philippines and abroad to visit and learn about inclusive urban development.
- Has inspired similar projects in other Philippine cities including Mandaue, Digos, Kidapawan, Davao, Quezon City, Muntinlupa, Rodriguez, Valenzuela, Caloocan, Sorsogon, Labo and Talisay.
- The Homeless People's Federation of the Philippines, Inc. (HPFP) has built relationships with local universities, which support the project by sending student volunteers and technical advisors.
- Participation of the urban poor in the clearing and the transfer of informal settlers to resettlement sites in a voluntary way paved the way for new planned areas, including the development of economic zones that became additional sources of revenue for the city.



First national assembly of community savings groups from 6 cities, including Iloilo, in Manila to launch the Homeless People's Federation Philippines (HPFPI).

The Iloilo City Urban Poor Network (ICUPN) is formed by HPFPI, the Iloilo City Urban Poor Federation, and the Iloilo Federation of Community Associations.

HPFPI begins work on first phase of Community-Led Infrastructure Finance Facility (CLIFF) funded housing project for families displaced by the city's flood prevention projects on a large municipal relocation site.

1998

2002

2005

2006-2007

2007

First formal linkages with the Iloilo City government formed when HPFPI invites newly elected mayor Jerry Treñas to launch his Secure Tenure Campaign.

The Asian Coalition for Housing Rights (ACHR) provides funding to HPFPI in Iloilo for small community-designed and built settlement upgrading projects.

HPFPI begins work on the second phase of the CLIFF-funded housing development.

The HPFPI works with Barangay Ingore to survey housing needs across its informal settlements and begins to develop a district-wide Shelter Plan for upgrading and resettlement.

2008

Typhoon Fengshen hits Iloilo City. 80% of the city is submerged, and community groups mount an emergency response.

2009–2012

2020

HPFPI begins work with authorities in Barangay Ingore, a district of Iloilo City, on a housing development for 400 families displaced by industrial development.

2022





FINALIST

The Urban Wage Employment Initiative - MUKTA

APPLICANT:

**Housing and Urban Development Department
of the Government of Odisha State**


LOCATION:

Odisha State, India

POPULATION:

44 million





“It is a very inspiring and innovative initiative because it takes away the excuses of inadequate funding that many public leaders give for not taking action”

JENNIFER SEMAKULA MUSISI

THE PROBLEM

COVID-19 upended city life and accompanying disruptions pushed up to 95 million people globally into poverty. In Odisha, India, lockdown created an acute unemployment and poverty crisis across the state, especially among the urban poor, where mass return migration coincided with a collapse in economic activity.

THE BIG IDEA

Adapt existing public sector procurement processes and work with civil society groups to rapidly create a mass jobs and infrastructure program for the urban poor, informal workers and migrant laborers.







Since 2001, Odisha has gone from being one of the least-urbanized states in India to experiencing steady urbanization. Today, 20% of the population lives in the state's 114 cities such as Bhubaneswar, Cuttack and Rourkela. Informality and inequality remain major issues in Odisha's cities. About 25% of the urban population lives in informal settlements, lacking basic services and infrastructure and reliant on precarious wage labor in the informal sector. The state also faces increasing climate risks, including cyclones, floods, droughts and heatwaves.

In March 2020, the government of India declared a nationwide lockdown in response to the COVID-19 pandemic. Around a million internal migrant laborers returned to Odisha just as economic activity slowed dramatically, putting the state's urban poor and city governments in a dire situation.

Officials in Odisha's Housing and Urban Development Department (HUDD) were confronted with an unprecedented emergency. While financial aid from the national government began arriving in April, it became clear that the state's urban poor could not survive on limited state aid alone. There was no comprehensive national directive to proactively address the issue. Taking the initiative, officials at Odisha's HUDD decided to implement an idea that had not been applied in an urban context yet: an emergency wage employment scheme to provide work opportunities for the urban poor while fulfilling public works and infrastructure needs.

The Urban Wage Employment Initiative (UWEI) was formally launched on April 18, 2020. HUDD was able to move quickly by tapping into existing funding, resources and partnerships formed during the JAGA Mission, a slum-upgrading scheme

established in 2017. Critically, community organizations were designated as implementation and/or supervision partners for individual projects supported by the program. Small community organizations, such as slum dwellers associations and women's self-help groups, were tasked with gathering feedback from the community about local infrastructure needs, working through their local networks to identify in-need job seekers, and supervising the execution of works projects.

Between May 2020 and February 2021, the projects designed in the initial phase of UWEI began, with a focus on climate resilience, including the construction of rainwater harvesting structures and the maintenance of flood mitigation and monsoon preparedness infrastructure. Other works involved fulfilling neighborhood-level social infrastructure gaps, such as public parks, playgrounds, open-air gyms and paved walkways.

By early 2021, the success of the program encouraged HUDD to plan a permanent successor program to UWEI, holding consultations with stakeholders to gather feedback and identify changes needed. In April 2021, the government of Odisha announced the extended program, re-titled Mukhya Mantri Karma Tatpara Abhiyan (MUKTA). Between May and July 2021, HUDD used the MUKTA program to employ workers to construct a system of rainwater harvesting structures in 111 cities ahead of the autumn monsoon season.

UWEI and MUKTA have been recognized by the national government of India as exemplars in pandemic response. They also show how public employment schemes, previously implemented mainly in rural contexts, can benefit informal workers in cities. The scheme is being replicated in four other Indian states: Jharkhand, Himachal Pradesh, Rajasthan and Tamil Nadu.





LIFE-CHANGING IMPACT

Communities across Odisha benefit from resilient, climate-sensitive community assets and new infrastructure while the urban poor receive immediate wages.

- The Urban Wage Employment Initiative and MUKTA have supported 45,000 projects across 115 cities, including flood mitigation and monsoon preparedness infrastructure and new public amenities such as public parks, open-air community centers, playgrounds, open-air gyms and paved walkways.
- Projects have been implemented in partnership with 18,500 community organizations, including slum dwellers' associations and women's self-help groups, which serve as designated implementation and/or supervision partners.
- Some 500,000 urban poor and migrant workers, across 87% of slums in the state, 40% of whom are women, directly benefitted from \$20 million in wages paid.
- Implementation has improved local city governments' capacities to deliver higher quality services and public works projects.
- Reliance on community groups to execute the scheme helped to strengthen collaborative relationships between community groups and local government, accelerate implementation, and ensure that marginalized populations, including women, received wage employment opportunities through groups specifically designed to represent them.

RIPPLE EFFECTS

The emergency program has been institutionalized into a permanent urban employment program and inspired replication on a massive scale, including being held up as a national exemplar.

- Developed over time from an initial six-month, \$14-million allocation, to be extended six months with another \$14 million allocation, to a permanent program with a \$126-million allocation.
- Brought renewed attention to the need for urban jobs programs nationwide in India. Recognized by the national government as an exemplary program during the COVID-19 pandemic and promoted by the Ministry of Housing and Urban Affairs for replication in other states.
- Four states – Jharkhand, Himachal Pradesh, Rajasthan and Tamil Nadu – are developing similar programs.
- Won the 2020 Guangzhou International Award for Urban Innovation.



Odisha's Housing and Urban Development Department (HUDD) launches the JAGA Mission, a slum upgrading initiative to survey informal communities and provide them with services and land rights, and begins forming relationships with community groups.

Odisha's HUDD announces the Urban Wage Employment Initiative (UWEI) as a rapid response to mass unemployment.

First public works projects start across 114 cities in Odisha.

2017

MARCH
2020

APRIL
2020

APRIL-MAY
2020

MAY
2020

India announces nationwide lockdown to combat COVID-19. Economic activity slows dramatically, many informal workers lose their livelihoods and there is mass internal migration.

Odisha city governments work with community organizations to conduct surveys to identify public works for the implementation of UWEI.

UWEI transitions into a permanent successor program, Mukhya Mantri Karma Tatpara Abhiyan (MUKTA), institutionalizing support for wage labor opportunities through community groups.

Odisha's HUDD guides officials across 114 cities to create a pipeline of projects for the next phase of MUKTA, focusing on the construction of community amenities with an investment of \$65 million.

MAY-FEBRUARY
2020-2021

FEBRUARY-APRIL
2021

MAY-JULY
2021

AUGUST-DECEMBER
2021

8,054 projects worth 1,400,000,000 rupees (\$18 million) are implemented.

More than 350,000 workers benefit from work opportunities, 40% of whom are women.

First public works projects executed under MUKTA, including new rainwater harvesting infrastructure in 111 cities.





FINALIST

The 15-Minute City

APPLICANTS:

Chaire ETI, the City of Paris

LOCATION:

Paris, France

POPULATION:

11.1 million



A photograph of a park area with children playing. In the background, there is a modern apartment building with a balcony. The park features a wooden fence, a large wooden wheel, and a slide. The ground is covered in fallen leaves. The image has a green tint.

“This is a real challenge to the primacy of motorized transport. That a city like Paris can do it is magical.”

SHEELA PATEL

THE PROBLEM

COVID-19 struck just as some cities were ramping up efforts to combat urban inequality and the climate emergency. In Paris, local government had made ambitious commitments to reduce greenhouse gas emissions by 100% by 2050 while promising to increase residents' wellbeing, employment opportunities and the equitable distribution of benefits across society.

THE BIG IDEA

Localize services, amenities and opportunities closer to people's homes through an ambitious portfolio of public interventions, governance reforms, and investments in active mobility, public space and the local economy.







Paris is the European Union's second-largest urban agglomeration, home to 2 million people and an additional 9 million spread over 1,500 suburban towns and villages in the metropolitan area. Since the 19th century, the city has experienced several major infrastructure investment programs, eventually favoring decreased housing density and car-centric infrastructure. By the 2000s, the city had become congested, economically polarized and increasingly unequal. Anne Hidalgo was elected mayor in 2014 with an ambitious agenda of reducing motorized traffic, increasing social housing, tackling climate change and air quality, and improving quality of life for residents.

In July 2019, Professor Carlos Moreno presented a vision of the "15-Minute City" to Mayor Anne Hidalgo's think tank, Paris En Commun. Moreno, who had been the mayor's special envoy for smart cities since 2015, proposed an alternative urban development approach that he had developed with a team of researchers from Chaire ETI at the Sorbonne Business School.

Paris' 15-Minute City is inspired by the idea of "chrono-urbanism" – thinking about cities in terms of time, proximity, and daily and seasonal rhythms – and is infused with social and environmental values around addressing inequality and climate change. Its main ambition is to "repair" car-centric and functionally zoned cities by moving toward a model of mixed-use, human-scale neighborhoods where residents are closer to essential services. It is built on the idea that proximity is key to reducing environmental impacts, maximizing common resources and building social cohesion.

In November 2019, incumbent mayor Anne Hidalgo built her 2020 reelection manifesto around making Paris a 15-Minute City. The manifesto re-invigorated the mayor's existing portfolio of urban reforms, which spanned a range of public

interventions and investments across mobility, housing and sustainability, under a new vision of becoming “a city of proximity”. Shortly after, the first wave of the COVID-19 pandemic hit. As people started dramatically limiting their travel and looking for ways to spend more time outdoors, the need for new cycling infrastructure, public spaces and nearby amenities rose to the top of the agenda. Implementation began ahead of Hidalgo’s eventual reelection in June 2020, starting with a large-scale temporary bike lane network and expanding existing temporary street closures across the city.

Once reelected, Hidalgo initiated the 15-Minute City as formal project under three pillars. First, institutional reforms strengthened the role of borough mayors, enshrined in the 2021 Paris Proximity Pact, by giving them new powers over safety, infrastructure and sanitation as well as access to new funding for amenities. Second, a series of “hyper-proximity” services targeting residents’ wellbeing were implemented, such as opening nurseries and schoolyards to the public after hours and on weekends. This was complemented by pedestrianized “school streets” to cement schools as hubs for local community-building. The third pillar was about increasing citizen participation and local democracy, which involved participatory budgeting and neighborhood-scale participatory upgrading.

Paris’ ambitious implementation of the 15-Minute City during COVID-19 sparked a global movement that has influenced many cities in France and beyond, as well as leading urbanists and international urban organizations like UN- Habitat. The concepts of the 15-Minute City were adopted and amplified by C40 Cities, a network of major cities, and have since been adapted by numerous other cities, including high-profile projects in Melbourne, Milan, Ottawa and Shanghai.





LIFE-CHANGING IMPACT

Residents benefit from improved public and non-motorized mobility options, increased local economic activity and green areas, reduced travel times, and improved amenities.

- In 2021, about 15% of trips in Paris were made by bicycle, a 50% increase from the year before. The city now features over 1,000 kilometers of cycling routes.
- Additional investments in walkability and cyclability include 7 new pedestrian squares, the 2017 de-motorization of Parc Rives de Seine, and 20+ regular temporary closures of neighborhoods to cars to encourage public space utilization.
- 169 pedestrianized “school streets” and 70 schools and crèches open to the public on weekends to increase access to recreational public space.
- Increased opportunities for citizen participation through participatory budgeting (75 million euros in 2021), new mixed use “citizen kiosks” and 39,000 people participating in citywide volunteer program.
- 650 commercial spaces made available to independent businesses through subsidized rental space and business support.
- 17 neighborhoods and 30,000 residents benefit from neighborhood-scale planning, with citizen participation leading to greening, beautification, street furniture and micro-mobility improvements.



RIPPLE EFFECTS

The project's vision and Paris' implementation of it have inspired leaders globally by providing an attractive and tangible urban future adapted to climate, economic and other disruptions.

- The 15-Minute City has been institutionalized as a cross-cutting priority of Parisian public policies for Mayor Anne Hidalgo's 2020-2026 term, bringing formerly disparate policies together and with a dedicated budget for new initiatives.
- Through the Parisian Proximity Pact, more powers and means have been given to borough mayors for the development of public space, cleanliness and security.
- The 15-Minute City was called exemplary for post-pandemic urban recovery by C40 Cities and the United Nations Framework Convention on Climate Change and recognized by other international actors including the United Nations Economic Commission for Europe, the World Economic Forum, and the World Health Organization.
- The concept has been adopted by cities around the world as "compact cities," "vital districts" and "short-distances cities," including prominently in Melbourne, Milan, Ottawa and Shanghai.
- Chaire ETI and partners launched the International Observatory of Proximities at the 2022 World Urban Forum to conduct research, share best practices and connect urban leaders working on the 15-Minute City model.



Paris adopts its first Climate Protection Plan aiming to reduce emissions 25% by 2020 and 75% by 2050.

COP21 results in the Paris Climate Accords.

Chaire ETI team carries out pilots in 3 districts in northeast Paris to develop the application of the 15-Minute City concept and methodology.

2007

2014

2015

2016

2017–2019

Anne Hidalgo elected mayor on platform to address car dominance, congestion, air pollution, climate change and social housing.

Article by Professor Moreno in French newspaper La Tribune introduces the concepts of “chrono-urbanism” and the 15-Minute City.

C40 Cities' COVID-19 Recovery Task force recommends the 15-Minute City approach for COVID recovery.

The Paris City Council votes on the 15-Minute City roadmap and Parisian Proximity Pact, bringing together Hidalgo's strategic action program with legislation to strengthen engagement with borough mayors and residents.

2019

MAY
2020JUNE
2020

2021

2022

Moreno presents the concept to Mayor Hidalgo's think tank.
Hidalgo launches reelection platform around the 15-Minute City in November.

Mayor Hidalgo is reelected.

Chaire ETI launches the International Observatory of Proximities with partners at the World Urban Forum to study and promote proximity-centric urban development.



FINALIST

Zu Peshawar

APPLICANT:

TransPeshawar


LOCATION:

Peshawar, Pakistan

POPULATION:

2 million



The background image shows the interior of a bus. It features yellow handrails and poles. A woman in a black hijab is visible in the foreground on the left. In the center, a man in a white shirt and a woman in a yellow vest are standing near the stairs. The bus has Arabic text on the walls and ceiling. The overall scene is brightly lit with a greenish tint.

“It’s clearly completely transformational in the local context. It is rare to see a project that focuses so much on vulnerable communities from the start.”

MARK WATTS

THE PROBLEM

Residents in rapidly urbanizing cities across the world often struggle with polluting, unreliable and exclusionary mobility systems. Peshawar's unregulated transport system was reaching a breaking point, with vulnerable users not able to travel due to lack of safe and accessible options.

THE BIG IDEA

Center the needs of marginalized populations and restructure the local bus industry to create the city's first formal public transit network around an inclusive, state-of-the-art bus rapid transit system.







Peshawar, the capital of the province of Khyber Pakhtunkhwa, is the sixth-largest city in Pakistan and one of the oldest cities in South Asia. However, decades of armed conflict and terrorism in the region, including in neighboring Afghanistan, have had serious impacts on the city, with an estimated 40% of the city's 2 million people living below the poverty line and thousands of refugees. The gridlocked city struggled with minimal public transport consisting of decades-old buses, pickup trucks and station wagons run by private operators. The system was almost totally inaccessible to vulnerable groups like women and disabled users, barring them from travelling, and produced high levels of air pollution.

In 2013, a new government of Khyber Pakhtunkhwa province committed to revive the economy and promote sustainability. They requested the Asian Development Bank support a scoping process for a formal public transit system in Peshawar. In 2014, the Bank's City Development Initiative for Asia released a pre-feasibility study that proposed a bus rapid transit (BRT) system.

In 2016, the provincial government formed the Khyber Pakhtunkhwa Urban Mobility Authority to operate mobility projects in cities, and KPUMA set up TransPeshawar in 2017 to implement public transit in Peshawar. 2017 also saw the Government of Pakistan sign loan agreements totaling \$550 million with the Asian Development Bank and Agence Française de Développement to finance the project.

In the design stage, from 2017-2018, planners had to find a way to mitigate impacts on existing private transport operators, many of whom strongly objected to plans for a BRT. TransPeshawar designed a Bus Industry Restructuring Program to survey the existing industry and mitigate negative impacts on the sector. After determining that it would not be possible to

incorporate old buses directly into the system, a compensation scheme was developed where old buses would be purchased from operators and scrapped, with operators and drivers receiving a year of compensation and opportunities for new jobs and training.

From the start, planners centered vulnerable users in the design of the system. In 2017, TransPeshawar produced a Gender Action Plan to guide gender-sensitive design to deal with pervasive public safety and harassment issues targeting women and transgender users. After a consultation period, planners added safety features including reserved seating, separate bus entrances and ticketing booths, better-lit stations and walkways, and CCTV in stations and buses. A similar process was implemented to better meet the needs of disabled users, including hands-on consultations with users. Their participation resulted in 100% step-free access and accessible bus designs.

The Zu Peshawar system was launched on an accelerated timeline in August 2020 amidst the COVID-19 pandemic. In its first year of operation, the BRT system transported a daily peak of 265,000 passengers. The system has since inaugurated additional features including an integrated bicycle-sharing system. Planning has also begun for the project's second phase, which will include a new 25-kilometer trunk route, 50 kilometers of off-corridor routes and the construction of integrated commercial areas to increase revenue for the system.

The success of Zu Peshawar and TransPeshawar's perseverance to start operations in the midst of the pandemic has been a national inspiration and encouraged other cities in Pakistan to make plans to upgrade their public transit systems.





LIFE-CHANGING IMPACT

Provides a safe mobility solution for vulnerable groups, while significantly reducing travel times to education, jobs and health care for many residents.

- Travel time from end to end along the corridor has been reduced 60%, from 2 hours to 45 minutes on an express route.
- Women comprise 20% of BRT passengers, up from 2% on previous public transport options.
- TransPeshawar estimates the Zu Peshawar system eliminated 31,000 tons of greenhouse gas emissions in its first year of operation.
- Early modal split surveys indicate a shift away from private transport operators; 21% of trips in the city are now estimated to be on the BRT.
- The bus rapid transit (BRT) system consists of a 27-kilometer bus corridor serviced by 30 stations and 59 kilometers of connecting routes serviced by 159 stops.
- The system is serviced by 220 diesel-electric buses as well as a bike-share system with 360 bicycles and 32 bicycle stations.



RIPPLE EFFECTS

Initiated major institutional reforms in Peshawar and the province of Khyber Pakhtunkhwa, while sparking citywide expansion plans and inspiring similar systems in other cities in Pakistan.

- Nationally influential as the country's first "Gold Standard" bus rapid transit (BRT) system. Design features of the system have been copied in other cities such as Karachi and Islamabad and inspired provincial authorities in Abbottabad, Mardan and Swat to launch public transit feasibility studies.
- Has had positive impacts on walking and cycling in a city largely dominated by motorized transport, including the implementation of integrated cycling lanes, station cycle parking and Pakistan's first bike-share system. New sidewalks and ramps also aid last-mile journeys on foot.
- Impacts on land use will have implications for the growth of transit-oriented development in Peshawar. Three fully integrated commercial centers are nearing completion, which will offer commercial spaces.
- The Zu Peshawar BRT has gained international attention, winning an Honorable Mention Award from the Institute of Transport and Development Policy's Sustainable Transport Awards.



A change in leadership in Khyber Pakhtunkhwa puts sustainability, urban transformation and upgrading public transportation on the policy agenda.

Provincial and federal governments approve the BRT project plan. The government of Pakistan and Asian Development Bank and Agence Française de Développement sign loan agreements to finance the project.

2013

2014

FEBRUARY-SEPTEMBER
2017

2017

A pre-feasibility study by the Asian Development Bank identifies a bus rapid transit (BRT) system as the most suitable option for a public transit system in Peshawar.

TransPeshawar is established to implement and operate the Zu Peshawar BRT and commences construction of the system.

Zu Peshawar launches on an accelerated timeline during the COVID-19 pandemic.

AUGUST
2020

AUGUST
2021

Additional components to the Zu Peshawar system, including an integrated bicycle-sharing system, improved walkways and lighting are implemented. Over 50 million passengers are transported in the system's first year of operation.

Zu Peshawar gains international recognition, receiving an Honorable Mention Award from the Sustainable Transport Awards and "Gold Standard" ranking by the Technical Committee of the BRT Standard from the Institute of Transport and Development.

2022

2022

Planning begins for the second phase of the project, which will include a new 25-kilometer trunk route and 50 kilometers of off-corridor routes.

THE 2021-2022 AWARD: INSPIRED BY THE INFINITE RELATIONSHIP BETWEEN NATURE AND CITIES



This year's award was created by award-winning designer Lucio Traficante, a native of Rosario, Argentina. The Municipality of Rosario was awarded the 2020-2021 grand prize for Sustainable Food Production for a Resilient Rosario, an urban agriculture project that helped the city tackle climate change inclusively and fostered the city's social, economic and environmental resilience.

Traficante drew on his experiences in Rosario and love of nature and natural forms to design this cycle's award. His design, "The Mobius Strip," symbolizes the infinite relationship and complex connections between cities and nature.

The rigid, geometric and immutable parallel lines, like the levels of a building or the layout of streets, represent the archaic concept of a city that fades over time. Conversely, the sinuous lines, with their dynamism and movement, represent nature and a new way of life inspired by it, and the diamond pattern illustrates the connections and synergies between communities, organizations and institutions. The structure is arranged on a circle representing the world as well as a Moebius strip representing the concept of infinity.

"Healthy relationships between cities, nature and their people should be maintained forever," says Traficante, "like a new way of life."

With sustainability in mind, Traficante elected to 3D-print the trophies using sand, a noble, natural and renewable material. The printing process uses binder jetting technology, a no-waste method that uses layering to build an object into shape. Multiple layers of quartz sand are glued together by binder agents made from renewable resources including sugar cane, corn husks and rice hulls.

Lucio Traficante is the owner of a multidisciplinary design studio, established in Barcelona, with a transversal approach to reality that allows it to cover a wide range of design services.

He is pleased to represent his hometown and share this nature-inspired trophy with this year's grand prize-winning project, Todos al Parque.

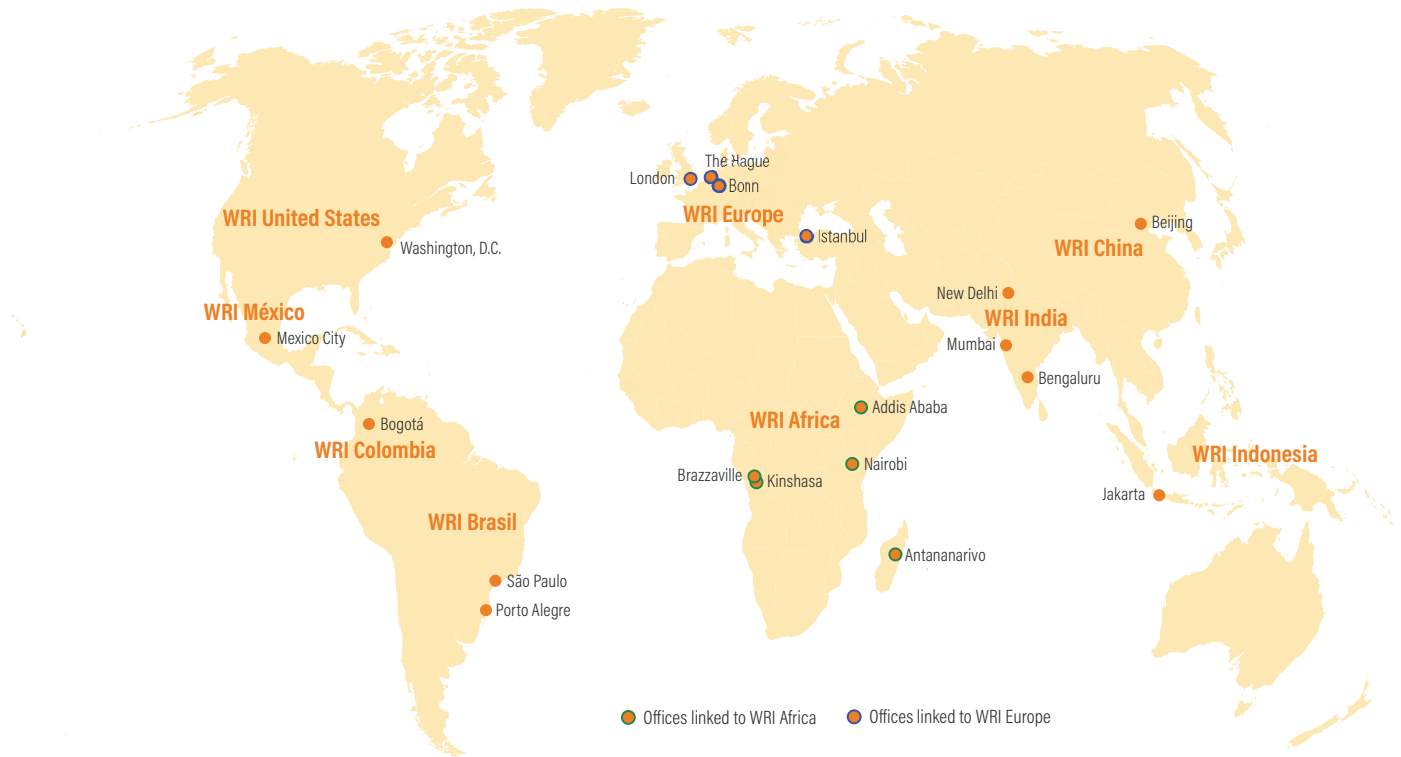


OUR VISION

We focus on integrated solutions to long-standing and new urban challenges. Through innovative research, deep engagement with urban leaders, and global partnerships, our network of local and international experts puts cities on a trajectory of more sustainable and equitable development. We catalyze and accelerate transformative urban initiatives that turn cities into resilient, inclusive, low-carbon places that are good for people and the planet.

ABOUT WRI ROSS CENTER FOR SUSTAINABLE CITIES

WRI Ross Center for Sustainable Cities is World Resources Institute's program dedicated to shaping a future where cities work better for everyone. It enables more connected, compact and coordinated cities. The Center expands the transport and urban development expertise of the EMBARQ network to catalyze innovative solutions in other sectors, including air quality, water, buildings, land use and energy. It combines the research excellence of WRI with two decades of on-the-ground impact through a network of more than 400 experts working from Brazil, China, Colombia, Ethiopia, India, Mexico, Turkey and the United States to make cities around the world better places to live.



World Resources Institute (WRI) is a global research organization that spans more than 60 countries, with international offices in Brazil, China, India, Indonesia, Mexico and the United States, regional offices in Ethiopia (for Africa) and the Netherlands (for Europe), and program offices in the Democratic Republic of Congo, Turkey and the United Kingdom. Our more than 1,700 experts and staff turn big ideas into action at the nexus of environment, economic opportunity and human well-being.





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