

**Voice of  
the Mayors**



**Park Won-Soon**

Seoul

People are the hope



# About

## Voice of the Mayors

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Celebrating its thirtieth anniversary, METROPOLIS wishes to leverage the unique experience of its members, represented by the mayors of the major metropolises, presidents and governors of metropolitan regions. Too often, the expertise of these high-ranking officials is lost once their term has come to an end. However, at a time when global urban development is quickening its pace, their experience is more beneficial than ever for the new generations of local decision-makers, the entire spectrum of public and private local development stakeholders and partners in the international community.

In its capacity as a network of the world's major metropolises, METROPOLIS also seeks to make an active contribution to the current international debate concerning the revision of the Millennium Development Goals, negotiations on climate change and the preparations for the United Nations Conference on Housing and Sustainable Urban Development (Habitat III).

This is how the idea for **Voice of the Mayors** came into being, as a wealth of first-hand testimonies from local and regional leaders whose experience deserves to be recounted and disseminated. Bequeathing this legacy also conveys the willingness of METROPOLIS members to share their experiences and to enhance the exchange of knowledge, a concerted effort to contribute towards shaping sustainable urban development worldwide.

Upon the creation of METROPOLIS in 1984, the 14 founding members expressed their desire to work together to strengthen their mutual capacities to manage their cities. **Voice of the Mayors** helps to achieve this goal with the 136 members that comprise METROPOLIS today and the young generations of local decision-makers.

The testimony you are about to read serves to enhance the association's training activities and the work carried out within the framework of the METROPOLIS Initiatives, the METROPOLIS Women International Network and of METROPOLIS Youth.

The experience of the leading decision-makers in major metropolises across the world is essential. They manage the day-to-day needs of millions of citizens as regards housing, mobility, education, health, safety and energy, to name but a few. They run cities, urban areas and metropolitan regions that are sometimes larger than certain United Nations member states in terms of population, budget size and global reach. They are the main political leaders on the front line, tackling the challenges facing the planet. Nevertheless, this role has yet to be sufficiently recognised in present-day international relations.

It is Metropolis' aspiration that **Voice of the Mayors** will help these leaders' words to be better heard, listened to and taken into consideration by the international community.

**Alain LE SAUX**  
**METROPOLIS Secretary-General**  
**October, 2014**



**Curriculum  
vitae**

PARK WON-SOON

Born: March **26, 1956** / Changnyeong,  
South Korea

**Education**

**1974** Gyunggi High School  
**1979** Dankook University (Bachelor's  
Degree in History)  
**1991-92** London School of Economics  
(Diploma in International Law)

**Career**

**1980** Passed the 22nd National Bar  
Examination  
**1982** Public Prosecutor at Daegu  
District Office  
**1993** Visiting Fellow at Harvard Law  
School Human Rights Program  
**1995-2002** Secretary General of  
People's Solidarity for Participatory  
Democracy  
**2001-2010** Executive Director of  
Beautiful Foundation  
**2002-2009** Executive Director of  
Beautiful Store  
**2006-2011** Executive Director of Hope  
Institute  
**2011** Elected as Mayor of Seoul  
**2014** Re-elected as Mayor of Seoul

**Theses**

**1997** Institutional Reformation for  
Prevention of Corruption  
**1998** Institutional Reformation of Civil  
Society in Korea  
**2004** Financial Transparency of Non-  
profit Organizations

**Books**

**2002** Korea's Civil Movements: The Bed  
of Procrustes  
**2010** Villages are Schools  
**2011** The Conditions of a Beautiful  
World  
**2011** How does Oliver Cook the World?  
**2011** 1,000 Jobs that will Change the  
World  
**2011** The Dictionary of Beautiful  
Values  
**2011** Ecology is the Answer for Villages

**Awards**

**2003** Korean National Award for Social  
Welfare  
**2006** Manhae Award for Social Practice  
**2006** Magsaysay Award for Public  
Service  
**2009** Award for Human Rights  
(Buddhist Human Rights Committee)

# Park Won-Soon

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## The People Are the Hope, and the Citizens Are the Mayor

**A** mazing changes and a new future brought about by innovation and collaborative governance

1. Let the people take ownership of the city, and let the citizens take ownership of Seoul

In October 2011, I was elected as the Mayor of Seoul, marking a true beginning for new changes in the capital of the Republic of Korea. The election results grabbed headlines since they were considered a reflection of people's aspiration for a new politics and for a citizen mayor. The mere fact that I, someone who had long served as a human rights lawyer, citizen activist and social innovator, was elevated to a position long considered reserved for former bureaucrats or career politicians, was an enormous shift and a striking innovation.

Upon taking office, I made a pledge to the citizens of Seoul that I would be a mayor who will change their lives. It was a promise that I would pursue policies to change the city on behalf of its citizens and not sacrifice the people for the sake of the city. It was an announcement of my will to assuage the unforeseen side effects and ills that emerged as the dark side of rapid economic development and the Miracle of Han River, and return the city into the hands of the people, and Seoul into the hands of the citizens.

In order to mold Seoul into a truly happy and people-oriented city that offers high quality of life and places the highest emphasis on people, innovation was demanded as a means to depart from former practices. As such, the first thing I did immediately upon taking office was to innovate the city administration by establishing a Seoul Innovation Bureau directly under the Mayor, a concept introduced for the first time in Korea. In addition, I focused on reinventing institutions in order to improve the quality of life of citizens by creating the so-called "Innovation Park".



At the same time, I successfully encouraged people to become involved in the city's policy-making processes through communication, and achieved collaborative governance with the citizenry. I pursued people-centered policies that value the daily lives of citizens.

As a result, the citizens took ownership of the city, and they became its mayor. Abnormality gave way to normality. City administration based on common sense, strict principles, reason and balance began to prevail, countless conflicts were resolved and "window-dressing" administration disappeared.

The result: Seoul has embarked on the path of change.

One by one my promises to citizens, along with the dreams of citizens and Seoul, began to come true.

Seoul's public debt, which once soared to nearly 20 trillion won, has now been reduced by 4.8 trillion won. A total of 7 trillion won is expected to have been erased by the end of this year. Before I took office, Seoul's public debt was expanding every year. Things were much the same for the rest of the country. A great number of local governments found themselves in poor financial condition and saw their debts mounting. Against this backdrop, it is highly significant that Seoul Metropolitan Government was able to actually reduce its indebtedness.

Also, after successfully delivering on my promise to build 80,000 units of public rental housing as well as reduce the debt, we achieved a double feat which had been called impossible.

The welfare budget, which represented only 26% of the total budget at the beginning of my term, has been increased to 32%. Our investment in welfare is witnessing returns in the form of increased production and more jobs. The 2013 budget expenditure of 6,028.5 billion won on social welfare generated 14,011.2 billion won in production (more than double the amount invested) and 154,000 jobs. The results have proven that welfare is indeed an investment in people,

the economy and the future.

The "Seoul Minimum Welfare Standard," established with the participation of around 1,000 citizens in 162 rounds of meetings over a period of seven months, was the nation's first-ever standard for citizens' happiness, suggesting a baseline for citizen welfare. The Seoul Metropolitan Government (SMG) won a UN Public Service Award for this effort.

We have saved 3.2 trillion won in taxpayer money through a rational restructuring of the Seoul Subway Line 9 project, strengthening public interests in this private investment project.

The city government's policies of providing free school lunches for school children in Seoul and half of tuition fees at the University of Seoul have made children happier and youth less burdened. The introduction of the "Ten Commandments for the Use of Paving Bricks" has eliminated the annual practice of changing paving bricks. These new rules have paved the way for firmer bricks with greater convenience for citizens.

The New Town Redevelopment Project which drove large numbers of local residents out of their homes and sparked conflict and divisions among community members over the preceding decade has been overhauled, giving way to our Urban Restoration Project which emphasizes revival over demolition. Under this new initiative of city renewal, efforts are underway to restore the original identity of local districts and realize the hopes and dreams of their residents.

Various efforts have been made to make Seoul into a people-oriented and inclusive city:

Transport nicknamed "Owl buses" run till dawn carrying nighttime commuters. "Worry-free hospital beds" has made it possible for patients to receive treatment without the relying on private caregivers. Seoul city hospitals are providing high-quality medical services at a lower cost, ensuring citizens' rights to health and treatment. "Village community", "sharing city", "Crime Prevention through Environmental Design (CPTED)", "revitalization of social economy" and many other

efforts have also been put into action.

Seoul has changed for the better :it is a safer place for women and children, with safer alleyways and playgrounds for recreation and traveling to and from school and work; it is a city of transparently managed and happy apartments where fees are organized in a transparent manner and neighbors communicate with one another; a city where disability will no longer be a barrier to anything at all thanks to policies developed for and by people with disabilities; it is a city where the twilight of life is beautiful thanks to policies developed for and by senior citizens ;it is a city where the baby boomers born in the 1950's and 60's are allowed continued job opportunities in the second half of their life; it is a city where young people can find jobs and dreams; it is a city with 2,000 years of history and abundant culture; and it is a city blessed with beautiful nature.

While efforts have been made to improve the quality of life of citizens, preparations are also being extended for the future of the city. The

2030 Seoul Plan, developed with the full participation of citizens, has spawned a vision of a happy city where citizens communicate with and care for one another. The Plan for Seoul's Next 100 Years will convert Seoul from a city of construction into a city of architecture. The Seoul City Wall Project will reinvent the area as a global historic city as well as a leading tourist destination. The Yeongdong District Complex Development Plan for International Exchange will open the city as a vibrant capital of tourism and MICE events. The 2030 Economic Plan will establish it as a business hub for creative and knowledge-based service industries.

This enormous transformation of Seoul over a mere two years and ten months was achieved owing to the collaborative efforts and collective strength provided by our citizens. It was all made possible through the tremendous will of citizens who made their collective intelligence available to us all. Thus, today, its citizens have become the true owners and mayors of Seoul.



## 2. Innovating Administration - a paradigm shift for communication with citizens

### 1) Communication, participation, and governance

We have succeeded in achieving a dramatic paradigm shift in just two years and ten months because we accomplished a fundamental reinvention of the foundational conception of administration.

We have all witnessed how an administration which is unable to communicate with its

citizens can ruin lives and how politics detached from the people generates conflict and division. Therefore, I came to the conclusion that a paradigm shift revamping the related procedures and processes must first be achieved prior to developing or putting any specific policy into action. Thus, the city administration had to be reinvented in order to allow it to communicate with citizens.

I was convinced that administrative reform must be undertaken before all else, and I focused myself on completing this task.



I worked hard to make Seoul a city where citizens can be the true mayors by proposing three main directions: communication, participation and governance. Over 80 rounds of policy hearings, more than 119 rounds of visits to district offices, disclosure of approximately 10,000 items of administrative information released to the public, 1.4 million visitors to the Citizens' Hall and the participation of over 2,800 citizens in the Speaker's Corner, the appointment of Honorary Vice Mayors and One-day Mayors, budget-setting with citizens, policy forums, and more are all both

the result and the process of communication with citizens to achieve innovation in city administration.

2) Open administration, on-site administration, and SNS administration

Communication that allows people's ideas to be translated into policies was achieved by innovating administration.

The first effort in innovating administration was the on-site administration policy.





It is at the actual scene that determinations are made as to whether a theory is right or wrong and how precise it may be. The scene is also the place where methods, know-how and wisdom can all be learned. Thus, as the first element in the efforts to innovate administration, I pursued on-site administration. By engaging in initiatives such as policy forums to listen to citizens' ideas and opinions on city administrative issues and the on-site Mayor's office and on-site visits to resolve long-standing issues and conflicts, we sought to discover solutions not from behind a desk, but directly at the site. By creating Citizens' Hall inside the Seoul City Hall, we offered a venue for citizens to come, communicate and take part.

The second element in the innovation was the concept of open administration.

We disclosed city government data to the public by means of information technology through opening the information communication plaza on our official website. In addition, we have introduced around 2,700 policies to the citizenry via our Seoul Wiki, disclosing details such the background behind decisions to pursue a specific

policy, its current status and the related budget. Citizens can even view the actual documents used and approved, as well as receipts. Citizens who report misuse of budget funds can be awarded up to 100 million won. Open administration has contributed to enhancing the rationality and transparency of administration.

The third component of the innovation was SNS administration.

Seoul became the first government in the world to initiate the concept of administration through social media, and this initiative has brought great innovation to administration. The city government was the first among the provincial and municipal governments to operate a Social Media Center (SMC) and 44 SNS management systems. Communication via social networks such as Twitter, Facebook, and KakaoStory has enabled real-time high-speed administration. This policy of SNS administration has transformed not only the lives of citizens, but also the policy-making process of the city government. Citizens send messages containing complaints and suggestions via a social network, and the government devel-

ops policies based on the suggestions and information so collected. I currently have more than 1 million friends and followers on my various social networks (Twitter, Facebook, KakaoStory, etc.). Thanks to social media, Seoul is actively communicating with its citizens to address the problems it faces.

Collaborative governance involves policy-making not only through collecting citizen opinions on-site and via the Internet and social media, but also through engaging in ongoing discussions and dialogue with civic organizations and expert groups. Such efforts are forging the present and future of Seoul.

### **3. Collaborative governance with the participation of citizens-Seoul, a city made and enjoyed by all**

Policies which are crafted by citizens and reflect their ideas are greatly assisting the lives and livelihood of the ten million residents of Seoul. The city maintains policies in five key areas: the stabilization of people's livelihoods; communication with citizens; urban innovation; problem-solving; and preparation for future. These policies have been evolving into the Seoul Metropolitan Government's (SMG) livelihood policy, which aims to improve the quality of life for Seoul citizens and open up a sustainable future, changing the city for the better.

The first key area of this policy is to reinforce the livelihoods of citizens.

Ensuring a free school lunch for every elementary and middle school student in Seoul was a first step towards providing universal welfare. This initiative not only offers fresh and eco-friendly meals to students, but also frees their parents from the financial burden of lunch fees. In addition, slashing tuition fees at the University of Seoul (UOS) by half-the first effort of its kind in the nation-has eased the load being shouldered by university students who otherwise might have to work long hours at part-time jobs to manage tuition. As a result of this initiative, both the students and their parents have grown happier.

"Owl buses" for late-night commuters operate from midnight until 5AM. This bus service began with a citizen's suggestion. Launched as a pilot service operating along two routes in April 2013, these late-night buses have been running on nine routes since last September. Having transported 1,292,000 passengers to date (as of late March, 2014), they serve a daily average of 6,400 passengers. Citizens have shown great support for the owl buses, as they provide a secure and low-cost means of transport during the early hours. Owl buses even topped the list of top-ten SMG news stories for 2013 as selected by citizens.

Implementation of a Seoul-style social security program is providing a secure safety net for citizens. This Seoul-style social security program is a welfare scheme that benefits each and every citizen of the city. Having been in implementation since July 2013, this initiative provides minimum living benefits to those citizens who had previously not been entitled to receive any benefits due to family support obligation rules despite living below the poverty line.

In addition, under the strong belief that job creation is the best welfare policy, we have worked tirelessly to provide greater numbers of good jobs by generating additional job opportunities in the public service sector and by offering regular worker status to temporary employees serving within the city government and its subsidiary organizations.

We have pursued housing welfare policies and made progress in terms of providing housing security to working families by supplying public rental housing. We are also implementing tailored welfare policies for women, senior citizens, and the disabled. We are operating "worry-free hospital beds" in the Seoul Medical Center where patients can receive treatment without relying on guardians or private caregivers. We are also operating Hope Ondol (referring to the traditional floor-heating system) Program, a year-round citizen-operated care system for poor neighbors in which citizens take the initiative in seeking out and helping those in need.

Second, we have achieved much in the area of communication with citizens.

Inside City Hall, we created the "Citizens' Hall", a venue where citizens can actively communicate with the city government. Besides operating policy forums and the complaint and suggestion management system "Eungdapso", we have opened multiple channels of communication with citizens. We have been promoting citizen communication through channels such as the Speaker's Corner, an area for public speaking by citizens, and the honorary vice-mayor system, a program for hearing from experts. Citizen participation goes as far as setting policies and executing budgets. We initiated the Participatory Budget System in which citizens can take part throughout the budgeting process by offering suggestions, reviewing, and reflecting in the budget issues related to their everyday lives.

Third, we have achieved great progress in city innovation for a sustainable future.

Through collaborative governance, we have been making Seoul more citizen- and people-oriented. By strengthening "village community", we have been seeking to address the problems facing the metropolis and restore its sense of humanity. We have been promoting the idea of sharing, a commitment for a better tomorrow, because we believe that by sharing matters including physical items, space, information, time and talent, we can bring about a sustainable future. We are also making great efforts to increase the city's energy independence and build a "sunshine city" for future generations through the launch of the One Less Nuclear Plant campaign designed to encourage energy conservation and increase the generation of renewable energy.

We are also seeking ways to help various social and economic actors such as social enterprises, cooperatives, village enterprises, and self-sustaining communities to develop stronger roots and encourage the healthy development of a sustainable socio-economic ecosystem. We are partnering with these actors to discover ways to help young people create and find jobs for themselves in this age of a reduced growth and low-job

creation economy.

Urban innovation has altered the city landscape in many parts of Seoul. Crime Prevention through Environmental Design (CPTED), an initiative aimed at deterring criminal behavior through the processes of planning and design of the environment, is one example of an innovation which has received broad support from citizens. When designs were incorporated into the environment to brighten imposing dark alleys, amazing changes took place: people began to use them and space for community began to develop.

Fourth, many problems Seoul had previously faced have been resolved.

Problems long faced in the city were addressed through communication with citizens. For example, the case of the controversial fare hike for Seoul Subway Line 9 was resolved through dialogue. SMG strengthened public interests in the private investment project to ensure a more rational operation. This move saved 3.2 trillion won in public spending. The creation of the Line 9 Citizen Fund with citizen involvement developed an innovative model for a Seoul-style private investment project.

The New Town Redevelopment Project which once threatened the very foundation of the livelihoods of working families is currently undergoing a paradigm shift: the emphasis is now on residents, not owners, and on preservation and management over demolition. Today, we are pursuing urban restoration as a means to renew communities and their original identities, not physical redevelopment.

The debt of the city government and its subsidiaries had reached 20 trillion won as of October 2011, but had been reduced to around 15.5 trillion won by late July 2014, paving the way for fiscal soundness. Dongdaemun Design Plaza, which had originally been planned as a design hub, was opened as citizen participation multi-purpose cultural complex following a long process of dialogue with citizens and developing ways to achieve its financial viability.

Fifth, we have developed a long-term plan to prepare for the future of Seoul.

We have developed a long-term vision for Seoul by establishing the 2030 Seoul Master Plan, and 2030 Seoul Economic Vision. We are also developing future growth engines for Seoul by creating the Magok Industrial Complex to promote balanced regional development and restore the competitiveness of the city.

At the same time, we are currently seeking to have the Seoul City Wall inscribed on the UNESCO World Heritage List. We are establishing Seoul as a leading global convention destination by increasing support to the MICE industry as well as nurturing our tourism industry to attract more international visitors. In every aspect, Seoul is truly becoming a global city beloved by people around the world.

City administration with citizens at its center has brought about amazing changes. With the shift towards the concept of "10 years for

changing the city for the people", citizens are no longer simply on the receiving end of city policies; they are at the forefront, taking an active role in shaping policies.

City administration is being conducted based on social consensus through the participation of citizens and experts. Administration led by collective intelligence makes decisions not through competition and confrontation, but through collaboration and coordination. Citizen participation goes beyond simply voicing opinions; citizens have become policy architects. The city government's function is to empower citizens to take on such roles.

#### 4. The Seoul effect and the Seoul Dream.

Seoul's best practices are being exported all over the world - to 22 cities in 21 different countries so far. Many more cities than these have sent delegations to Seoul to learn and benchmark Seoul's best practices in public transportation, smart e-government, waterworks, sewerage man-





agement, urban railway, restructuring of Subway Line 9, One Less Nuclear Power Plant initiative, and more. This is widely referred to as the “Seoul effect.”

Consequently, Seoul has been ranked as the sixth-most competitive city for two consecutive years (Mori Memorial Foundation, 2012), the fifth-most convention-friendly city for three consecutive years (UIA, 2012), and the best international business meeting destination for two consecutive years (Business Traveler, 2012). Last year, the number of tourists visiting the city surpassed ten million for the first time ever. Seoul also won four categories at the UN Public Service Awards. These accomplishments are all a testament to Seoul’s rise as a global city.

Going forward, this “Seoul effect” will translate into a butterfly effect on a global scale. Building on these accomplishments, we plan to take Seoul even further, from its current sixth-place position to third on the Global Power City Index (GPCI) by improving quality of life, city identity, balanced development, urban competitiveness

and urban sustainability.

We aim to build Seoul as a historic city that displays its long history and abundant cultural heritage; a global exemplar idealized and visited by those wish to learn from us; and a city of life which ranks high in terms of citizen happiness and quality of life.

On July 1 2014, the sixth term of mayoralty by popular vote in Seoul was inaugurated. During this term, the city will continue with the changes it has initiated over the previous two years and ten months to become a “People’s Special City”, a safe and inclusive city brimming with hopes and dreams and one which puts people first.

During the coming four years of this new term, Seoul will emerge as a “Citizen’s Special City:” safer, more prosperous and happier than ever before. It will be safe from disaster and poverty, free from excessive competition and a place where the benefits of the city’s economic growth are enjoyed by all.

City administration based on common sense and strict principles, reason and balance, shall prevail, while innovation and creation, collaboration and integration shall serve as the unwavering principles of governance.

Administration which neglects people for the sake of expediency, efficiency, external growth and profit will vanish. We will pursue practical and warm-hearted policies to promote the true well-being of our citizens. We will leave behind the old economy and past policies which focus on constructing buildings and achieving external growth, and march instead towards a new creative economy which places greater emphasis on the people, the owners of all these things.

People should stand at the center of all these changes. Trust between people and communities of people living side by side are the key. Seoul will invest in people, regions and villages that form communities sharing trust with one another.

Furthermore, we will continue to build a Welfare Special City, a welfare community where

welfare will create a happy future for citizens. We will continue to extend our best efforts to ensure that all citizens of Seoul live a dignified and happy life from the cradle to the grave.

To this end, innovation and collaborative governance will be the twin wings that lift his new Seoul.

All members of SMG, including myself, will strive to set a standard of innovation. Together, by pursuing ever-greater innovation, we will come to realize our dream of turning Seoul into a world-class model city of innovation visited by citizens, public servants, and other guests from around the world eager to learn from our example.

Over the next four years, I will pursue city administration exclusively for and with the citizens. Once again, the citizens are the mayors. Please keep watching and set your eyes on Seoul.

Thank you!

**Seoul,  
September, 2014**





## Map

There are 25 autonomous "gu" districts in Seoul, divided into 423 administrative "dong" sub-units. Each "gu" is a basic local government unit that takes care of its assigned affairs and autonomous duties. The "gu" provides administrative services that are closely related to the lives of citizens.

## Statistics



## Population



4,182,314 household 10,437,737 people three  
(Youth Population: 1,317,826 people)

Statistics Date: January 14, 2013  
Aged: over the age of 65  
Youth: 15-24 years



▶ Sister / Friend / MOU Cities

(As of Jul 2012)

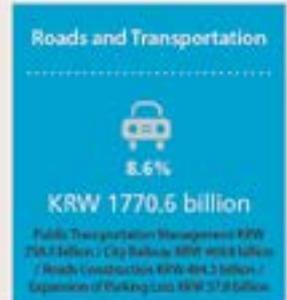
Number	Country	City	Population (Ten-thousand)	Area	Date of agreement signed	
1	Taiwan	Taipei	262	272	68.03.23	
2	Turkey	Ankara	369	1,204	71.08.23	
3	USA	Honolulu	87	1,576	73.10.22	
4	USA	San Francisco	74	125	76.05.18	
5	Brazil	São Paulo	1,700	1,509	77.04.20	
6	Colombia	Bogota	800	1,518	82.06.14	
7	Indonesia	Jakarta	1,050	664	84.07.25	
8	Japan	Tokyo	1,207	2,187	88.09.03	
9	Russia	Moscow	864	794	91.07.13	
10	Australia	New South Wales	634	801,600	91.11.08	
11	France	Paris	220	105	91.11.12	
12	Mexico	Mexico City	860	1,504	92.10.05	
13	China	Beijing	1,530	16,410	93.10.23	
14	Mongolia	Ulaanbaatar	90	1,358	95.10.06	
15	Vietnam	Hanoi	314	927	96.05.01	
16	Poland	Warsaw	165	512	96.06.20	
17	Egypt	Cairo	1,600	1,492	97.04.27	
18	Italy	Rome	280	1,508	2000.03.18	
19	Kazakhstan	Astana	51	300	2004.11.06	
20	USA	Washington D.C	65	179	2006.03.13	
21	Greece	Athens	400	450	2006.05.15	
22	Thailand	Bangkok	600	1,568	2006.06.16	
23	Uzbekistan	Tashkent	218	335	2010.07.02	
23	9	6	3	3	1	1
Total	Asia	Europe	North America	Latin America	Oceania	Africa

▶ 2013 SMG Budget Overview

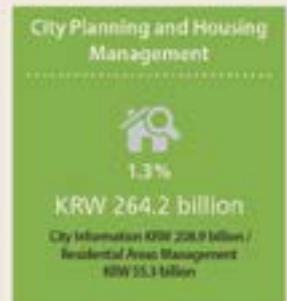
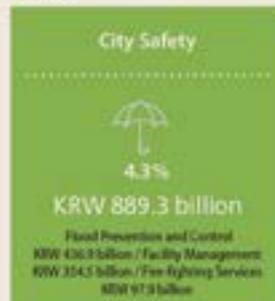
Welfare



Environment & Transportation



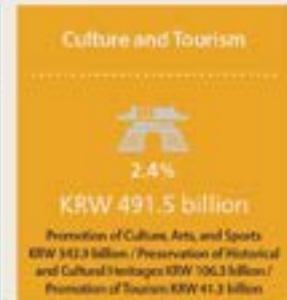
Safety



Economy



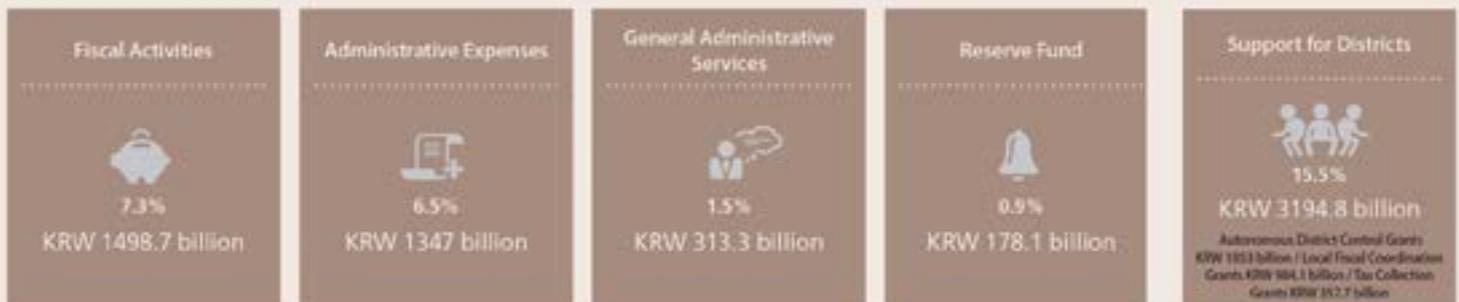
Culture



▶ Memorandum of Exchange and others: 18 cities

- ① Ottawa (Canada, Jan. 10, 1997)
- ② Berlin (Germany, Apr. 23, 1997)
- ③ Amsterdam (Netherlands, Mar. 15, 1999)
- ④ Budapest (Hungary, Jul. 14, 2005)
- ⑤ Istanbul (Turkey, Aug. 24, 2005)
- ⑥ Los Angeles (USA, Oct. 16, 2006)
- ⑦ Milano (Italy, Feb. 1, 2007)
- ⑧ Minsk (Belarus, Jul. 8, 2008)
- ⑨ Shandong (China, Jul. 19, 2008)
- ⑩ Jiangsu (China, Jul. 21, 2008)
- ⑪ Guangdong (China, Jul. 22, 2008)
- ⑫ Zhejiang (China, Apr. 10, 2009)
- ⑬ Tianjin (China, Apr. 12, 2009)
- ⑭ Addis Ababa (Ethiopia, Sept. 29, 2010)
- ⑮ Hokkaido (Japan, Oct. 15, 2010)
- ⑯ Maputo (Mozambique, Jun. 13, 2011)
- ⑰ Bucharest (Romania, May. 9, 2012)
- ⑱ Buenos Aires (Argentina, Jun. 25, 2012)

Communication & Innovation



METROPOLIS' VOICE OF THE MAYORS IS SUPPORTED BY

## Cities Alliance

Cities Without Slums

The Cities Alliance is a global partnership for urban poverty reduction and the promotion of the role of cities in sustainable development. Cities Alliance Members include local authorities, national governments, non-governmental organisations, multilateral organisations, and associate members. METROPOLIS is a founding member of Cities Alliance.

[www.citiesalliance.org](http://www.citiesalliance.org)



The Global fund for cities development (FMDV) was created in October 2010 at the initiative of METROPOLIS, United Cities and Local Governments (UCLG) and 34 founding members (cities and city networks). It is an international political organisation which aims to strengthen solidarity and financial capacity by and among local authorities and is complementary to existing mobilisation, coordination and advocacy networks.

[www.fmdv.net](http://www.fmdv.net)



Created in 2004, United Cities and Local Governments (UCLG) is the united voice and world advocate of local and regional self-government. Members of UCLG are present in 140 countries, and are organized into seven regional sections, a Forum of Regions, and a metropolitan section coordinated by METROPOLIS. UCLG's membership includes over 1,000 cities and regions, as well as 155 local government associations.

[www.uclg.org](http://www.uclg.org)



The World Urban Campaign is a global partnership coordinated by UN-Habitat, designed to promote a positive vision of sustainable urbanization and to place the urban agenda at the highest level in development policies. It is meant to build alliances with all the sectors of society in a movement to provide a knowledge and action-oriented platform to address urban challenges. It is a platform for Habitat III, the United Nations Conference on Housing and Sustainable Urban Development to be held in 2016.

[www.worldurbancampaign.org](http://www.worldurbancampaign.org)

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# Voice of the Mayors # 16

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