

## Submission of Proposals: Application Form

Please read carefully the "Guidelines for the Submission of Proposals" which outline the modalities for application and the criteria for the selection of proposals spelled out in the Cities Alliance Charter. Please ensure that all necessary supporting documentation is attached to this form. Additional information may also be enclosed, **but total submission should not exceed 12 pages.**

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**DATE:** March 21<sup>st</sup>, 2011

### 1. TITLE of PROPOSAL:

Global City Indicators Facility

### 2. PROPOSAL SUBMITTED BY<sup>1</sup>:

Name and Title: Professor Patricia L. McCarney, Director

Organisation: Global City Indicators Facility

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e-mail: Patricia.McCarney@daniels.utoronto.ca

Contact person for questions on the application:

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Global City Indicators Facility

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### 3. CITIES ALLIANCE MEMBER(S) SPONSORING THE APPLICATION:

The World Bank established and funded the Global City Indicators Facility for its first three years and Dan Hoornweg, Lead Urban Specialist, is also member of GCIF's Board of Directors.

#### **World Bank**

1818 H. St., NW

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Website: [www.worldbank.org](http://www.worldbank.org)

#### **Contact Person:**

Abha Joshi-Ghani

Manager Urban Development

Finance, Economics and Urban Department

The World Bank, 1818 H Street NW, Washington, DC, 20433 USA

Phone: +1 (202) 473-3714 | Fax: +1 (202) 522-3232 | Office: MC 4-841 | Mail stop code: MC 4-418

Email: [ajoshighani@worldbank.org](mailto:ajoshighani@worldbank.org) | Web: [www.worldbank.org/urban](http://www.worldbank.org/urban)

#### **Contact Person:**

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<sup>1</sup> Country-specific proposals typically originate from local authorities, but must be sponsored by at least one member of the Cities Alliance (see [Cities Alliance Charter](#), Section D.14).

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The Inter-American Development Bank is currently supporting Global City Indicators Facility to work on their Sustainable Cities Initiative during the first five months of 2011.

**Inter-American Development Bank**

1300 New York Avenue, NW  
Washington DC, 20577, USA  
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**4. RECIPIENT ORGANISATION:** – *organization that will receive and execute the grant:*

**Global City Indicators Facility**  
**University of Toronto**  
**John H. Daniels Faculty of Architecture, Landscape, and Design**  
**230 College Street | Toronto ON M5T 1R2 | CANADA**

**Task Manager Name & Title:** Professor Patricia L. McCarney, Director  
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**5. OTHER IMPLEMENTING PARTIES (if any):**

**INFORMATION ON PROPOSED PROJECT:**

**6. Type of project (check one):**

City Development Strategy\_\_                      Slum Upgrading\_\_                      Both\_X\_

**7. Geographic scope of project (specify):**

City: \_\_\_\_\_  
Country: \_\_\_\_\_  
Global/Regional/Multi-country: \_\_\_\_\_X\_\_\_\_\_

**8. Expected duration:** One Year

**BUDGET SUMMARY:**

**9. Amount of total budget requested from Cities Alliance funding:** US Dollars \_\_\_\_\$100,000\_\_\_\_

**10. Co-financing amount of total budget, including local partners (Please refer to Appendix B):** US Dollars \_\_\_\_\$50,000\_\_\_\_

**11. Total project budget cost:** US Dollars \_\_\_\_\$150,000\_\_\_\_

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**DESCRIPTION OF PROPOSED PROJECT:**

**12. Background – issues to be addressed and scope of project**

The Global City Indicators Facility (GCIF) is positioned to be the definitive and authoritative compilation of validated, self-reported, worldwide urban data. For the first time a database hosting globally comparative city data based upon a globally standardized methodology provides a platform for comparative global research. This Facility also provides a solid base for evidence-based policy and management at the local level to build more sustainable cities, and can serve as a supportive database for the World Bank’s Knowledge Platform on Urbanization. Headquartered at the University of Toronto, the GCIF is rapidly becoming a global leader and centre of excellence on globally standardized city metrics. As cities worldwide increasingly take centre stage in the sustainable development and prosperity of nations, and become pivotal in confronting the global challenges of poverty, climate change, and security, the need for globally comparable data and knowledge on cities has never been greater.

The Facility hosts a standardized system of global city indicators with support from the World Bank, the Inter-American Development Bank, the University of Toronto, the Government of Canada, and a worldwide network of participating cities. Currently 115 indicators across more than 135 cities are collected annually (please refer to Appendix A for full list of indicators). GCIF member cities are representative of all regions of the world, and the GCIF aims to increase membership to 250 cities by 2012 and 1000 cities by 2015.

To date, no city data conforms to a standardized methodology that can ensure sound comparative urban research for global learning on sustainable cities. The GCIF provides cities with a free, web-based system to enter city data, track progress over time and facilitate capacity building and knowledge sharing. Globally comparative data strengthens cities’ policy leverage and performance management through evidence-based decision making. Citizens and businesses are empowered through transparent access to accurate performance information about their cities and other cities in a comparative global framework. The GCIF also provides support for international development agencies’ provision of validated, worldwide urban data.

This growing database will enable ground-breaking research using data that has never before been available. Currently, the Facility is at a turning point as policy-relevant information is being aggregated to inform policy and management and provide strategic advice to citizens, communities, city leaders, senior government officials, industry partners and international agencies.

*This proposal to Cities Alliance seeks support for the on-going work of the Global City Indicators Facility. More specifically, it seeks to build a partnership between Cities Alliance and GCIF that will support the vision of the Knowledge Platform on Urbanization. In addition, a Cities Alliance-GCIF partnership will enable a working group charged with improving on an evolving cluster of city metrics in the field of slums, upgrading and urban poverty.*

### **Mission – “Know Your City”**

The mission of the Global City Indicators Facility is to improve knowledge on cities worldwide through the collection, organization and analysis of urban information, thereby assisting cities globally in evidence-based policy, planning and management, and comparative learning for sustainable cities.

The GCIF strives to:

- help city leaders make informed, evidence-based decisions by providing a standardized tool for cities to make global comparisons and track performance over time
- empower and citizens and communities through access to accurate performance information about their cities and other cities in a comparative global framework
- improve the capacity for researchers to undertake comparative analysis of cities globally
- provide globally comparative city data for senior levels of government responsible for economic productivity and global competitiveness
- support international development agencies and the business sector in the provision of validated, worldwide urban data
- improve understanding of cities in key sectors including finance, sustainability, housing and city services, climate risk, transport, emergency services, water, waste management, employment, diversity and quality of life, from the local to global scale

The GCIF is also developing an innovative tool to aggregate information on metropolitan agglomerations. This tool will respond to the challenge faced internationally to aggregate municipal data from multiple jurisdictions to the city-region level. This aggregation tool will help cities gather knowledge on their urban economic functional areas for global comparative study.

### **Indicators**

The GCIF Indicators are structured around 20 themes and measure a range of city services and quality of life factors.

**City Services** – includes services provided by city governments and other entities

- Education
- Recreation
- Governance
- Finance
- Transportation
- Wastewater
- Energy
- Fire and Emergency Response
- Health
- Safety
- Solid Waste
- Urban Planning
- Water

**Quality of Life** – includes critical contributors to overall quality of life; not necessarily the direct responsibility of any local service provider.

- Civic Engagement
- Culture
- Environment
- Economy

- Shelter
- Social Equity
- Technology and Innovation

City performance relative to each of these themes is measured by a suite of indicators which collectively tell a “story”. A complete list of GCIF indicators is provided in Appendix A. Recognizing the differences in resources and capabilities between world cities, the overall set of indicators has been divided into “core” indicators, which all member cities are expected to report on, and “supporting” indicators, which all cities would be encouraged, but not expected, to report on. Forty-one future indicators have been identified by member cities as being desirable, but for which a consistent, global methodology has not yet been identified. The current set of global city indicators was selected based on a pilot phase with nine cities and from significant input from the current member cities, ensuring that these indicators reflect city information needs, interests, and data availability.

### Membership

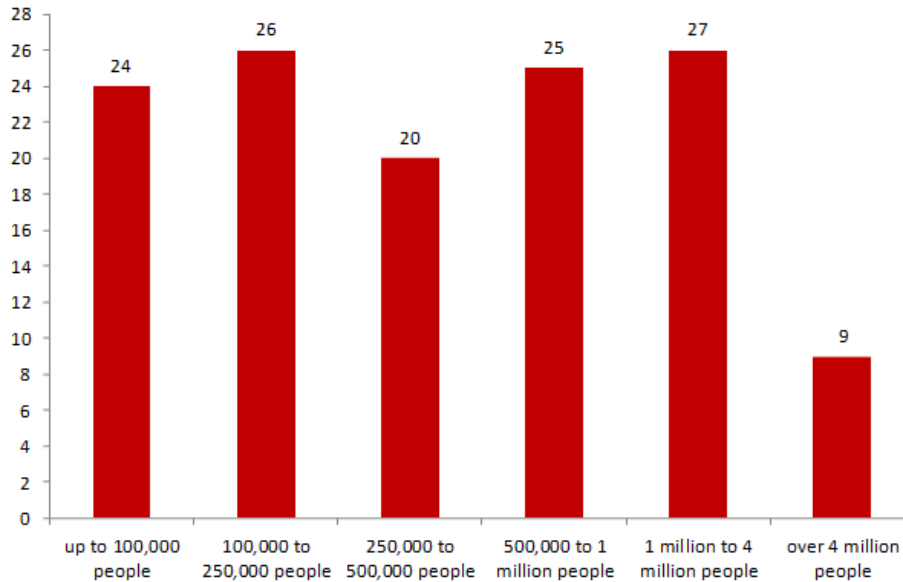
GCIF membership currently includes more than 135 cities spanning the entire globe. Member cities range in population size from small cities under 100,000 to very large cities with populations over 11 million.

**GCIF Membership March, 2011**



- East Asia – Pacific: 46 Cities
- South Asia: 5 Cities
- Middle East – North Africa: 16 Cities
- Latin America (includes Mexico) – Caribbean: 21 Cities
- Africa: 11 Cities
- North America (Mexican cities excluded): 25 Cities
- Europe – Central Asia: 8 Cities
- Oceania: 3 Cities

## City Membership by Population Category



Website [www.cityindicators.org](http://www.cityindicators.org)

The GCIF website provides an uncomplicated relational database for cities to input, manage and update indicators for their city. It provides member cities with a tool to measure progress toward achieving performance goals, access information about peer cities globally, and share information as well as expertise. The website also increases transparency in terms of providing the business sector and the public at large, as well as the international development community with accurate performance information about their cities, and generates essential, baseline urban data for the academic community. The GCIF website is also a tool for senior levels of government responsible for economic productivity and global competitiveness. The GCIF's online presence facilitates the dissemination of not only the indicators data, but also research documents, global reports, policy briefs, and other publications.

### 13. Objectives

#### OBJECTIVE ONE: Continue to Grow the GCIF Membership

**Strategy 1:** Approach city networks at the global, regional and national level and attend global, regional, national and city networking events

**Strategy 2:** City-to-city outreach

Following the April 2009 Technical Workshop held in Toronto to debrief from the program's pilot phase, the GCIF indicators were revised and methodologies fine-tuned according to agreements recommended by the pilot cities during the workshop. By July 2009 the indicators were uploaded to the re-constructed GCIF website. Membership has expanded from the initial 9 pilot cities to over 135 city members.

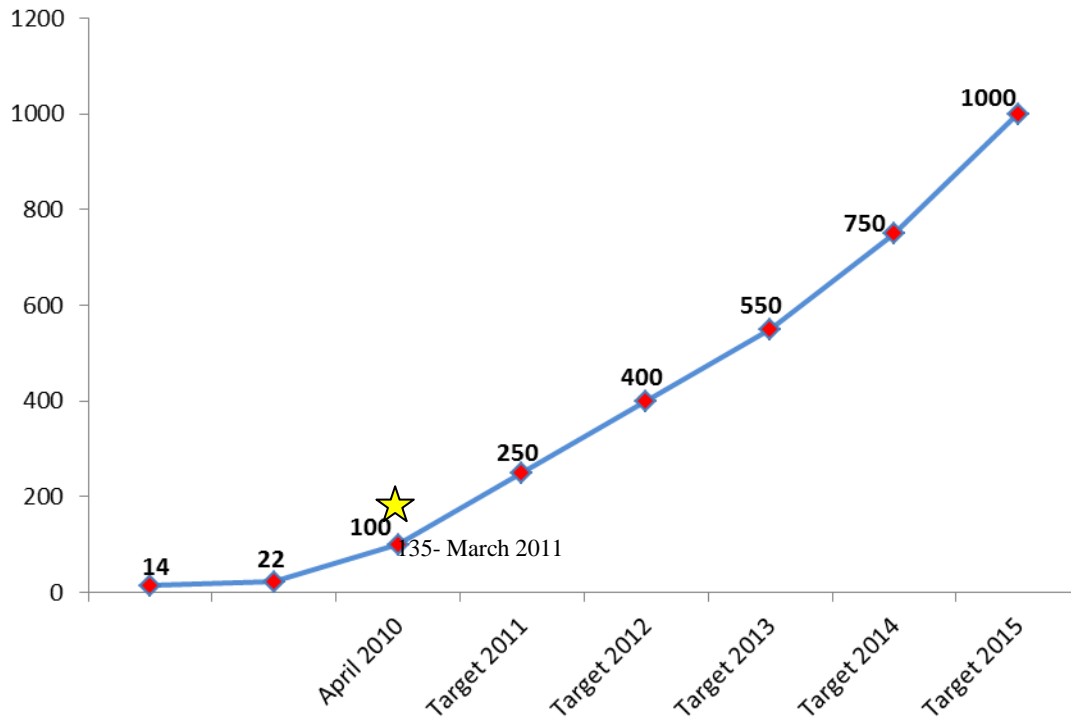
The Global City Indicators Facility is targeted to increase membership to 250 member cities by 2012 and 1000 members by 2015. The GCIF will achieve this by implementing strategies for membership outreach including approaching global, regional, national and city networks and associations, facilitating city-to-city outreach.

The GCIF will continue to establish contact with city networks at the global, regional and national level for assistance with membership recruitment. Working with city associations, the GCIF will target all cities within their specific networks for membership. The GCIF will also attend global, regional and national events to promote the Facility and increase membership as well as regional representation. The GCIF aims to attend at least 5 regional events per year to promote the GCIF at various international conferences, seminars, workshops and symposiums.

The GCIF will request member cities' assistance to advocate and promote the Facility amongst neighbouring cities. This city-to-city outreach goal aims for each member city to recruit one new city each year. Lastly, the GCIF will continue to target the largest cities with populations over one million. By targeting and recruiting the world's largest cities, GCIF membership gathers interest among potential participants.

Additional activities to expand GCIF membership include mail-outs to cities, hosting regional workshops, participating in international conferences, hosting exhibits and linking the GCIF website to our partner websites and social media networks.

## Membership Forecast 2008 - 2015



### OBJECTIVE TWO: Raise GCIF Profile - Data Analysis and Policy Reports

**Strategy 1:** Media Campaign

**Strategy 2:** Targeted Speaking Events

**Strategy 3:** Data Analysis, Policy Briefs, Newsletters

**Strategy 4:** Regional and Global Symposia

**Strategy 5:** Expand Strategic Partnerships

Raising the GCIF profile will bring awareness to the potential uses of GCIF data. This will be achieved through media campaigns, targeted speaking events, publication and dissemination of data analysis, policy briefs, newsletters, regional and global symposia and expanding strategic partnerships.

First, the GCIF will raise its profile through the use of media campaigns. The Facility's Director will be working with communications experts to execute a communication plan to increase media coverage of the GCIF and its work. This will include media interviews both for print and television at the global, national and local level.

Second, the GCIF will actively promote the Facility at various targeted speaking events in hopes of exposing the work of the Facility to new audiences. Some of the targeted speaking events will include speeches, presentations, and lunch time receptions at various venues including the UN World Urban Forum, the Economic Club of Canada and other related events.



The third strategy for raising the GCIF profile is to raise awareness of the potential uses of GCIF data and the GCIF will achieve this by utilizing its online repository of city indicators data to produce annual reports and working papers to demonstrate the importance and effective use of standardized indicators. Data must be reported and presented in policy briefs and working papers in order for citizens and policy makers to reap the benefits of such information. As the online data base is populated, city-related issues and trends informed by the data will allow for the generation of comparative research, policy briefs, working papers on city research results, and preparation of background research for international research outputs such as the Urbanization Knowledge Platform, United Nations State of the World's Cities Report, international city benchmarking exercises and books and journals. The GCIF recognizes that data deposited in a repository is not useful if it is not utilized to encourage the undertaking of new research endeavors and provide global perspectives. Through the generation of reports and publications, the Initiative facilitates capacity building and knowledge sharing amongst cities.

The newsletter will be used as outreach to promote the activities and events of the GCIF to its current members, donors, partners and potential member cities. Raising the awareness of the potential uses of GCIF data will also include participating in regional and global symposia. The GCIF will organize and attend global and regional symposia to disseminate and GCIF data and publications. The GCIF is planning to hold two large events for member cities and to promote the Facility to new cities in hopes of achieving our membership goal of 1000 member cities by 2015. For example, the GCIF is planning on hosting a GCIF Mayors Summit in Toronto in 2013.

GCIF is planning various activities for the Milan Expo in 2015. The GCIF plans to hold roundtables and substantive policy dialogues and seminars in preparation for the Milan Expo.

Establishing partnerships with various city-focused institutions and organizations is an important activity of the GCIF as partnerships are crucial to the future of the Global City Indicators work. Institutional Memoranda of Understanding have been established between GCIF and a number of international agencies and regional entities in order to facilitate working partnerships. Working relationships with city-focused organizations and city associations strengthen membership outreach and allow for indicator complementarity across organizations to ensure standardization and sharing of measures and comparability.

The GCIF will continue to strategically seek out and establish new partnerships to help achieve our membership and funding goals. There will be an increasing emphasis on Private-Public Partnerships since a number of industry leaders have expressed interest in the Global City Indicators Facility.

### **OBJECTIVE THREE: Expand Indicators and Ensure Data Quality**

#### **Strategy 1: Data Verification**

#### **Strategy 2: Expanding and Refining Indicators**

The GCIF must continue to monitor and verify data entered on the GCIF online database to ensure data quality and an in-house verification process has been in place for these purposes. Data on the GCIF database goes through five layers of verifications. First, data is verified internally by their own city officials and councils; second, by other GCIF member cities; third, in-house by GCIF staff; fourth, through International Organization for Standardization (ISO) certification (if approved); and lastly, by citizens once this data has been made public. This five step verification process will ensure data reporting accuracy and minimize any errors in reporting.

A Global City Indicators Standard within the framework of the International Standards Organization is in the process of being developed to ensure a consistent and standardized methodology. ISO Certification will ensure third party verification of GCIF indicators.

An essential element in the adoption of any city indicator is the establishment of a standardized methodology for measurement. Without this, cities cannot confidently make "apples-to-apples" comparisons of their performance with other cities. A Global City Indicator Standard within the framework of the ISO will be developed to ensure that there is a consistent and standardized Global City Indicators methodology. Such a standard will include guidance on measuring, monitoring, and independently verifying the indicators to support the collection and reporting of complete, accurate, valid, and credible data in developed and developing countries. ISO standards are based on international consensus from the broadest possible base of stakeholder groups. Standards are developed by consensus under strict rules that ensure transparency and robust technical content.

Developing a comparative base of indicators requires retention of the GCIF's basic core indicators over a sufficient number of years. A continuous in-house monitoring mechanism will keep track of issues regarding the evolution, expansion and



development of GCIF indicators. The GCIF will monitor the development of city indicators gathered by other organizations, hold technical workshops every two years for member cities and international organizations to discuss existing GCIF indicators and the development of new indicators and the fine-tuning of technical definitions and methodologies. As decided by the GCIF Board of Directors, all proposals for new indicators and their methodologies must be reviewed and commented on by at least ten percent of member cities and 3 international organizations. All new indicators proposed or considerations for revisions to existing indicators must be approved and passed by the Board and all new and revised indicators will be effective immediately upon Board approval.

In addition, a number of indicators and indices have been identified as useful future measures of city performance, but they require globally standardized methodology for their collection. Development of accepted methodologies for these future desirable indicators and indices will be facilitated by the GCIF in order to address emerging urban issues.

As part of a GCIF proposed partnership with Cities Alliance, designed to provide insights and evidence-based knowledge to the World Bank's Knowledge Platform on Urbanization, GCIF will form a working group to consult with Cities Alliance on an expanded set of indicators for information on slums, upgrading and urban poverty indicators relevant to the work of Cities Alliance and the Knowledge Platform.

Future indices under discussion include: total energy use, urban accessibility, city governance, creative cities, competitiveness, social capital, diversity, and subjective well-being. In addition, a number of international agencies are formulating a globally standardized greenhouse gas index which will be made available on the Global City Indicators website and will be a ground breaking tool, globally standardized for measuring greenhouse gas emissions in cities. The greenhouse gas index will contribute new knowledge on cities and climate change.

#### **OBJECTIVE FOUR: Improve the GCIF online database for members**

**Strategy 1:** Data Visualization

**Strategy 2:** Online Forum (Social Media)

The Global City Indicators Facility will expand its website and enhance data visualization tools to facilitate easy entry and analysis of data by participating cities. Currently, basic infrastructure is in place for participating cities to generate comparative reports in spreadsheet format. Ideally, a platform for visually representing Global City Indicator data will be developed. Visual tools will present indicator data in a more user friendly manner, making it easier for the public to understand data and more interesting to examine, thus creating more informed citizens. These tools will help decision makers illustrate and justify policy changes which in turn will build stronger city management and more effective local governance. There is an express need for the GCIF to acquire the technological resources and develop appropriate software to convert data into animated and interactive graphics that citizens can easily understand. In addition, further development and expansion of the website is needed in order to accommodate membership growth. A goal of the project is to have 1000 cities by 2015. The need therefore to build a robust website with software support for data management and visual data analysis is a critical next step.

An additional component of the GCIF's website expansion is the development of an online forum to encourage dialogue among member cities interested in each other's practices and performance measures. A proposal from member cities to develop a platform called MetroMatch is now under review. MetroMatch is a voluntary effort to identify staff of municipalities from around the world for the purpose of sharing technical information on an identified set of themes and topics highlighted by GCIF data, for example wastewater management, climate change, public health, disaster response, flood control, and other municipal services. The MetroMatch program will enable willing municipal participants to be listed in a web-based directory with information about their profile and the expertise that they possess. Staff listed in the directory may be contacted with requests for technical information and assistance to confront operational or programmatic problems in the areas of the individual's expertise. MetroMatch will work hand-in-hand with the Global City Indicators Facility and will be hosted on the website. The MetroMatch directory will be accompanied by a discussion forum in which members can share problems and challenges that their city is facing and to exchange best practices. MetroMatch will provide a mechanism for municipalities to share technical information on improving performance relative to identified benchmarks.

#### **14. Methodology and sequencing of activities**

**To fulfill Objective One: Continue to Grow the GCIF Membership, the Facility will:**

- Contact organizations and city network associations

- Mail out GCIF membership package to members of networks and associations
- Organize and attend regional workshops to generate interest
- Participate in international conferences including hosting exhibits and side events
- Provide GCIF membership packages to international agencies such as the World Bank, IDB, UN-HABITAT, OECD, ICLEI, IDRC, Cities Alliance, etc. and request their assistance in recruiting cities
- Link GCIF website to social media networks including Facebook, LinkedIn and Twitter
- Provide GCIF membership packages to member cities and request their assistance in recruiting cities
- Request our member cities and Board of Directors to assist the GCIF in recruiting new cities

**To fulfill Objective Two: Raise GCIF Profile: Data Analysis and Policy Reports, the Facility will:**

- Raise awareness of the GCIF
- Disseminate results of GCIF data
- Raise awareness of the activities and events of the GCIF
- Use GCIF data to contribute to the urban indicators research
- Raise awareness of the potential uses of GCIF data
- Facilitate city-to-city learning
- Ensure the sustainability of the GCIF
- Ensure complementarity of GCIF work with the existing indicators community and new developments

**To fulfill Objective Three: Expand Indicators and Ensure Data Quality, the Facility will:**

- Ensure accuracy of data entered by members
- Ensure standardization of indicators
- Ensure indicators set is appropriate and applicable to all members

**To fulfill Objective Four: Improve the GCIF online database tool, the Facility will:**

- Enhance data reporting
- Make the website more user friendly
- Enhance inter-city collaboration
- Enhance data quality through online communications
- Enhance gcif's online presence

## **15. Deliverables**

As a result of the objectives set by the initiative and the activities and methodologies used to fulfill these, The Global City Indicators Facility will produce:

- Media interviews
- News articles
- Annual reports
- Member cities reports
- Policy briefs
- Newsletters
- Progress reports
- Homepage announcements
- Discussion papers
- Working papers
- Panels with the participation of GCIF Mayors
- A global symposium in Toronto with Mayors from around the world
- Regional workshops
- In house verification of metrics
- ISO process for standardization
- Biennial technical workshops to review current indicators and to discuss development of new indicators
- A database of all current indicators being collected by various organizations and international agencies
- Data visualization tools to generate charts, graphs and other visual tools
- Translation of GCIF website to accommodate the diversity of GCIF membership, the website will be translated into 7 languages –Arabic, Chinese, French, Japanese, Spanish, Portuguese, and possibly other languages of GCIF member cities

- An online forum for members to increase dialogue and exchange lessons via a new MetroMatch online program
- In internal function for city managers and other city staff to leave comments and questions for each other
- An external function for city members and the public to leave input or comments on data online to ensure accountability and data accuracy
- Social media pages for the GCIF such as a Facebook page and Twitter
- Links on the GCIF website to social media pages

## **16. Expected outcomes and related monitoring indicators and plans**

The outcomes and impacts (results) expected to be achieved by GCIF within the next 3 to 5 years are:

1. Achieving our membership goal of 1000 member cities reporting by 2015 (Annual monitoring reports on target achievement)
2. Achieving International Organization for Standardization (ISO) Certification  
A Global City Indicator Standard within the framework of the ISO will be developed over the next two years to ensure that there is a consistent and standardized Global City Indicators methodology. Such a standard will include guidance on measuring, monitoring, and independently verifying the indicators to support the collection and reporting of complete, accurate, valid, and credible data in developed and developing countries. ISO standards are based on international consensus from the broadest possible base of stakeholder groups. Standards are developed by consensus under strict rules that ensure transparency and robust technical content (Annual reporting on progress with ISO-Geneva Office).
3. Having the GCIF positioned as the definitive and authoritative compilation of validated, self-reported, worldwide urban data with cities contributing through this free, collaborative, and multilingual online, standardized database. The GCIF will have become the leading global knowledge forum on city metrics (Annual reporting on city indicators reports being released, city member users, tracking of on-line website activities/users, city yearbooks and other reports on metrics such as GCIF Policy Snapshots)
4. Improvement of the urban metrics associated with the work of Cities Alliance (Bi-annual reports of proposed Cities Alliance-GCIF Working Group on key indicators selected and new methodologies developed).
5. Provision of ongoing assistance to the Cities Alliance in their contribution to the World Bank's Urbanization Knowledge Platform (First Report on potential synergies identified, second report on results).

## **17. Sources of investment to implement the CDS or slum upgrading programme**

**The GCIF was established and initially supported by:**

The World Bank (1.2 Million US Dollars for three years of support)

**The GCIF is currently supported by:**

- The Inter-American Development Bank contracted the Global City Indicators Facility to work on their Sustainable Cities Initiative during the first five months of 2011. (Please refer to Appendix B) (\$50,000 support)
- The Global City Indicators Facility's International Corporate Advisory Board (ICAB), a limited corporate sponsorship from invited partners that act as a collaborative advisor on what is possible and needed from a business perspective on city metrics, each committed to serving a three year term and providing corporate sponsorship of \$50,000 per year. The ICAB is just being initiated and two new members to date are:  
Cisco (\$50,000 per year for three years)  
Philips (\$50,000 per year for three years)
- Funding is under review with the Government of Canada in the Federal Economic Development Agency for Southern Ontario (FedDev Ontario)

(\$2.9 Million)

- Funding is under review in the Province of Ontario (Ministry of Municipal Affairs and Housing in the Province of Ontario (\$3 Million)
- Funding is under review in the University of Toronto (Finalist - Connaught Global Challenges Award) (\$1 Million)

## 18. Partnerships

<b>GLOBAL PARTNERS AND STRATEGIC ALLIANCES</b>			
<b><u>International Agencies</u></b>	<b><u>Foreign Governments</u></b>	<b><u>Global and Canadian Industry Leaders</u></b>	<b><u>41 Countries including 135 Cities</u></b>
World Bank	<u>U.S.A.</u>	<b><u>(ICAB)</u></b>	Afghanistan Latvia
Cities Alliance	White House Office of Urban	Cisco	Australia Liberia
OECD	Affairs	Phillips	Bahrain Lithuania
UN-HABITAT			Bangladesh Mexico
IDRC	<u>U.S. Housing and Urban</u>	<b><u>Global and Canadian</u></b>	Brazil Mongolia
FCM	Development (HUD)	<b><u>Industry Leaders</u></b>	Cambodia Mozambique
Metropolis		<b><u>(Targeted)</u></b>	Canada Nepal
Polis Milan	<u>U.A.E.</u>	Willis	Chile Netherlands
ICLEI	Executive Council – Dubai	Siemens	Colombia Nigeria
CAI – Asia		SAP	El Salvador Peru
UNESCO	<u>Kingdom of Saudi Arabia</u>	McKinsey	Ecuador Philippines
Inter-American	Knowledge City – Al	Cadillac Fairview	France Portugal
Development Bank	Madinah	IBI Group	Ghana Saudi Arabia
United		IBM	India South Africa
UCLG	<b><u>Canadian Government</u></b>	Bechtel	Indonesia Spain
UNEP	FedDev Ontario	Bombardier	Italy Sri Lanka
WHO		Google	Iran Tanzania
	Ministry of Municipal Affairs	Microsoft	Iraq UAE
	and Housing, Province of	Mozilla	Jordan Venezuela
	Ontario	MasterCard	Kenya Vietnam
			USA

- International Agencies: In addition to a number of these international agencies serving on our GCIF Board of Directors including Cities Alliance, ICLEI, IDRC, OECD, UN-HABITAT, World Bank, GCIF works with a number of these international agencies on specific activities related to urban metrics and partners with them in international conferences and workshops.
- The Inter-American Development Bank contracted the Global City Indicators Facility to work on their Sustainable Cities Initiative for Latin America. The GCIF is assisting IDB to pilot five cities for their Sustainable Cities Initiative and is providing technical assistance on indicators, methodologies and sustainable city development strategies.
- The World Bank established and funded the GCIF for its first three years and continues to serve on the Board of Directors. GCIF works closely with the Bank on numerous activities and initiatives.
- International Corporate Advisory Board: The Global City Indicators Facility's International Corporate Advisory Board (ICAB) is a limited corporate sponsorship from 12 invited partners that act as a collaborative advisor on what is possible and needed from a business perspective on city metrics, each committed to serving a three year term and providing corporate sponsorship of \$50,000 per year. Currently Cisco and Phillips have officially joined the ICAB,

Siemens has expressed interest and Corporations such as Bechtel, Bombardier, Google, Microsoft, IBM, Mozilla, Cadillac, Willis, and MasterCard are being targeted.

- Member Cities: To date 135 cities have signed commitments to the Global City Indicators Facility in over 40 countries and membership will grow to 250 cities by 2012. City Officials and/or Mayors must sign a membership form and official invitation to become part of this global initiative. All member cities have a focal person from the local government who provides their city's indicators. GCIF is in regular contact, providing ongoing assistance on the indicators, the methodologies and on special initiatives.
- Canadian Government: Funding is under review in the Federal Economic Development Agency for Southern Ontario (FedDev Ontario). Funding is also under review in the Province of Ontario Ministry of Municipal Affairs and Housing in the Province of Ontario. Both levels of government have ongoing activities and newly proposed initiatives with the GCIF that include hosting of a GCIF Global Cities Symposium in Toronto, furthering membership of Ontario and Canadian cities, hosting a workshop to pilot the aggregation of GCIF municipal data to metropolitan and regional levels for demonstration to other global cities, and helping to situate the GCIF data in terms of both levels of government strategies on green technology, water technology, and the sustainability and prosperity agendas as they relate to cities.

## 19. Government commitment and approval

1. To date 135 cities have signed commitments to the Global City Indicators Facility in over 40 countries and membership will grow to 250 cities by 2012. City Officials and/or Mayors must sign a membership form and official invitation to become part of this global initiative. All member cities have a focal person from the local government who provides their city's indicators. The following are GCIF's member cities to date:

# GCIF Members

<p>Abuja, Nigeria Aguascalientes, Mexico Alaminos, Philippines Al-Janūbiyah [Southern Governorate], Bahrain Al Madīnah Al Munwarah Al-Manāmah [Capital Governorate], Bahrain Al-Muḥarraq [Muharraq Governorate], Bahrain Al-Wusṭā [Central Governorate], Bahrain Amman, Jordan Antipolo, Philippines Ash-Shamāīyah [Northern Governorate], Bahrain Baguio, Philippines Balanga, Philippines Barcelona, Spain Basrah, Iraq Bayawan, Philippines Belo Horizonte, Brazil Betim, Brazil Bogor, Indonesia Bogotá, Colombia Bucaramanga, Colombia Calbayog, Philippines Cali, Colombia Cape Town, South Africa Cauayan, Philippines Cartagena, Colombia Clarington, Canada Colima, Mexico Colombo, Sri Lanka Cotabato, Philippines Culliacan, Mexico Dallas, United States Dapitan, Philippines Dar es Salaam, Tanzania Darkhan, Mongolia Dhaka, Bangladesh Dipolog, Philippines Dubai, United Arab Emirates Durban, South Africa Escalante, Philippines Florianopolis, Brazil Fort Worth, United States</p>	<p>Guadalupe, Mexico Guayaquil, Ecuador Guelph, Canada Hai Phong, Vietnam Hilla, Iraq Ile de France, France Isulan, Philippines Jakarta, Indonesia Johannesburg, South Africa Kabankalan, Philippines Kabu, Afghanistan Karbala, Iraq Kathmandu, Nepal King County, United States Kirkuk, Iraq Laoag, Philippines Lima, Peru Ligao, Philippines Lisbon, Portugal Madrid, Spain Makati, Philippines Malabon, Philippines Mandaluyong, Philippines Mandaue City, Philippines Mandlakazi, Mozambique Marikina, Philippines Markham, Canada Masbate, Philippines Medicine Hat, Canada Melbourne, Australia Milan, Italy Minna, Nigeria Mississauga, Canada Monrovia, Liberia Montreal, Canada Mosul, Iraq Mumbai, India Munoz, Philippines Naihati, India Naivasha, Kenya Najaf, Iraq Nashville and Davidson, United States Newcastle, Australia Newmarket, Canada Olongapo, Philippines</p>	<p>Oroquieta, Philippines Oshawa, Canada Palayan, Philippines Passi, Philippines Peoria, United States Penrith, Australia Phnom Penh, Cambodia Pickering, Canada Porto Alegre, Brazil Puerto Princesa, Philippines Quezon, Philippines Richmond Hill, Canada Riga, Latvia Rotterdam, The Netherlands Roxas, Philippines Saanich, Canada San Fernando, Philippines San Jose Del Monte, Philippines San Pablo, Philippines San Salvador, El Salvador Santiago, Chile Sao Bernardo do Campo, Brazil Sao Paulo, Brazil Sekondi Takoradi, Ghana Smithers, Canada St Catharines, Canada St Johns, Canada Sucre, Venezuela Surigao, Philippines Surrey, Canada Tabaco, Philippines Tacurong, Philippines Tagaytay, Philippines Tarlac, Philippines Tehran, Iran Thunder Bay, Canada Toledo, Philippines Toronto, Canada Trujillo, Peru Tuguegarao, Philippines Valparaiso, Chile Vancouver, Canada Vaughan, Canada Victoria, Canada Vigan, Philippines Vilnius, Lithuania Zamboanga, Philippines Zapopan, Mexico</p>
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2. As mentioned in no. 17 as well, we are examining partnerships with the Provincial Government of Ontario and the Federal Government of Canada.

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## **IMPLEMENTATION AND FINANCING PLANS:**

### **20. Implementation arrangements**

The Global City Indicators Facility will be responsible for implementing each of the project's components/main activities, and managing the funding source for each.

Roles and responsibilities of the Partners:

- The Inter-American Development Bank has entered into a contract with the Global City Indicators Facility to work on their Sustainable Cities Initiative for Latin America (Please refer to Appendix B). The GCIF is assisting IDB to pilot five cities for their Sustainable Cities Initiative and is providing technical assistance on indicators, methodologies and sustainable city development strategies.
- The World Bank established and funded the GCIF for its first three years and continues to serve on the Board of Directors. GCIF works closely with the Bank on numerous activities and initiatives.
- Member Cities: To date 135 cities have signed commitments to the Global City Indicators Facility in over 40 countries and membership will grow to 250 cities by 2012. City Officials and/or Mayors must sign a membership form and official invitation to become part of this global initiative. All member cities have a focal person from the local government who provides their city's indicators.

Monitoring and Oversight Arrangements for the Management of the Project:

The Global City Indicators Facility (GCIF) is well positioned in terms of management and financial capacity to undertake this work. The GCIF is based in the University of Toronto that was founded in 1827 and is overseen by the University's Governing Council as established by the University of Toronto Act, 1971, which is the senior governing body that oversees the academic, business and student affairs of the University. It is composed of 50 members - 25 members from within the internal University community, including administrative staff, teaching staff and students, and 25 members external to the University, including alumni and Lieutenant-Governor-in-Council appointees. The GCIF, based in the John H. Daniels Faculty of Architecture, Landscape and Design at the University of Toronto, reports to the Dean of the Faculty whose financial management is overseen by the business accounting practices and audit procedures of the University.

The GCIF is under the direction of Professor Patricia McCarney who has managed many large, complex international projects at the University of Toronto with funding support for example from the Ford Foundation (\$US 7.3 million), the World Bank (\$US 1.2 million), the International Development Research Centre (IDRC) (\$260,000) and UN-HABITAT (\$125,000). Professor McCarney received her Ph.D. from M.I.T. in 1987. Most recently, she served as Associate Vice President, International Research and Development at the University of Toronto. Professor McCarney has over twenty years experience in the field of international development. Her professional and academic expertise and extensive international experience together with the dynamic and multi-disciplinary team dedicated to the GCIF, will all contribute to the success of the project.

The Global City Indicators Initiative has an established and impressive governing body (a Board of Directors and an Advisory Council) made up of key global leaders as detailed below.

The Global City Indicators Facility's Governance Structure, in charge of monitoring and overseeing governance arrangements for the management of the Facility:

## GCIF Board of Directors – Members

### 6 cities

AMMAN	Omar Maani - Mayor, Amman
DURBAN	Michael Sutcliffe - City Manager, Durban
KING COUNTY	Michael Jacobson – Manager, Performance Management Section, King County Office of Strategic Planning and Performance Management, King County
MILAN	Paolo Massari – Commissioner for Environment, Milan (designate to the Mayor)
SAO PAULO	Manuelito P. Magalhães Júnior – President, The State of São Paulo Metropolitan Planning Public Company
TORONTO	Lorne Turner – Manager of Performance Management, City Manager’s Office, City of Toronto (designate to the Mayor)

### 7 Organizations

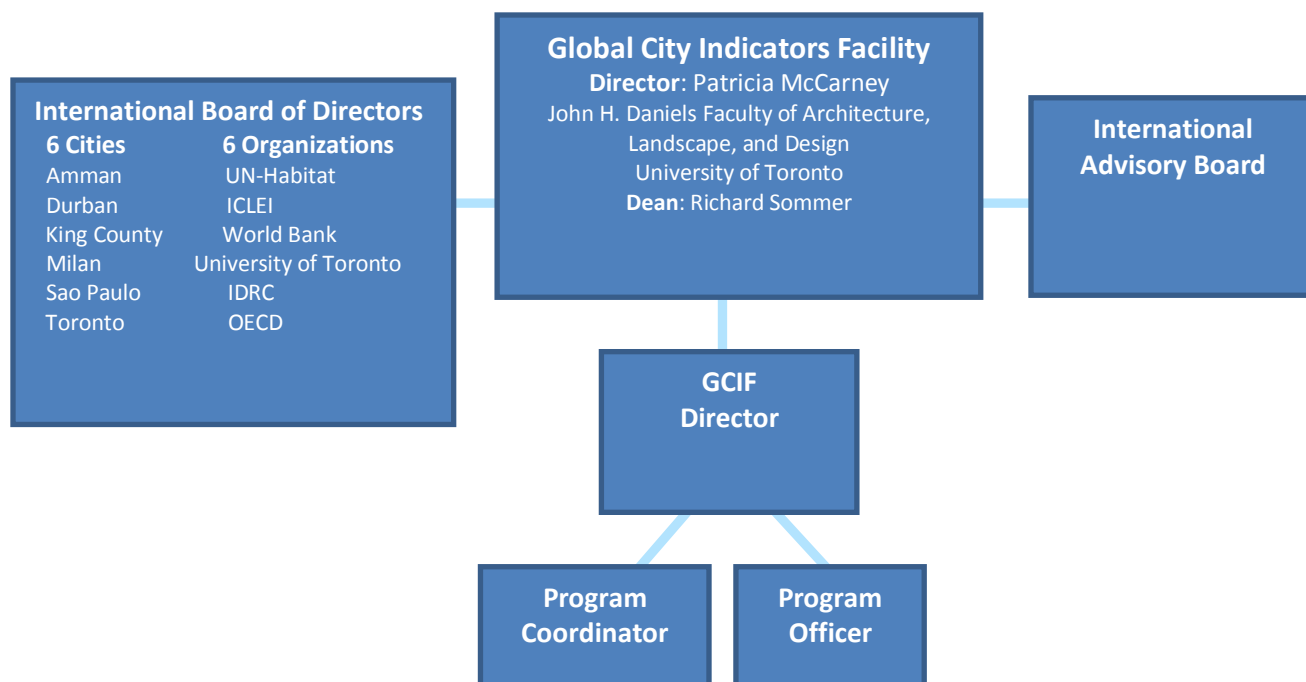
UN HABITAT	Banji Oyeleran - Director, Monitoring & Research Division, UN-HABITAT, Nairobi
ICLEI	Konrad Otto-Zimmerman - Secretary General, ICLEI
WORLD BANK	Daniel Hoorweg - Lead Urban Specialist, Cities and Climate Change, Finance, Economics and Urban Development
UNIVERSITY OF TORONTO	Patricia McCarney - Professor and Director, University of Toronto, GCIF
IDRC	Mark Redwood - Program Leader, Urban Poverty and Environment Program
OECD	Lamia Kamal-Chaoui - Head, Urban Development Program
CITIES ALLIANCE	Billy Cobbett - Manager, Cities Alliance

## GCIF Advisory Board - Members

Nefise Bazoglu	Consultant and Senior Adviser, UN-HABITAT, Istanbul
Jeb Brugmann	Director, ICLEI US Office, Washington
Tim Campbell	Chairman, Urban Age Institute, Washington
Art Eggleton	Senator, The Senate, Government of Canada, Ottawa
Mila Freire	Senior Urban Adviser, World Bank, Washington
Nish Keshav	Senior Management Associate, International City/County Management Association, Washington
Michel Lamoureux	Consultant, Canada, Montreal
Om Mathur	Principal Consultant and Professor, National Institute of Public Finance and Policy, Delhi
Riadh Tappuni	Director, Development & Design International, Toronto and Beirut
Ali Shabou	Chief, UN-HABITAT Office, United Nations Human Settlements Programme

GCIF Organizational Structure 2010 is indicated below:





## 21. Project schedule and delivery targets

<b>I. Continue to Grow the GCIF Membership</b>	April, 2012	April, 2013	April, 2014
Ensuring GCIF reaches its membership goals	175 member cities	250 member cities	350 member cities
Establishing regional partnerships for membership expansion	European Union, United States of America, and Africa	Asia (target China)	Latin America, Eastern Europe (target Russia) and Oceania
Plan and Hold Regional Indicator Training Workshops	Ontario, Latin America, Middle East,	Africa, Asia, Canada, Oceania	Europe, North America, (Ontario, Canada, US, and Mexico
<b>II. Raise GCIF Profile and Outreach</b>	April, 2012	April, 2013	April, 2014
Media Campaign	4 features	4 features	4 features
Newsletter	2	2	2
Press Releases for Annual Reports	1	1	1
Targeted Speaking Events	2	2	2
Visual Analytics for Communications Materials	3 new thematic visuals	3 new thematic visuals	3 new thematic visuals
Global Symposia	1	1	1
Establish GCIF Presence on Social Networking Applications	Twitter, Facebook and LinkedIn	Manage Social Networking Profiles and Strategic Expansion	
Expand Strategic Partnerships	3 new ICAB members	3 new ICAB members	3 new ICAB members
<b>III. Expand Indicators and Ensure Data Quality</b>	April, 2012	April, 2013	April, 2014
Annual Data Verification Process	1	1	1
Develop New Indicators and Methodologies	Define methodologies for 39 existing Profile Indicators and 5	3 New Performance Indicators and 1 thematic index	5 New Performance Indicators and 1 thematic index

	new Performance Indicators		
<b>IV. Improve GCIF Online Database Tool</b>	April, 2012	April, 2013	April, 2014
Translate Website into Languages that Support GCIF Cities	5 core languages	2 new languages	
Develop Visual Analytics for Website	3 new visual analysis tools	3 new visual analysis tools	3 new visual analysis tools
Develop Customized Online Discussion Forum	Add GCIF Social Network and Blog to site	Ongoing management of online forum	
Website Re-Design	New homepage, layers/pages for specific users, update current tabs, redesign membership map	Ongoing website development: manage and update HOME, DOCUMENTS and LINKS	
Add Agglomeration Function to Website	Ontario Pilot	Expand and test function in other metropolitan regions	
<b>V. Publications</b>	April, 2012	April, 2013	April, 2014
Global City Indicators Annual City Yearbook	1	1	1
Policy Snapshots on Website	4	4	4
Book from final colloquium on the state of the art of urban indicators: "Why Cities, Why Metrics?"			Publication
Academic Journal Articles		1	1
<b>VI. Reports</b>	April, 2012	April, 2013	April, 2014
Annual Technical and Financial Reports to donors	1	1	
Final Technical and Financial Report to donors			1
Reports after Significant Milestones	4+	4+	3+
Report on the Agglomeration Pilot	Final Report on Agglomeration Pilot		

## 22. Financing plan

### A. CITIES ALIANCE GRANT REQUEST

Components / Main Activities	Total (US\$)	Type of Expenditure			
		Consulting Services (US\$)	Training/ Capacity Building (US\$)	Dissemination Costs (US\$)	Other (US\$)
<b>PROJECT ACTIVITIES</b>					
Component/ Activity #1 <b>Objective One: Increase GCIF Membership</b>	21,000		21,000		
Component/ Activity #2 <b>Objective Two: Raise GCIF Profile: Data Analysis and Policy Reports</b>	20,000	20,000			
Component/ Activity #3 <b>Objective Three: Expand Indicators and Ensure Data Quality</b>	20,000	20,000			
Component/ Activity #4 <b>Objective Four: Improve the GCIF online database tool</b>	20,000	20,000			

<i>Sub-Total – Project Activities</i>	81,000	60,000	21,000		
<b>PROJECT ADMINISTRATION &amp; SUPERVISION</b>					
Independent Audit (1): Business officer, accounting and audit	4,000				
Supervision Costs (2): Management of the project, including the labour, administrative and/or travel costs for staff	15,000	15,000			
<i>Sub-Total – Project Administration &amp; Supervision</i>	19,000	15,000			
<b>TOTAL A (Cities Alliance Grant Request)</b>	<b>100,000</b>				

### B. CO-FINANCING

Co-financing Partner #1: Inter-American Development Bank	50,000				
Co-financing Partner #2:					
Co-financing Partner #3:					
<b>TOTAL B (Co-Financing)</b>	<b>50,000</b>				

### C. TOTAL

<b>TOTAL PROJECT BUDGET COST (A + B)</b>	<b>\$150,000</b>				
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See Guidelines for more information.

(1) An external audit is required upon completion or termination of project activities. Categorise this type of expenditure as “other.”

(2) Incremental costs associated with the management of the project, up to a maximum of 15 percent of the Cities Alliance grant request. Categorise this type of expenditure as “other.” Detailed cost break down required in Section 23 Costing Assumptions

**23. Costing assumptions** Provide details about the assumptions that were used to calculate the costs presented in the summary financing plan (22).

Item	Unit (No./Days)	Rate	Total
Program Officer	Bi-Weekly (26 payments)	\$1,250	\$32,500
Student Interns MA	Two/100 Days	\$45 per day	\$9,000
Student Interns PhDs	Two/100 Days	\$60 per day	\$12,000

### 24. Expected currency of expenditures

Into what currency (or currencies) do you expect the grant funding (provided in U.S. dollars) to be converted? Canadian Dollars

What exchange rate assumptions have you used? Approximately at Par

### 25. Co-financing arrangements

Co-financing Source	Description of Co-Financing
1. Inter-American Development Bank	The Inter-American Development Bank contracted the Global City Indicators Facility to work on their Sustainable Cities Initiative during the first five months of 2011 (Please refer to Appendix B). This contract was signed for a \$50,000 support from IDB to GCIF.
2.	
3.	
4.	

Is all co-financing confirmed/committed?  Yes

**26. Additional Financial Management Information from Recipient**

- a.) Is the Recipient a registered organization under the countries/cities legal requirement? **YES**
- b.) Can the recipient provide proof of registration and years of operation? **YES**
- c.) Does the recipient have prior experience managing other Donor funds and provide documentation to support this?  
**YES**
- d.) Does the recipient have or can open a bank account? **YES**
- e.) Is the recipient audited annually? **YES**
- f.) Do you produce periodic financial reports for monitoring and evaluation? **YES**

# Global City Indicators Facility

## Appendix A: List of Indicators

The Global City Indicators Facility is structured around 'themes' organized into two broad categories, city services and quality of life.

### Governance

- Gross Operating Budget [\$]
- Gross Operating Budget per capita [\$]
- Gross Capital Budget [\$]
- Gross Capital Budget per capita [\$]
- Debt service ratio [%]
- Tax collected as a % of tax billed
- Capital spending as % of total expenditures
- Own-source revenue as % of total revenues
- % of women employed in the city government
- Voter participation in last municipal election [%]
- No. of local officials elected to office per 100,000
- Type of government (e.g. Local, Regional, County)

### Economy

- City Product per capita [\$]
- GDP per capita [\$]
- % of country's GDP
- % of country's population
- Average household income [\$]
- Annual inflation rate (avg. of last 5 years) [%]
- Cost of living [\$]
- Income distribution [GINI Coefficient]
- Total employment
- Annual avg. unemployment rate [%]
- Employment % change since base year
- City unemployment rate [%]
- % of persons in full time employment
- Commercial/Ind. assessment as % of total assess't
- Number of businesses per 1000 population
- % of city population living in poverty

### People

- Total population
- % of population that are children
- % of population that are youth
- % of population that are adults
- % of population that are senior citizens
- Male -Female ratio (# of males per 100 females)
- Population % change since base year (1991)
- Population Dependency Ratio
- [%] of population that are new immigrants
- % of pop. migrating from elsewhere in country

### Urban Planning, Shelter and Environment

#### Land Area

- Population Density [per km<sup>2</sup>]
- Jobs/housing ratio
- Total number of households
- Total # occupied dwelling units (owned & rented)
- Dwelling density [per km<sup>2</sup>]
- Persons per unit
- Informal settlements as % of city area
- % of city population living in slums
- No. of households without registered legal titles
- No. of homeless people per 100,000 population
- Green area per 100,000 population [ha]
- % of non-residential area
- Public indoor recreation space per capita [m<sup>2</sup>]
- Public outdoor recreation space per capita [m<sup>2</sup>]

#### Global region

- Climate type
- Average annual temperature [Celsius]
- Average annual rainfall [mm]
- Average annual snowfall [cm]
- PM10 concentration [ $\mu$ /m<sup>3</sup>]
- GHG Emissions [tonnes per capita]

## City Management and Infrastructure

### Electricity

- % of pop. with authorized electrical service
- Total residential electrical use per capita [kW]
- Total electrical use per capita [kW]
- Electrical interruptions per customer [avg. #/yr]
- Avg. length of electrical interruptions [hours]

### Waste Management

- % of pop. with regular solid waste collection
- % of solid waste that is recycled
- % of solid waste disposed of in an incinerator
- % of solid waste burned openly
- % of solid waste disposed of in an open dump
- % of solid waste disposed of in a sanitary landfill
- % of solid waste disposed of by other means

### Waste Water

- % of population served by wastewater collection
- % of wastewater that has received no treatment
- % of wastewater receiving primary treatment
- % of wastewater receiving secondary treatment
- % of wastewater receiving tertiary treatment

### Water

- % of population with potable water supply service
- Domestic water consumption per capita [litres/day]
- % of pop. with sust. access to improved water source
- Total water consumption per capita [litres/day]
- % of water loss
- Water service interruption per household [avg. hrs/yr]

### Transportation

- Km of high capacity public transit per 100,000 pop.
- Km of light passenger transit per 100,000 pop.
- Number of personal automobiles per capita
- Annual number of public transit trips per capita
- Number of two-wheel motorized vehicles per capita
- Number of non-stop commercial air destinations
- Transportation fatalities per 100,000 population

## Education, Technology and Innovation

### Education

- Student/teacher ratio
- % of children completing primary & secondary ed.
- % of students completing primary education
- % of students completing secondary education
- % of school-aged children enrolled in schools
- % of male children enrolled in schools
- % of female children enrolled in schools

### Technology & Innovation

- No. of internet connections per 100,000 pop.
- No. of new patents per 100,000 per year
- % of jobs in the cultural sector
- No. of higher education degrees per 100,000 pop.
- No. of telephones (landlines & cell) per 100,000 pop.
- No. of landline phone connections per 100,000 pop.
- No. of cell phone connections per 100,000 pop.

## Health, Safety, and Emergency Response

### Health

- No. of in-patient hospital beds per 100,000 pop.
- No. of physicians per 100,000 pop.
- No. of nursing/midwifery personnel per 100,000 pop.
- Average life expectancy
- Under age five mortality per 1,000 live births

### Safety

- No. of police officers per 100,000 population
- No. of homicides per 100,000 population
- Violent crime rate per 100,000 population

### Fire & Emergency

- No. of firefighters per 100,000 population
- No. of fire related deaths per 100,000 population
- Response time for fire department [minutes]

**Appendix B:**  
**(Letter from the Inter-American Development Bank will be added to this file)**