



RESILIENT SALVADOR

PIONEERED BY THE
ROCKEFELLER FOUNDATION

100



CITIES



SALVADOR
PREFEITURA

PRIMEIRA CAPITAL DO BRASIL

**A comprehensive, integrated
and long-term strategy
to make Salvador resilient.**



Antonio Carlos Peixoto de Magalhães Neto

Mayor of Salvador

Salvador's biggest treasure is its people who, throughout the centuries, have built an unique culture and an exuberant historical heritage. The first federal capital of Brazil is also the capital of multiple identities. Salvador was initially populated by a mix of native Brazilian, African and Portuguese ethnicity, and has welcomed many other people. Diversity has always been one of the highlights of this city, which has the gift of being able to reinvent itself and innovate. Our creativity is featured in literature, music, dance and our Carnaval. It is also inherent to the people of Salvador as entrepreneurs and to their ingenuity in the innovative solutions for the services offered by the city, which today stands as an important tourist destination.

The city is innovative and works to be a good home for its native people today and tomorrow. Thus, we have adopted management planning tools to achieve goals. We have adopted Strategic Planning as a way to stablish priority actions pragmatically, and measure results every four years. In 2017, we launched Salvador 360 program for economic development and job creation. In April of that same year, the city was included in the 100 Resilient Cities Program led by the Rockefeller Foundation, and we started building the Resilience Strategy. In collaboration with other 100RC cities, we were able to grasp the value of resilience and how to translate this view onto the Municipality's public policies, initiatives and actions.

The supported provided by the 100 Resilient Cities Program – 100RC was crucial for the development of a comprehensive and contemporary tool to promote an integrated and long-term public policy that will be able to create social, economic and urbanistic benefits in a cross-cutting manner. This policy will guide important decisions in the decades to come. The suggested initiatives should be implemented in the short, medium and long term, but all bring multiple impacts with future and perennial reach, ensuring the city benefits from the resilience dividends.

With the Resilience Strategy, Salvador leads on as a global city. We have shown our commitment to a modern agenda of sustainable development and resilience with the creation of a Sustainability, Innovation and Resilience Secretariat and, by municipal law, the Resilience Municipal Council, which is enriched by the participation of the civil society, academia and the public and private sectors.

The Resilient Salvador we want is a city that values its social, cultural and natural heritage. Open to the sea and to the world, it takes on a main role in Brazil and in the international community. As diversity capital, it takes pride in its multiple identities and uses its talent and creativity to drive sustainable development and technological innovation while promoting social inclusion and citizen integration



Michael Berkowitz

President – 100 Resilient Cities Program

Its culture is vast, its history is strong, and the future is a promise of resilience. Salvador is power, and its unmistakable personality sets it apart from other capital cities in Brazil and in the world. In the name of the whole team at 100 Resilient Cities, we are very pleased and proud to celebrate the launch of the first Urban Resilience Strategy for Salvador: Resilient Salvador. While congratulating the city, we also congratulate those who represent it and that have contributed to make this project come true. So we salute mayor Antonio Carlos Magalhães Neto, Secretary for Sustainability, Innovation and Resilience André Fraga and Chief Resilience Officer Adriana Campelo, our partners and agents during this process.

Facing the Atlantic ocean, one of its famous highlights, Salvador is a multicultural city, full of a rich

ethnic and social diversity which shines through, at any moment and at every corner, in artistic expressions, culinary tradition and its religious syncretism. Salvador is many cities, it is plural and it is cultural. Salvador is a multiple capital, as are its identities, as a reflection of its diversified social fabric. The Resilient Salvador project takes advantage of these origins and assets to face challenges that are not small nor few. The main highlight is the building of sustainable and fair growth, which will be capable of preserving the city's heritage by promoting its economy and, at the same time, strengthening its social cohesion, in a group effort to build urban resilience.

As many other strategies from the 100RC network, Resilient Salvador sets itself apart due to the way it places people at its center, a proposition that feeds the main engine for resilience: from the planning of a transport system focused on the human being, with micro-accessibility actions, to the effort of designing and requalifying vulnerable communities from the children's perspective.

As it could not be otherwise, the strategy recognizes the city's diversity to promote a service-based economy in the historical city center. This aims at strengthening and modernizing the government so that it can meet the needs of the population, and at the same time create a citizenship culture in which resilience is a shared and existing value.

As you can see on the next pages, this is the result of a search for a strong foundation to help us design an agile approach for the problem. The results show we can be certain that Resilient Salvador will perform its ambitions and actions with the primary and sovereign goal of having a positive impact on the lives of all people who call this city their home. Now, the work to implement the projects designed by this strategy begins. We are excited and happy to be partners in this endeavour.

Resilient Salvador: a new reason, a new enchantment. The world will admire and be inspired by this beloved city, home of so many beautiful things.



André Fraga

Secretary - Salvador's Sustainability, Innovation and Resilience Department

In 1832, during Carnival in the city, the British ship HMS Beagle arrived in Salvador bringing a young naturalist on board. Here, Charles Darwin saw a tropical jungle for the first time. He observed the buildings had an exuberant architectural style of their own; there was something different about the light in this place and its beautiful blue sky, and people were much happier than ever imagined possible in Europe.

The Resilience Strategy was built with the aim of combining all this rich heritage: the human, historical and natural aspects of the city. Urban and economic development is impossible without the balance of natural ecosystems as input for the survival of productive chains and businesses.

Cities are the most logical route on the search for solutions for the challenges faced by the planet. Today, most human beings live in urban centers and this ratio is on the rise, as cities are also conside-

red centers of hope of a better life. So there is the need to create solutions and scale them through networks such as 100 Resilient Cities.

Both resilience and sustainability are crucial strategic concepts in this new age of urban governance. The effort developed by the Sustainability, Innovation and Resilience Secretariat (SECIS), with the vital collaboration of other city departments, the public, the academic and the private sector, has resulted in a bridge to make Salvador a more integrated and inclusive city. The initiatives proposed by the Resilience Strategy are linked to the United Nations Sustainable Development Goals and reinforce our leadership role when it comes to sustainability, resilience and climate change.

The Resilience Strategy, which we are proud to present, features the best of the Salvador spirit: it is creative, entrepreneurial, cultural and connected to the world.

When Salvador decided to run to become one of the Rockefeller Foundation's 100 Resilient Cities, we were not very confident. Resilience was, and maybe still is, a strange word, and definitely a new concept in the scenario of public policies for urban development. So how would we develop a Resilience Strategy? What would "resilience" mean to Salvador? We knew that being resilient was more than reacting to shocks or natural disasters, but to tend to the chronic stresses the city in a holistic, multidimensional, perennial and long-lasting manner.

We were guided by a quote by writer Clarice Lispector: "Everything I don't know is in my favour. As it is an untouched field, it is also free of stigmas. Everything I don't know is the largest and best part of me: my largesse." As we knew little about resilience, we soon learned that this is a contextual and unique concept for every city. The process for building the Strategy was unprecedented, as a great number of collaborators from the Municipality, the civil society, companies and the city (!) volunteered to help.

It was a new field, the team was brimming with energy and our events were always very popular. The Strategy features the point of view of children, entrepreneurs, students and teachers, opinion makers, community leaders, and people from Salvador in its multiplicity. Back home our

field was always full of activity, and the same followed outside Salvador. We celebrated many international partnerships. We have learned from other 100RC cities, collaborated with other cities in Latin America, exchanged knowledge with cities in Europe, North American and Oceania, and have been twinned with African and Asian cities in South-South relations, spreading our axé¹.

The results from this participatory exercise of collecting ideas, projects and taking our knowledge further through specific studies were organized in five pillars that outline the Strategy. These pillars were led by Daniela Guarieiro, Felipe Fonseca, Martha Schoeler and Luana Luna, who added the responsibilities of being Deputy Chief Resilience Officers to their duties as managers in their own fields, aided by Maristela Souza. Collaboration became even more widespread with the support of many secretaries and undersecretaries, directors, managers and other city associates. Every step of building the Strategy was created collectively. And we were able to experience the most powerful largesse.

Adriana Campelo
Chief Resilience Officer

¹A word from the Iorubá language that means "power" and "energy".



Adriana Campelo
Chief Resilience Officer



Martha Schoeler



Luana Luna



Felipe Fonseca



Daniela Guarieiro



Maristela Souza



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EXECUTIVE SUMMARY



WHAT IS THE RESILIENCE STRATEGY?

A proactive, integrated, collaborative, flexible, long-term plan to approach the city's challenges

The fast urbanization of the world population creates new challenges to the cities in the 21st century. Aspects such as longer life expectancy, climate change, social inequality, migration and increase of population density cause pressure and risk in urban systems. Being ready to face the new challenges and realities in the contemporary city with a positive urban transformation requires identifying potentialities and opportunities, as well as mapping vulnerabilities. Planning a city with a vision of resilience goes beyond adapting it to respond to external factors; it consists mainly of creating innovative governance initiatives for urban services, as strengthening the fabric and encouraging sustainable development. The development of a resilience strategy creates initiatives that align different players to cooperate in new projects and refresh existing actions.

The Resilience Strategy for Salvador was built upon a contemporary city concept whose administration should encompass environmental, social, economic and urban aspects. As a public policy, the Strategy shows its innovative side by electing the resilience dividend as a systemic value for the solutions that must be implemented.

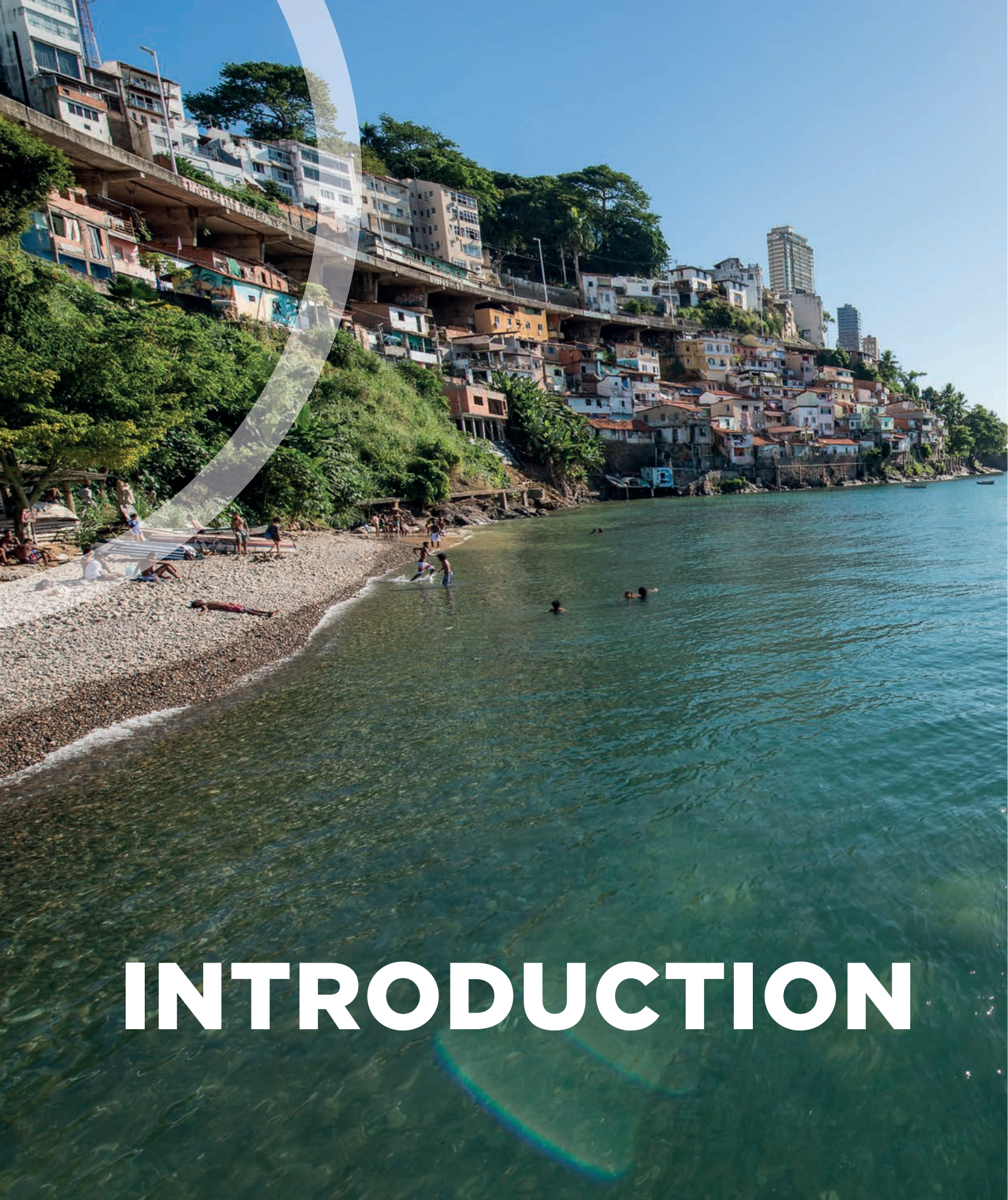
The building of the Resilience Strategy is part of the 100 Resilient Cities (100RC) program, led by the Rockefeller Foundation to help cities all over the world become more resilient facing today's challenges. Phases 1 and 2 were developed with the support and advisory from Arup, during which 5,753 people took part in 78 workshops. On Phase 1, we identified stresses and shocks and collected initiatives and statistic data in an inventory for analysis, to understand the tensions and impacts on the city. Phase 1's results were presented in a Preliminary Resilience Assessment Report (PRA) that pointed out chronic stresses and acute shocks. It also identified discovery areas – Resilient Economy, Innovative Social Ecosystems, Smart Urban Transformation and Knowledgeable and Innovative Salvador –, as well as the city's cross-cutting themes: Salvador and

Culture Identities, Urban Violence and Metropolitan Integration.

Phase 2 comprised of 10 specific studies, workshops for debates and 144 interviews with experts and representatives of the private sector, government, academia, social organizations and communities. As a result, 317 initiatives were mapped out. After an analysis conducted by Arup, 100RC and the Salvador City Hall, 60 initiatives were defined. They have been separated in five pillars, and were established according to the following criteria: the initiatives' ability to respond to shocks and stresses, their adherence to the 17 Sustainable Development Goals (SDGs), the identification of resilience-related qualities and the impact of a vision of resilience on future generations.

The initiatives are also a result of crucial partnerships for the Strategy, and that have been consolidated with the Avina Foundation/ Multilateral Investment Fund (FOMIN), Association of Volunteers in International Service (AVSI), GIZ (Deutsche Gesellschaft Zusammenarbeit). Some studies were also developed with 100RC partners, such as Ordnance Survey International, Global Network for Advanced Management, Knowledge Hub and Re-powering London.

The vision for Resilient Salvador is A CITY THAT IS RECOGNIZED BY ITS RICH HUMAN AND CULTURAL HERITAGE, OPEN TO THE SEA AND TO THE WORLD. IT IS A CAPITAL OF MULTIPLE IDENTITIES, CREATIVITY AND INNOVATION, WHERE SUSTAINABLE AND TECHNOLOGICAL DEVELOPMENT PROMOTES PEOPLE'S RESILIENCE, INCLUSION AND INTEGRATION. New and existing initiatives were organized in the following pillars: 1) Culture and Multiple Identities; 2) A Healthy and Engaged Community; 3) A Diverse and Inclusive Economy; 4) A Knowledgeable City and Innovative Governance; 5) Sustainable Urban Transformation. These pillars set today the foundation for building a more resilient Salvador in the future.



INTRODUCTION

The Resilience Strategy for Salvador presents long-term planning by establishing initiatives and public policies that feature resilience as their core value to generate dividends for multiple aspects in the city. This work is guided by the public spirit of building an inclusive, equalitarian, modern and innovative city – and a legacy for future generations. This Strategy was built upon co-creation among the City Hall of Salvador’s undersecretaries, bodies and boards; private sector, trade and industry representative bodies, start-ups, investors and academia; communities of several neighborhoods, local and international non-governmental organizations; consultants and scholars from Brazil and all over the world, and in partnerships with cities from five continents.

The work was based on a set of existing studies, including Strategic Planning 2013-2016 and 2017-2020, the Salvador 360 Program, and preparatory studies of the Urban Development Master Plan (PDDU 2016). It also included sector plans and policies such as the Sustainable Mobility Plan (PlanMob), the City Policy for Environment and Sustainable Development (Law 8,915/2015), and policies still under construction, such as the City Plan for Culture, the City Plan for Climate Change Adaptation and Mitigation, the City Plan for Sanitation, among other initiatives.

Due to the need of keeping itself up to date and pertinent to the everchanging urban context, the Resilience Strategy aims to be a live, collaborative and flexible document, which does not have to end at the last page of this document. It is actually presented as a foundation for thinking about an integrated, sustainable, innovative and resilient city.

Firstly, this document presents the vision for a Resilient Salvador. Then, it features the city’s profile based on economic and demographic data in order to picture its current context. Later on, we present the 100 Resilient Cities Program, led by the Rockefeller Foundation, and show how Salvador was selected for the Program. The methodology for building the Strategy has been divided in phases 1 and 2 and it is described in detail, showing all the collaborative process. The Strategy’s core presents the initiatives and specific goals of each one of the five Pillars (Culture and Multiple Identities; An Engaged and Healthy Community, A Diverse and Inclusive Economy; A Knowledgeable City and Innovative Governance, Sustainable Urban Transformation). These Pillars also include actions based on resilience values, and that are envisaged on both 2017-2020 Strategic Planning and Salvador 360 Program.

Finally, we present the steps to implement the initiatives, as well as the monitoring process of their evolution.



A city that is recognized by its rich human and cultural heritage, open to the sea and to the world. It is a capital of multiple identities, creativity and innovation, where sustainable and technological development promotes people's resilience, inclusion and integration.

Vision for Resilient Salvador

PEOPLE



- **2,857,329** citizens

Source: Population Estimates by IBGE (Brazilian Institute of Geography and Statistics), 2018

- **50.8%** black people

City with the highest number of black people outside the African continent

Source: IBGE Census 2015

- **53.3%** women
- **46.7%** men

Source: IBGE Census 2010

- **5.3** Basic Education Development Index (Ideb) for elementary education

Source: Inep, 2017



- **95.9%** 6-14 year-old children in school

Source: IBGE Census 2010

HISTORIC CITY CENTER

- **0.78 km² (0.30 mi²)**
- **7.673 inhabitants/km²**

Source: SEI 2013



CARNIVAN IN SALVADOR 2018

- **1.8 mi** people
- **800.000** Brazilian and foreign tourist
- **R\$ 1.7 bi / US\$ 524.7 mi** economic activity

Source: Salvador City Hall

URBAN CONTEXT

- **692.8 km² (267.4 mi²)**

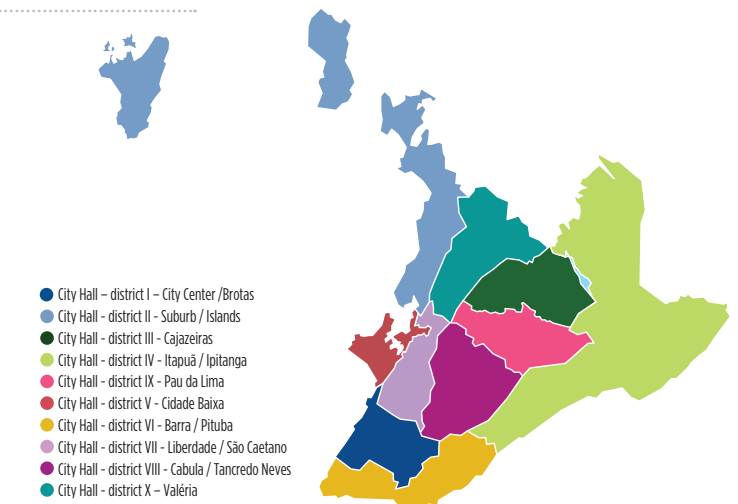
Source: IBGE

- **163** districts

3 islands

10 administrative regions

Source: Salvador City Halls



GDP

- **R\$ 57.9 bi / US\$ 17.7 bi**

9th highest GDP in the country and highest in the Northeast region

Source: IBGE, 2015



- **39.5%** homes on tree-lined public roads
- **35%** homes on suitably urbanized public roads

Source: IBGE Census 2010

- **92.8%** homes with suitable sewer sanitation

Source: IBGE Census 2010



- **39.5%** people use public transport



- **22%** people drive their own cars

Source: Planmob, Salvador City Hall



- **38.5%** people are pedestrians or cyclists

ENVIRONMENT AND WEATHER



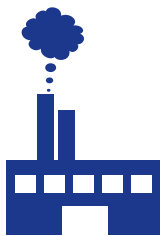
- Tropical climate
- Atlantic Forest Biome
- February is the warmest month of the year, with an average temperature of **26.8 °C (80.2 °F)**
- July is the coolest month of the year, with an average temperature of **23.3 °C (73.9 °F)**
- September is the driest month: precipitation of **74 mm (2.9 in)**
- May is the wettest month: precipitation of **285 mm (11.2 in)**

Source: *climate-data.org*



- **34,22 km² (13.21 mi²)** of Atlantic Forest left
4,94% of the original area

Source: *aquitemmata.org.br*



ATMOSPHERIC EMISSIONS

- **1,3 ton CO₂ / inhabitant** per year
74% from transportation

Source: Greenhouse gas emissions inventory for *Salvador, 2015 ICLEI; Deadline 2000 Analysis, C40*

ENVIRONMENT AND WEATHER

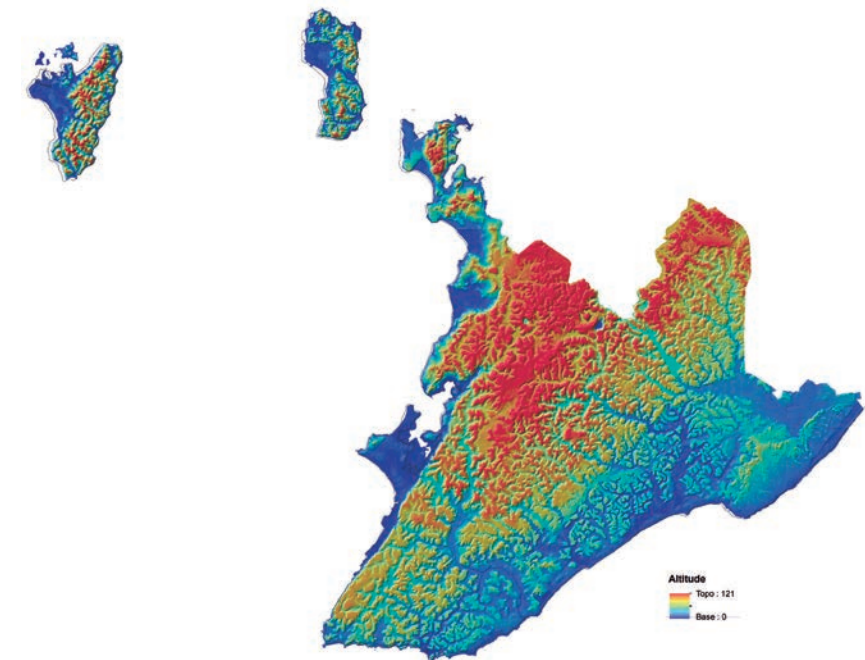


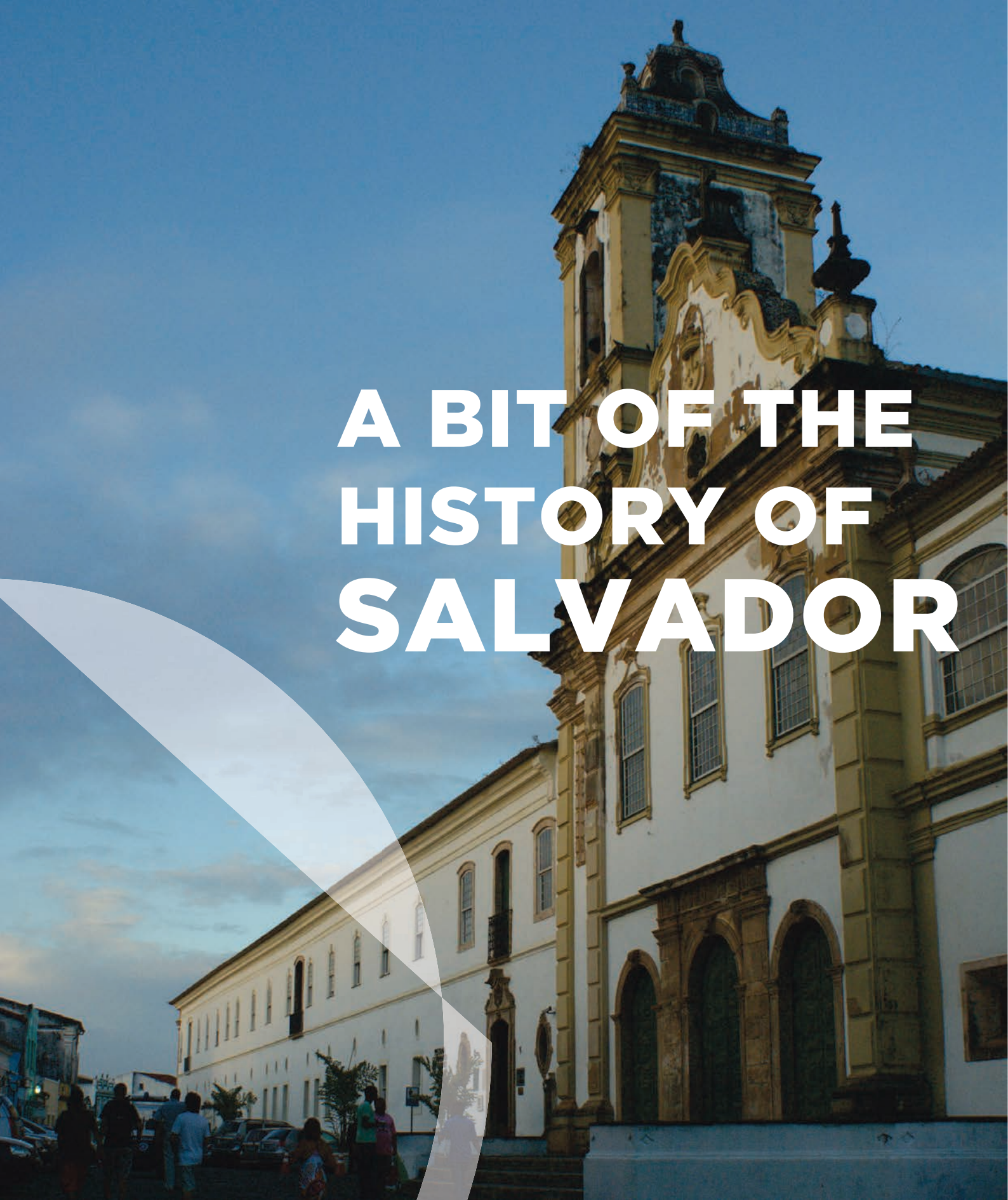
RUGGED TERRAIN

- **8 m (26 ft)** above sea level

One relevant feature is a near-vertical slope that divides Salvador: **Cidade Baixa (“Low Town”)**, on the Northwest of the city, is **85 m (278 ft)** lower than the **Cidade Alta (“High Town”)**, which is larger and newer.

Source: *Geography of Salvador, UFBA*





A BIT OF THE HISTORY OF SALVADOR



11501

The first Portuguese exploratory expedition named the place city of São Salvador (“Savior Saint”) and took over the area, previously inhabited only by the Tupinambá native people.

1531

Arrival of the first Africans, the people who contributed to the cultural foundation of the state of Bahia and Salvador.

1549

Salvador was the first Portuguese capital in the Americas, and it was officially founded on March 29th by Tomé de Sousa – the first Governor-general of the then colony Brazil.

1636

Birth of Gregório de Mattos, who was to become the most important Baroque poet of colonial Brazil for his religious and satirical works.

1754

Inauguration of the Bonfim Church, which today celebrates the largest religious festivities in Bahia, the Washing of the Bonfim Steps. This century represented the peak of the ecclesiastic influence on the city, with grand churches with gold and silver-laden interiors.

1791

Bahia experiences a large expansion of the local sugar market.

1808

Inauguration of Brazil’s first Medical College.

1823

Salvador was a symbol of Brazil’s liberation from Portuguese domination. July 2nd represents the ideal of freedom, celebrated by the population of Salvador since the end of the 18th century, when the Revolt of the Tailors broke out.

1847

Birth of Castro Alves, an important Romantic poet in Brazilian literature in the 19th century.

1873

Inauguration of Elevador Lacerda, the largest public elevator in the world.

1963

Opening of Bahia’s Modern Art Museum, at Solar do Unhão.

1968

Beginning of the verticalization process of noble areas in the city and development of new areas along Paralela Avenue and the Atlantic waterfront.

1972

Implementation of the Bahia Administrative Center (CAB), a public complex that houses most of the secretaries and departments of the Bahia State Government.

1974

Building of Paralela Avenue, which created an urban development vector for the North coast.

1985

UNESCO declares the Pelourinho as a World Heritage Site due to its great cultural framework and unique architectonic complex.

1999

Inauguration of the Fallen Cross Monument, on Salvador’s 450th anniversary. The monument is located where the country’s first cathedral, Sé Primacial, had been built in 1553. The church was demolished in 1933.

2015

Salvador wins a place at the UNESCO Creative Cities Network in the music category, being represented by axé music artists and becoming the first Brazilian city to receive such a title.



URBAN RESILIENCIE

What is Resilience?

According to the definition that has been adopted by the Rockefeller Foundation's 100 Resilient Cities Program, urban resilience is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience. For Salvador, building resilience aims at preventing and overcoming the cost of social-economic inequality by valuing its assets for human and urban development in an integrated and inclusive manner.

Shocks and stresses

Resilient systems support, respond to and adapt more quickly to shocks and stresses. Resilient cities come out stronger after navigating difficult times, and more capable of living better in crisis-free moments.

Shocks are typically considered single event disasters, such as earthquakes, and floods, epidemic outbreaks, while stresses are factors that pressure a city on a daily or reoccurring basis and weaken the urban fabric cyclically, such as unemployment, an overtaxed or inefficient transportation system, endemic violence, chronic food and water shortages, among others.

Characteristics of Resilient Systems

**REFLECTIVE**

Individuals and institutions that are reflective use past experience to inform future decisions, and will modify standards and behaviors accordingly, to respond to changing circumstances.

**RESOURCEFUL**

Resourceful and versatile people and institutions are able to recognize alternative ways to use resources at times of crisis in order to meet their needs or achieve their goals.

**INCLUSIVE**

Inclusive processes emphasize the need for broad consultation and 'many seats at the table' to create a sense of shared ownership or a joint vision to build city resilience.

**INTEGRATED**

Integrated processes bring together systems and institutions and can also catalyze additional benefits as resources are shared and actors are enabled to work together to achieve greater ends.

**ROBUST**

Robust design is well-conceived, constructed and managed and includes making provision to ensure failure is predictable, safe, and not disproportionate to the cause.

**REDUNDANT**

Redundancy refers to spare capacity purposefully created to accommodate disruption due to extreme pressures, surges in demand or an external event. It includes diversity where there are multiple ways to achieve a given need.

**FLEXIBLE**

Flexibility refers to the willingness and ability to adopt alternative strategies in response to changing circumstances or sudden crises. Systems can be made more flexible through introducing new technologies or knowledge, including recognizing traditional practices.

The aspects and needs of urban resilience are intrinsically related to the local reality. Thus, resilience is an ever-evolving concept related to each city's context. It is necessary to learn about the challenges faced by the city and develop intervention methods capable of solving different issues at the same time. That is why it is necessary to understand also the city's ethos and local identity to create urban solutions which are inclusive, adequate to the cultural context and capable of strengthening social connections.

100 Resilient Cities Program

Since 2014, the 100 Resilient Cities Program (100RC), led by the Rockefeller Foundation, has been dedicated to helping cities around the world become more resilient to the physical, social and economic challenges of the 21st century.

100RC offer cities the opportunity to analyze their exposure to specific shocks and stresses, and helps them financially, technically and through the exchange of experiences among its network to support cities in the process of learning more about their risks and planning the future. 100RC supports the adoption and incorporation of a view of resilience that includes not just the shocks—earthquakes, floods, epidemic outbreaks etc.—but also the stresses that weaken the social and urban fabric of a city on a day to day or cyclical basis, such as unemployment; an overtaxed or inefficient public transportation system; endemic violence; chronic food and water shortages, among others.

The Program aims to develop a Resilience Strategy, which encompasses proactive and integrated planning to address those challenges and respond to them in a more efficient manner. The Strategy must:

- Include all segments of the city;
- Articulate all existing plans and identify short, medium and long-term initiatives;
- Promote a sense of collective responsibility – city, people, environment, effectiveness of public policies and ways of consumption;
- Create strong focus on urban resilience by interlinking elements of chronic stresses.

100RC offers cities:

- 1** Financial support to create an innovative position in the city's governmental structure: the Chief Resilience Officer – CRO, who will lead the city's resilience efforts.
- 2** Technical support to develop a Resilience Strategy that reflects each city's distinct needs.
- 3** Access to an innovative platform of private sector and services provided by universities, international institutions and non-governmental organizations (NGOs) to support strategy development and implementation.
- 4** Inclusion in the 100 Resilient Cities network to share knowledge and good practices with other member cities. The cities have access to specialized knowledge developed by the 100RC global team, which includes the world's best resilience experts in urban planning, engineering, finance, communication and other areas.

With this contribution, 100RC aims not only to help cities become more resilient individually, but also facilitate the creation of a resilience development world practice. Three Brazilian cities were shortlisted for the Program, and Salvador was chosen in the third round in an international tender.



Salvador in the 100RC Network

Salvador City Hall was selected in 2016 to be part of the Rockefeller Foundation's 100 Resilient Cities Program (100RC). Salvador's application was based on an inclusive vision of reality that seeks connectivity among public policies and a cross-cutting quality in initiatives to face the city's critical issues in the long term. By understanding that the acute shocks in Salvador result from chronic stresses that have lasted decades, the proposal presented the city's social-economic inequality as its most critical issue.

The 100RC Process

Resilience planning aims to make a city a better place in the short and long term, in both good and difficult moments, and benefits all citizens, especially poor and vulnerable people.

The 100RC Strategy Development Process is divided into three phases.

- Phase 1 is based on the understanding of the city's resilience issues. The result of this phase is a preliminary resilience assessment, which is presented in the Preliminary Resilience Assessment Report (PRA Report). This document points out the discovery areas and cross-cutting themes that must be explored on the next phase.
- Phase 2 focuses on the creation of a strategy. It defines key-opportunities and programs, as well as projects and policies that have been identified to ponder the city's resilience issues.
- Phase 3 focuses on the implementation of initiatives previously identified in the Strategy, which will aim at building greater resilience in systems and processes to ensure the city's operation.



City Resilience Framework (CRF)

The City Resilience Framework (CRF) provides a lens to understand the complexity of cities and the drivers that contribute to their resilience. Looking at these drivers can help cities to assess the extent of their resilience, to identify critical areas of weakness, and to identify actions and programs to improve the city's resilience.

The CRF also offers a common language that allows cities to share knowledge and experiences. The CRF orbits four crucial dimensions for urban resilience:

- **Health and Wellbeing:** the health and wellbeing of everyone who lives and works in a city. Everyone should have access to what they need to survive and thrive.
- **Economy and Society:** the social and financial systems that enable urban populations to live peacefully, and act collectively.
- **Infrastructure and Environment:** the man-made and natural systems that provide critical services, protect, and connect urban assets enabling the flow of goods, services, and knowledge.
- **Leadership and Strategy:** the processes that promote effective leadership, inclusive decision-making, empowered stakeholders, and integrated planning.



Each dimension contains three drivers, which reflect the actions cities can take to improve their resilience. These 12 drivers are linked, and offer a holistic view of a city. Together, they are the core of the City Resilience Framework, regarding a vast variety of shocks and stresses.

Health and Wellbeing:

1. Meets basic needs
2. Supports livelihoods and employment
3. Ensures public health services

Economy and Society:

1. Promotes cohesive and engaged communities
2. Ensures social stability, security, and justice
3. Fosters economic prosperity

Infrastructure and Environment:

1. Provides and enhances protective natural and man-made assets
2. Ensures continuity of critical services
3. Provides reliable communication and mobility

Leadership and Strategy:

1. Promotes leadership and effective management
2. Empowers a broad range of stakeholders
3. Fosters long-term and integrated planning



BUILDING THE RESILIENCE STRATEGY

The Strategy has been built in two phases. Phase 1 aims at identifying how resilience may be implemented by analyzing key and critical aspects. We came across a series of discovery areas and cross-cutting themes, so a specific analysis was also necessary in some aspects. Phase 2 aims to analyze themes through more thorough and specific studies, and include actors from different city sectors in building the Strategy. Phase 2 focused on establishing the main pillars to guide the Strategy, by defining goals and initiatives that are capable of facing the stresses and shocks previously identified on Phase 1.

Phase 1



The first phase, which was finalized in January 2018, included workshops, interviews and polls with the participation of the public and the public and private sectors. Initiatives and statistical data were compiled in an inventory for a thorough analysis and understanding of the impacts and tensions on the city. The results were published in the Preliminary Resilience Assessment Report (PRA Report).

Based on the insights that had been collected, we are able to identify the shocks (landslides, disease outbreaks, floods and lack of basic services), as well as the chronic stresses (poverty and social inequality, unemployment, crime and violence, irregular occupation and use of land, lack of urban mobility and lack of access to suitable education), that affect quality of life in Salvador.

Stresses:

- Poverty and social inequality
- Unemployment
- Crime and violence
- irregular occupation and use of land
- Lack of urban mobility
- Lack of access to suitable education

Shocks:

- Landslides
- Disease outbreak
- Floods
- Lack of basic services

In this context, the Salvador City Hall promoted a series of activities to define the resilience strategy's direction into the future. The Preliminary Resilience Assessment Report (PRA Report) consisted of a summary of key questions and results that emerged during the initial exploration.

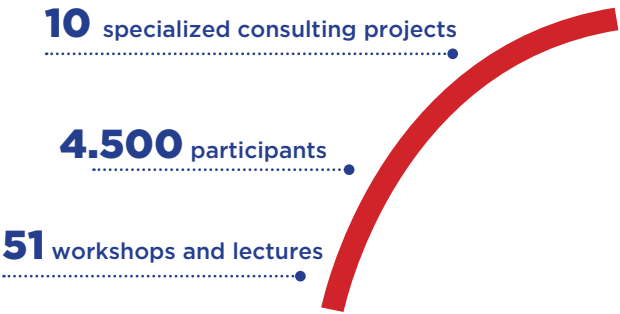
Preliminary Resilience Assessment Report (PRA Report)'s goal in developing the Resilience Strategy:

1. Present a summary about the resilience building process in Salvador;
2. Describe the current context and the work that had been developed up to the moment to understand future challenges and opportunities;
3. **Identity discovery areas and cross-cutting themes to guide the building of resilience and the development of a Resilience Strategy for Salvador.**

Data collection and the analysis of initiatives in planning stage and being carried out at the moment have allowed the identification of priority themes for urban resilience, which have been named “discovery areas”: Resilient Economy, Innovative Social Ecosystems, Smart Urban Transformation and Knowledgeable and Innovative Salvador. This process has also identified cross-cutting themes in the city's context: Salvador and Culture Identities, Urban Violence and Metropolitan Integration.

Both discovery areas and cross-cutting themes were the foundation for the Strategy pillars on Phase 2.

Phase 2



Building the Strategy was a collective and inclusive process, which involved all segments of the city, and also took into consideration existing plans, identifying short, medium and long-term initiatives, and included discussions about environment, people, efficient public policies and ways of consumption, to define an ample approach for daily challenges. The second phase was crucial in obtaining more detailed data to create the Strategy. Based on the previously identified initiatives, we were able to discuss, analyze and plan key opportunities with the help of consulting companies, the opinion of actors from several social levels, analysis of studies and workshops.

This phase was fertile in national and mainly international collaborative partnerships that offered technical and financial support for specific studies and consulting work. Our partners include:



Resilient Cities Regional Initiative, a partnership between 100RC, the Avina Foundation and the **Multilateral Investment Fund (FOMIN)** for the private sector's participation in building resilience.



C40 - Cities Climate Leadership Group, a network of cities all over the world committed to deal with climate change.



Arup Group Limited, a multinational company that offers services in engineering, design, planning, project management and consulting for all aspects of today's built environment. ARUP was the consultant in the Strategy's development.



ProAdapta, an initiative that offers support in implementing the National Agenda for Adaptation to Climate Change. It works in a collaboration of the Ministry of the Environment (MMA), GIZ and the Salvador City Hall.



A collaboration of Aria do Brasil, in partnership with **Deutsche Investitions** and the **KFW Group**, aiming to offer support to cities in initiatives related to air quality.



Associação de Voluntários para o Serviço Internacional (AVSI), a non-governmental organization in 37 emergent countries that is engaged in cooperation projects for human development.



The **Bernard Van Leer Foundation** supports governments and other institutions in projects related to the development in early childhood and families.



Global Network for Advanced Management (GNAM), an international alliance that brings together 29 business schools all over the world.



Ordnance Survey International (OSI), a renowned IT British agency specialized in geospatial data projects for both governmental and business sectors.



Repowering, a British company specialized in the development of self-financed cooperatives, bringing communities, local authorities and the private sector together to reduce atmospheric emissions, generate clean energy and recover natural environments.



Knowledge Hub, is a global online service platform that connects experts and the society to share knowledge. The platform helped collecting input for the Strategy.

With the work of these partnerships and 100RC’s support, we were able to carry out 10 consulting projects and specific studies in the city, which helped mapping the Resilience Strategy’s initiatives. They include:

STUDY 1 – Private Sector contributions to overcome Salvador’s economic bottlenecks – Avina Foundation/FOMIN

The study started with the workshop “How to create value for the Private Sector”, with the participation of 80 businessmen. The work aimed at mapping resilient actors and initiatives that may be implemented by this sector, and resulted in 88 suggested initiatives for the Strategy.

STUDY 2 – Strengthening economic activity in the Historical City Center – Arup and Peen Praxis (University of Pennsylvania)

The study identified short and long-term interventions to potentialize long-term sustainable development in the Historical City Center. We conducted 22 interviews with local actors, which resulted in the proposition of 21 initiatives.

STUDY 3 – Project to improve Salvador’s micro-accessibility – Arup and Estudio+1

The study listed regions in need of improvement regarding active mobility and micro-accessibility projects. The community of Polêmica was chosen as a pilot-project for the initiatives. The consulting work culminated in an action guide for micro-accessibility that can be applied in other areas of the city.

STUDY 4 – How to turn Salvador into a service hub – Arup and Estudio+1

By using social-economic data analysis, the study mapped the top service sectors in economic potential for the city and presented how governance could contribute to boost those sectors.

STUDY 5 – Identifying local economic activities that contribute to adaptation to climate change – ProAdapta/MMA/GIZ

The consulting assignment aimed at mapping local economic activities that may help the city adapt to climate change. The study’s goal was to provide subsidies to identify subsequent support initiatives to these activities.

STUDY 6 – Urban infrastructure and climate change – ProAdapta/MMA/GIZ

The consulting work analyzed the cost of adaptation and non-adaptation of Salvador’s main urban infrastructure elements regarding the effects of climate change, mainly to the most vulnerable communities.

STUDY 7 – Resilience policies for communities in Salvador from the point of view of childhood – Arup and AVSI Brasil

A qualitative and quantitative survey was conducted in the Novos Alagados community, in a very poor suburban area in the north of the city, to map the children’s perspective of the main issues and challenges faced on a daily basis. Later on, we held the “Playing in my neighborhood” workshop, which involved 60 participants, including children and pregnant women.

STUDY 8 – Reutilization of glass in Salvador – GNAM/ Yale University

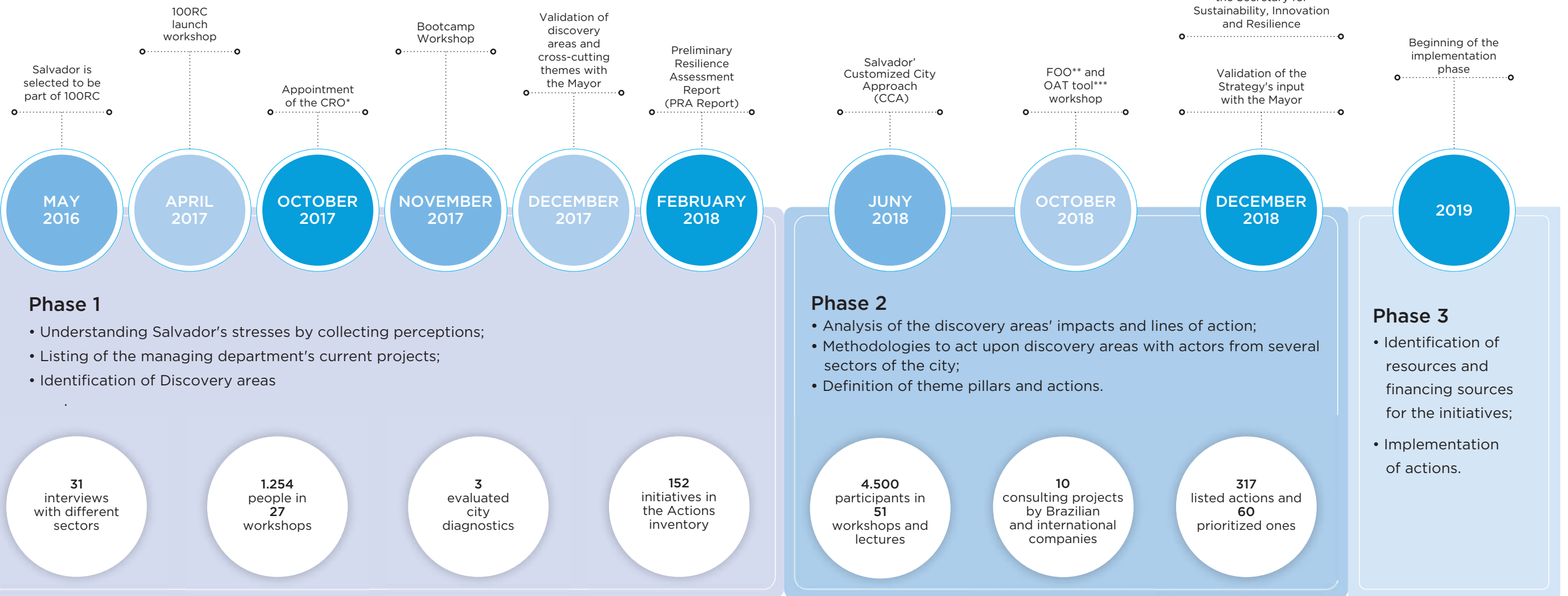
This research was conducted to study the reutilization of glass in the works of a Circular Economy. It aimed at finding solutions for recycling this material in the city and built a production chain.

STUDY 9 – Application of Information and Communications Technology (ICT) for risk prevention – GNAM/ The University of British Columbia

The study included interviews with leaders from three different risk areas that were mapped by the Civil Defense Board (CODESAL) and presented suggestions of initiatives to improve the application of Information and Communications Technology (ICT) on the process of risk management and prevention.

STUDY 10 – Maturity of data usage in public management – Ordnance Survey International (OSI)

The consultants discussed the preconditions for innovative governance based on the usage of data collected in the city to guide decision-making processes.



*CRO: Chief Resilience Officer | **FOO: Field of Opportunities | ***Opportunities Assessment

Resilience and Sustainable Development Goals

In 2015, leaders from all over the world gathered at the United Nations (UN) headquarters in New York to decide on an action plan to end hunger, protect the planet and promote peace and prosperity for all: the 2030 Agenda for Sustainable Development. The agenda proposed 17 Sustainable Development Goals (SDGs) and 169 actions to ensure member countries will reach sustainable development in every area until 2030.

The definition and structuring of the initiatives that are part of Salvador’s Resilience Strategy are aligned to the SDGs, and take into consideration the three dimensions of sustainable development: economic, social and environmental.

1NO
POVERTY

2ZERO
HUNGER

3GOOD HEALTH
AND WELL-BEING

4QUALITY
EDUCATION

5GENDER
EQUALITY

6CLEAN WATER
AND SANITATION

7AFFORDABLE AND
CLEAN ENERGY

8DECENT WORK AND
ECONOMIC GROWTH

9INDUSTRY, INNOVATION
AND INFRASTRUCTURE

10REDUCED
INEQUALITIES

11SUSTAINABLE CITIES
AND COMMUNITIES

12RESPONSIBLE
CONSUMPTION
AND PRODUCTION

13CLIMATE
ACTION

14LIFE BELOW
WATER

15LIFE
ON LAND

16PEACE, JUSTICE
AND STRONG
INSTITUTIONS

17PARTNERSHIPS
FOR THE GOALS

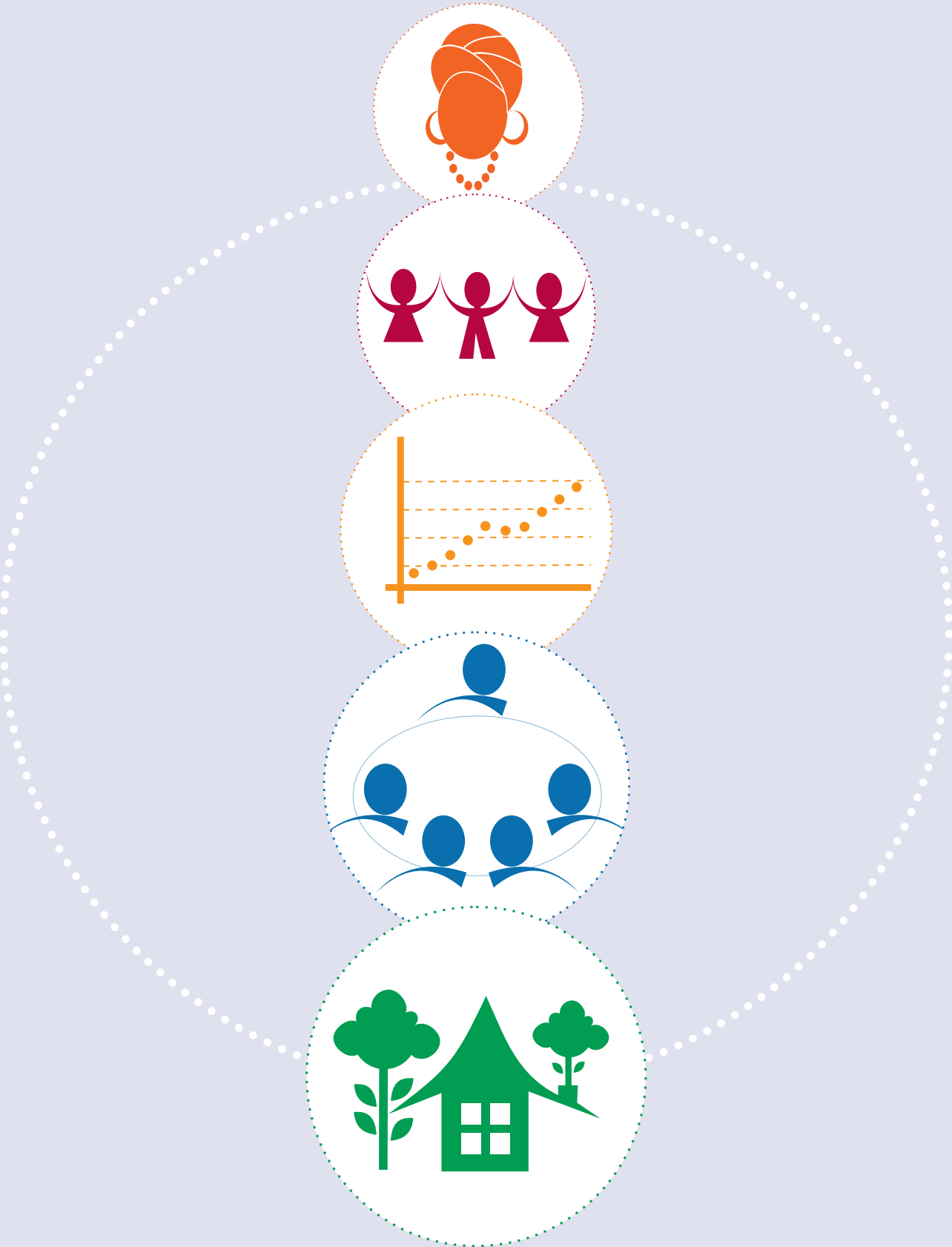


Resilience Strategy Pillars

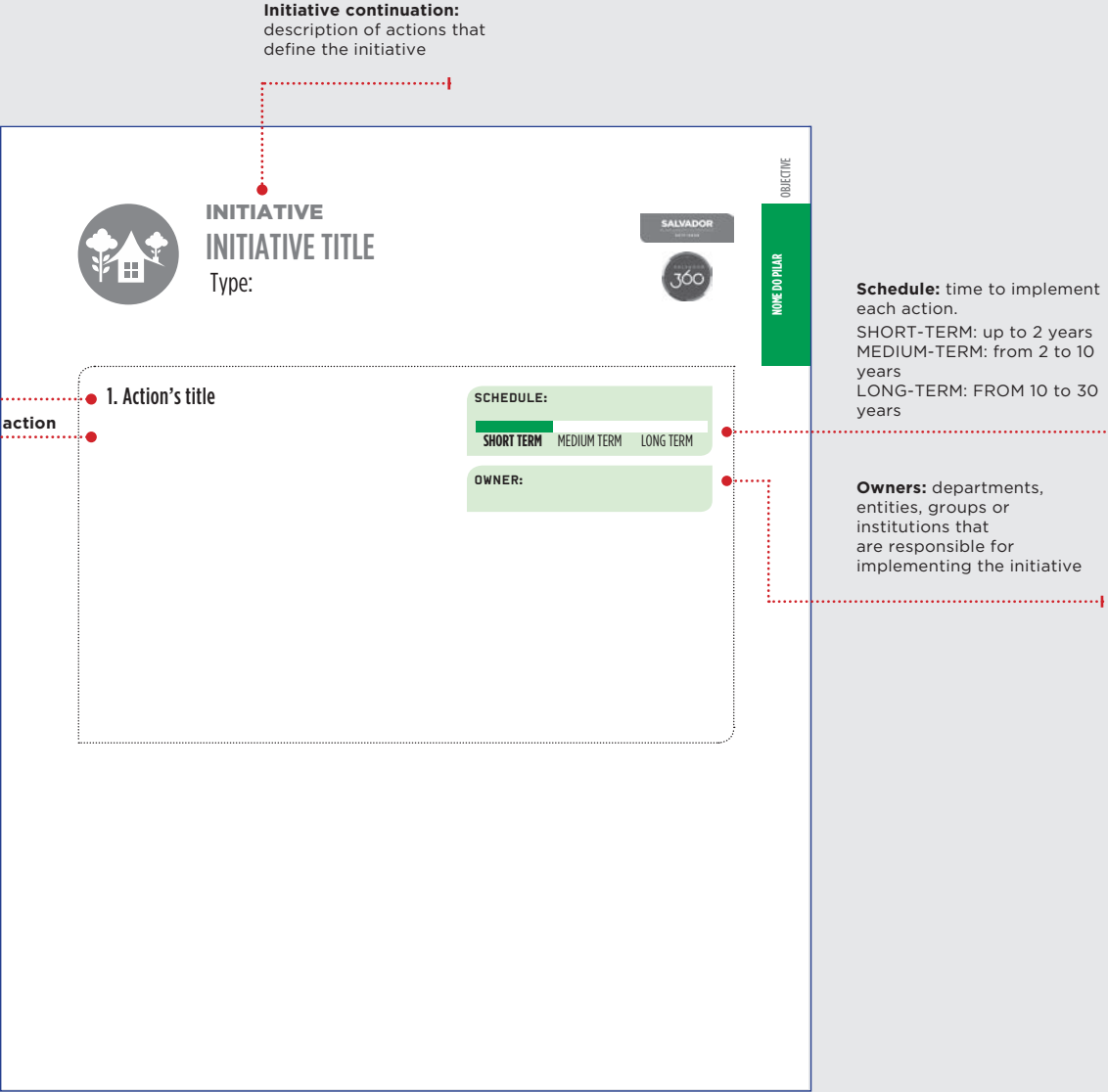
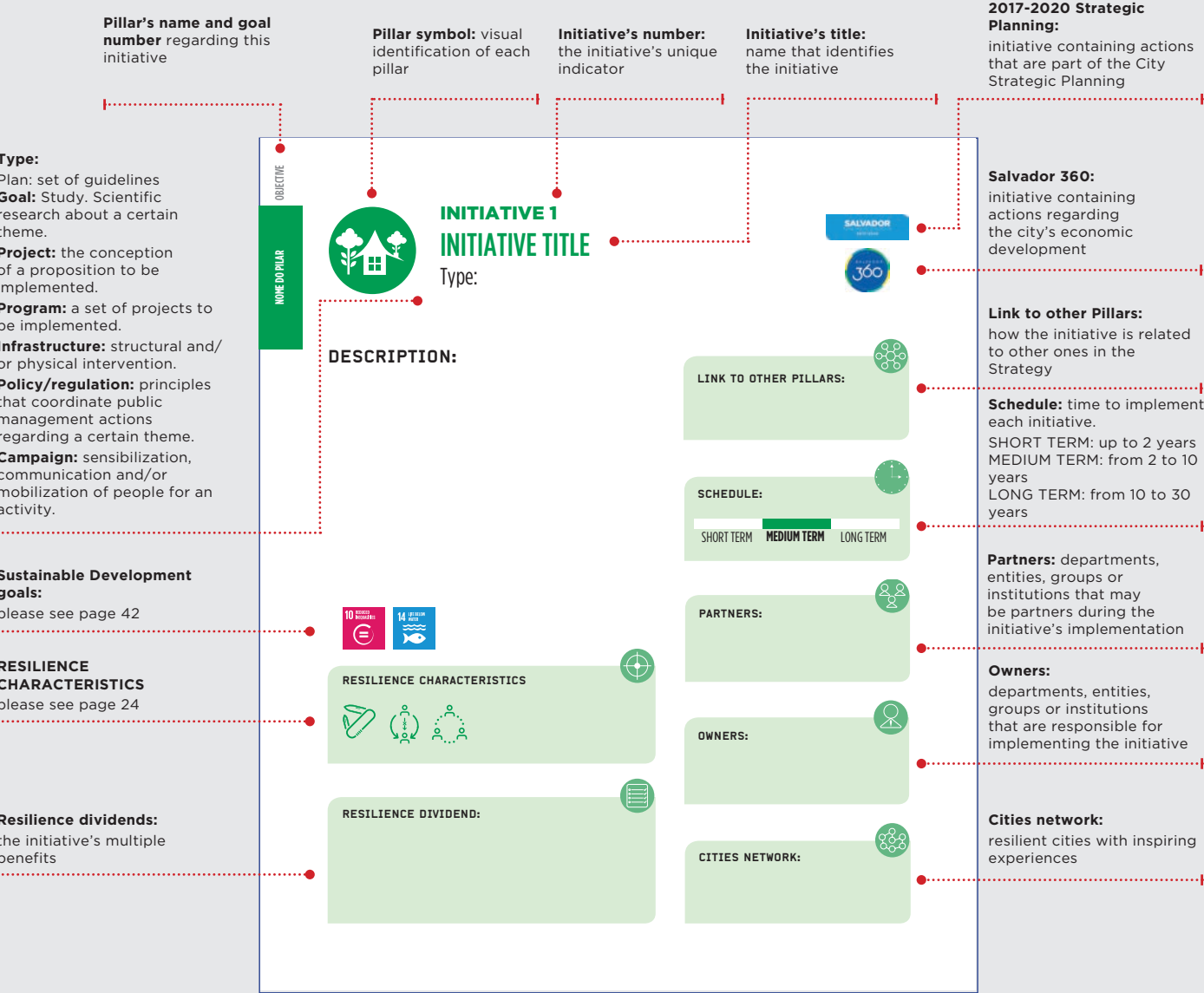
The Strategy vision was conceived collaboratively through the workshops. Its starting point was recognizing people born and raised in Salvador as the city’s most important heritage. Together, they make a community that is connected with the social and natural environment while engaged with the world, and that is capable of propelling a diversified and innovative economy to facilitate sustainable and inclusive urban transformation. As a result, five main pillars were outlined to reflect how the city may become more resilient in the future.

A total of 317 initiatives were mapped during Phases 1 and 2. After being analyzed by the Arup, 100RC and the Salvador City Hall teams, 60 of those were selected to be part of the Strategy. The selection considered the following criteria: the initiatives’ ability to respond to shocks and stresses, their adherence to the 17 Sustainable Development Goals (SDGs), the identification of resilience-related qualities and the impact of a vision of resilience on future generations.

The initiatives were gathered in the following pillars:



How to read the Strategy (clockwise)





PILLAR 1

CULTURE AND MULTIPLE IDENTITIES



The architectural and urban complex of Salvador's Historical City Center is home to monuments and works of art from the Brazilian colonial period, and has been declared a World Heritage Site by UNESCO. Its preservation is a crucial challenge to protect the city's memory as a landmark of the country's identity, culture and history, an as legacy for future generations.

The city's immaterial heritage includes events and activities related to a long tradition of pagan and religious celebrations, culinary traditions, Afro-Brazilian music, sites related to world-renowned writers, Catholic celebrations and those of Afro-Brazilian religious traditions, such as candomblé, umbanda² and capoeira, or Catholic and Afro-Brazilian mixed celebrations such as "Samba junino". Salvador is distinguished by its heritage and cultural traditions, but also as a multicultural city with a rich diversity in arts and ethnic and social knowledge, and its people's creativity. The cultural multiplicity foments the existence of multiple identities, and those need to be recognized to make the city more resilient. Chronic stresses such as the infrastructure's aging process and social-economic inequality are at the core of this Pillar's challenge. Thus, we present initiatives to strengthen the city's economic, social and environment aspects by appreciating the local culture and the multi-identities of Salvador, in alignment with the following goals:

- 1. Value and requalify Salvador's historical heritage;**
- 2. Reinforce Salvador's cultural diversity, fostering it as an asset for economic development;**
- 3. Promote visibility and consolidation of the city's multiple territorial identities.**

² Religious cults

GOAL #1

Value and requalify Salvador's historical heritage

Salvador's main assets, such as its historical heritage and countless cultural sites, are opportunities the city must explore to develop a resilient economy in the long term. From the tourism point of view, the Historical and Cultural Heritage is responsible for 29,9% of people's motivation to visit Salvador.

Actions focusing on the neighborhoods close to the city center, such as structuring public interventions, housing and mobility programs, and foundation projects to transform the urban context should be prioritized and expanded.





INITIATIVE 1

RESTORATION HUB

Type: Program

DESCRIPTION:

The conservation, maintenance and restoration of Salvador's historical and cultural heritage are crucial to preserve the city's identity, culture and history.

The Restoration *Hub* aims to qualify people to become restorers, a job in continuous high demand worldwide³. The restored buildings and artefacts will join the city's collection and will help improve Salvador's image.



RESILIENCE CHARACTERISTICS



LINK TO OTHER PILLARS:

Sustainable Urban Transformation,
A Diverse and Inclusive Economy

PARTNERS:

FMLF, SECULT, IPHAN, education institutions.

CITIES NETWORK:

Roma, Byblos, Athens, Atlanta, Quito.

RESILIENCE DIVIDEND:

In addition to generating employment and income through training of youth and adults, this Action represents an investment in the restoration of Salvador's cultural and historical heritage.

³Hoppenbrouwers, René, 2013. Conservation-Restoration education and the development of the profession, CeROArt [Online], EGG 3 | 2013. Disponível em: <http://journals.openedition.org/ceroart/328>



INITIATIVE 1

RESTORATION HUB

Type: Program

Action 1.1 Restorers' training

Offer Restoring courses and training and qualification workshops in partnerships with professional restorers and education institutions that normally offer this course. They will be offered to adults and young adults, with a focus on the low-income population.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: FGM

Action 1.2 Restorers' center

Create a place where restoration enthusiasts are able to get specialization courses, attend events, do networking and advertise their services to potential clients.

SCHEDULE:

SHORT TERM MEDIUM TERM **LONG TERM**

OWNER: FGM

Action 1.3 Apprentice restorer

Promote partnerships with stores, Historical City Center residents associations, and institutions so that the newly-qualified professionals may help restore building and facades in the city's historical center

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: FGM



INITIATIVE 2

THE HISTORICAL CITY CENTER BEATS

Type: Policy/Regulation



DESCRIPTION:

Description: Salvador's Historical City Center must be strengthened as the heart of social, economic and cultural activities so that it can become the city's "soul" again and contribute to a more resilient Salvador, as a space to bring everyone together, promote history and reinforce local cultures and identities.

Although it concentrates most of the city's cultural assets and has been receiving municipal interventions and incentives to recover monuments and promote the arrival of luxury hotels, the high-income population started moving out of the city center in the 60's, and the emptying process of this area has left it disconnected from the other neighborhoods. This lack of connection is a chronic stress that has been affecting the city for decades and presents an array of consequences. The Historical City Center seems to be a place for tourists, and not a site that actually belongs to all people of Salvador. Our long-term challenge is to change this feeling and reintegrate the City Center to Salvador. The proposal contributes to the city's resilience and follows UNESCO's recommendations to emphasize interdependencies between intangible economic and cultural assets and the historical urban heritage.



RESILIENCE CHARACTERISTICS



LINK TO OTHER PILLARS:

Sustainable Urban Transformation

PARTNERS:

FGM, SECULT, SEDUR, SEMGE, FMLF, ACM Institute, private sector, community and cultural groups.

CITIES NETWORK:

Amman, Athens, Juarez, Santa Fe, Montevideo, Quito.

RESILIENCE DIVIDEND:

A new meaning for Salvador's Historical City Center as not only a tourist site, but also the birthplace and land of great historical and cultural heritage.

Collaboration: Arup/Penn Praxis – Study 2.



INITIATIVE 2

THE HISTORICAL CITY CENTER BEATS

Type: Policy/Regulation



Action 2.1 A long-term vision for the Historical City Center

Promote an inclusive action through Salvador City Hall to recognize initiatives that have already been developed or are underway and create a great rehabilitation program for the City Centre. Then, use it as the foundation to create a long-term vision, "City Center 2049" and acknowledge it as a site for all citizens and visitors.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: FMLF / SEDUR

Action 2.2 A culture of cooperation for the Historical City Center

Create a governance based on articulations and actions by the Salvador City Hall to integrate initiatives in the City Centre and:

1. Develop and strengthen a culture of cooperation between the individual and institutional actors in the Historical City Center;
2. Organize and promote synergy among different current and future actions in the Historic City Center, by planning them and ensuring that all of them help reach the long-term vision's goal.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: FMLF/SEDUR/SECULT

Action 2.3 Single regulation for the Historical City Centre

Stablish unified regulamentation (City Hall, IPHAN and DIRCAS) for the World Heritage Site protected area in the Historical City Center to attract private investment.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: FMLF



INITIATIVE 2

THE HISTORICAL CITY CENTER BEATS

Type: Policy/Regulation



Action 2.4 Historical City Centre Museum Complex

Update and bring together several museums located in the Historical City Center, including the Museum of Music, the City History Museum and the City's Archive.

Adopt an integrated approach to the museum complex by consolidating their collections, modernizing their curating services, implementing new technologies for exhibits and acquiring new assets.

SCHEDULE:

SHORT TERM MEDIUM TERM **LONG TERM**

OWNERS: FMLF / SEDUR

Action 2.5 PulsaCAS ("The Historical City Center beats")

Encourage and promote new and existing cultural, educational and recreational activities in the Historical City Center to reinforce its role in the city and ensure the long-term vision for the area will come true.

Use the City Hall's website and other media to provide information about spaces for rent and sale in the Historical City Center that may be used for the production of handicrafts, as well as to offer educational programs and training.

SCHEDULE:

SHORT TERM MEDIUM TERM **LONG TERM**

OWNER: FMLF / SEDUR

Action 2.6 Centralization Administrativa Municipal

Transfer all the city's administrative departments to the Comércio neighborhood. The aim is to use the structure of unoccupied buildings through revitalization projects, as well as to streamline expenses. The action will also strengthen an urban policy that values the city center.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: SEMGE



INITIATIVE 2

THE HISTORICAL CITY CENTER BEATS

Type: Policy/Regulation



Action 2.7 Housing Project in Comércio

Expand the residential role of the Historic City Center through a housing project for the Comércio neighborhood. Nine properties in the area will be refurbished to become apartment buildings. Some residences will be intended for vulnerable communities and civil servants and other for the private market. This action aims at presenting the feasibility of these housing projects to investors and contractors.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: FMLF

Action 2.8 Space inventory

Make an inventory of the inhabited buildings, abandoned properties and empty land in the Historic City Center and use legal tools (City Statute, PDDU and LOUOS) to lower the rate of non-used properties. This is a short-term action and will be the foundation for putting all these properties to use in the medium term. The definition of the strategic use of these properties will fund the long-term vision for the Historic City Center.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECULT, SEFAZ, SEDUR, FMLF

Action 2.9 Tactical Urbanism on streets dedicated to trade and services

Use tactical city planning to redesign streets dedicated to trade and services to improve pedestrian circulation and create a comfort area around the existing shops and service providers. Engage local shops in the debate and definition of urbanism tactics and the streets' redesign to ensure commitment and maintenance.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: FMLF, TRANSALVADOR, SEMAN



INITIATIVE 2

THE HISTORICAL CITY CENTER BEATS

Type: Policy/Regulation

SALVADOR
2017-2020

Action 2.10 Markets

Organize the activities of street vendors and manage the public space to avoid conflict. In order to achieve that, it will be necessary to:

- 1) Estimate street capacity and public space regarding the number of street vendors;
- 2) Limit the number of licenses according to the actual capacity, and monitor it strictly;
- 3) Design new areas to accommodate street vendors;
- 4) Identify types of sales on the street that do not depend on potential customers passing by the area and transfer them to enclosed dedicated spaces (markets);
- 5) Identify empty buildings and areas, or those that are not being used;
- 6) Promote an adaptative refurbishment of abandoned buildings to accommodate the street vendors mentioned on item number 4;
- 7) Create friendly connections and interactions between the markets and the street vendor's areas and the actual locations.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: FMLF, SEMOP, SEMAN

Action 2.11 Geografia da Moqueca

Estabelecer um programa para conservar e expandir a
Establish a program to preserve and expand the reach of traditional cuisine from Bahia. It will be necessary to:

- 1) Engage restaurants, chefs, gastronomy and educational institutions;
- 2) Offer cooking classes to local people and tourists;
- 3) Offer qualification in the traditional cuisine;
- 4) Establish connections and promote partnerships with local producers and farmers in the All Saints' Bay area to strengthen the production chain;
- 5) Foment transparency in the producer-chef-consumer dynamics;
- 6) Create an ad campaign for the program.

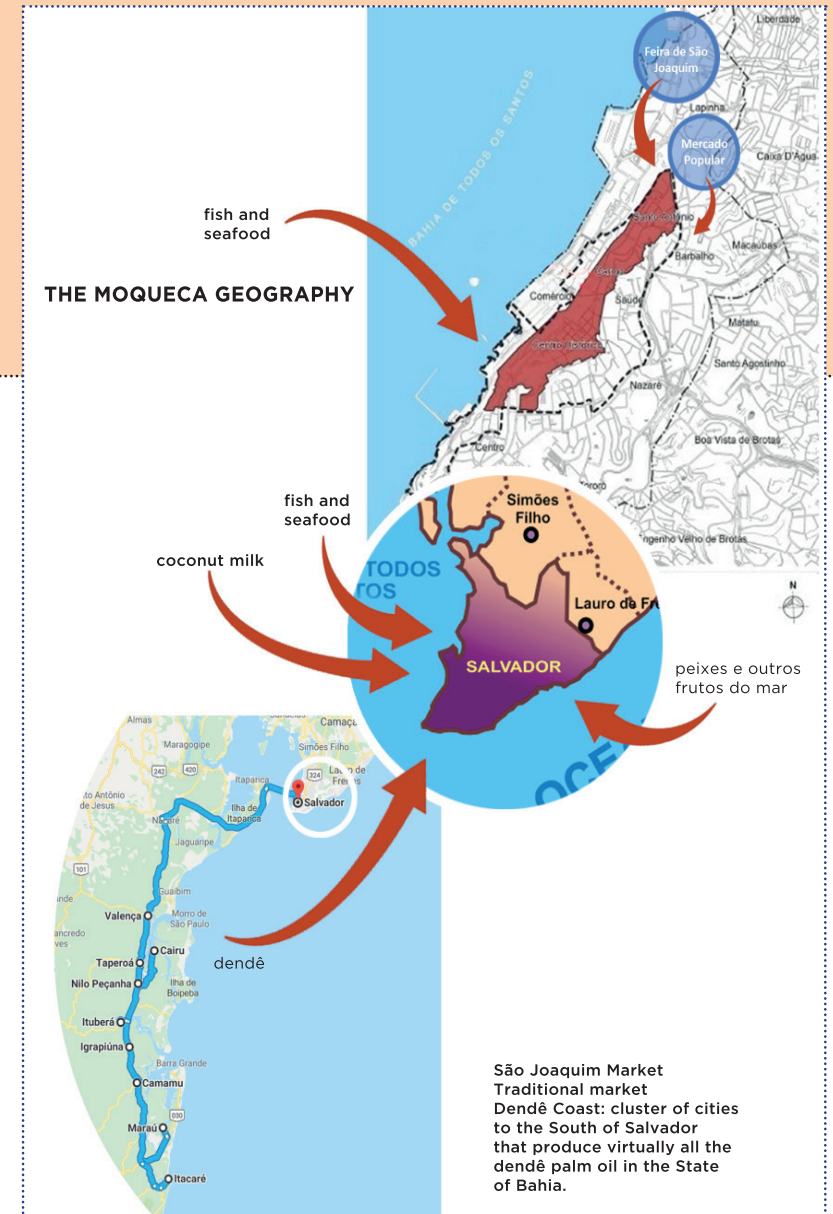
SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECULT, SEMUR, SEMTEL

Moqueca is one of the most famous and traditional dishes in Bahia, and it is flavoursome and prepared with local ingredients. A good moqueca should be prepared with dendê palm oil, coconut milk, salt, tomatoes, onions, peppers, lime, cilantro and fish (although there are also variations with other seafood). All the ingredients in Bahia's traditional cuisine come from areas around Salvador and are sold in the Historical City Center. An initial analysis of what we call "The Moqueca Geography" has revealed that the main ingredients for the recipe, such as the palm oil, come from an area South of Salvador, generally referred to as "Dendê Coast". Other ingredients come from the Recôncavo Baiano region and are sold in markets across town, including traditional street markets such as Feira de São Joaquim, Mercado das Sete Portas, and Mercado da Ladeira da Água Brusca.

The fish is sourced in the bay or the Atlantic on Salvador's shore and sold by fisherman in traditional markets located close to the Historic City Centre.





INITIATIVE 3

CREATION OF CULTURAL CENTERS

Type: Project

DESCRIPTION:

Using buildings that have been declared artistic and historical heritage in Salvador to create cultural centers will support local culture by revamping idle spaces and stimulating their occupation by the community. Local people identify with those places and, in turn, will also have their sense of identity strengthened.

This initiative identifies existing assets in the city that haven't been explored to their full potential. These actions aim at revitalizing and reusing spaces rich in urban and non-material heritage. These assets will be able to generate income and jobs and contribute to a resilient economy, to strengthening the city's identity and to the conservation of its history. The spaces also create a connection with other neighborhoods. These actions reflect the vision of a Resilient Salvador as a place rich in human and cultural heritage.



RESILIENCE CHARACTERISTICS



Collaboration: ARUP/ Penn Praxis – Study 2.

LINK TO OTHER PILLARS:

Sustainable Urban Transformation

PARTNERS:

FGM, SECULT, FMLF, private sector.

CITIES NETWORK:

Buenos Aires, Porto Alegre.

RESILIENCE DIVIDEND:

Remodel and expand the functionality of spaces that were becoming idle, supporting the culture by creating centers in places of historical relevance to citizens.



INITIATIVE 3

CREATION OF CULTURAL CENTERS

Type: Project

Action 3.1 Catarina Paraguaçu Cultural Center

Revitalize the inner structure of the “Nossa Senhora de Santana do Rio Vermelho” parish, located on “Caramuru” Square, Rio Vermelho, to transform it not only in a cultural center, but also a museum of the neighborhood's history to be open to visitation by local people and tourists. Define a management model to prepare the place for cultural events.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNERS: SECULT, FGM, SEDUR, private sector.

Action 3.2 Ruy Barbosa's Home Cultural Center

Revitalize Ruy Barbosa's home to promote the story of the local lawyer, which will be told on the walls of the house where he lived with his family, and with the aid of his vast personal collection.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNERS: SECULT, FGM, SEDUR, private sector.

Action 3.3 Circuit of traditional movie theatres

Establish a system of existing and strategically located cultural institutions. However, not all of them are being or have been used towards cultural events. The creation of this circuit, which will be connected to the Barroquinha Cultural Site and the Gregório de Mattos Theater, will spark great economic boost and revitalization of the “Baixa dos Sapateiros”, J.J. Seabra street and Barroquinha areas⁴. This action relies on coordination between the public and private sectors, and may be a great benefit for the local economy and the integration of the Historic City Center with other neighborhoods.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNERS: SECULT, FGM, SEDUR, private sector.

⁴Historical city center commercial area

CIRCUIT OF TRADITIONAL MOVIE THEATRES



INITIATIVE 3

REVITALIZE LAW

Type: Policy/Regulation

DESCRIPTION:

Stimulate the occupation of idle and derelict buildings in the Historical City Center by offering benefits such as:

- 1) Decrease on ISS (tax on services) for companies to relocate to those places;
- 2) Decrease on ITIV (property transfer tax);
- 3) Remission of debt with the city;
- 4) Decrease on future IPTU (property tax);
- 5) Decrease on ISS (tax on services) to services related to building/contractors;
- 6) **Isenção da taxa de licenciamento; (TRADUZIR)**
- 7) Tax incentive for building marinas;
- 8) Encourage the restoration of abandoned buildings by members of the public and cultural movements to transform them into recreational and cultural centers or collaborative centers, and consequentially potentialize this law's impact.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Reuse of idle and derelict buildings, restructuring them and bringing new meaning to these neighborhoods for the people of Salvador, through the decentralization of the business and leisure industries in the city.



LINK TO OTHER PILLARS:

Sustainable Urban Transformation

SCHEDULE:

SHORT TERM MEDIUM TERM **LONG TERM**

OWNER:

FMLF / SEDUR

CITIES NETWORK:

Santiago, Montevideo



GOAL #2

Reinforce Salvador's cultural diversity, fostering it as an asset for economic development

Cultural diversity will rise as an important force for development in a few years. The city shows an expressive production in visual arts, dance, music, theater, African culture, popular culture, literature, handicraft, LGBTQI+ culture, material and non-material heritage, gastronomy and audio-visual work.

The existing mechanisms in place to encourage these activities and arrange cultural policy, through the City's System Law for Culture, the Viva Cultura Tax Incentive Program and the Arte everywhere Program, must be continued, expanded and strengthened.

The appreciation for the development of a creative economy has been proposed as a way to encourage the city's traditional industries, as well the complementary ones, with potential to create a new chain of value in the city as a strategy for social development, and present its practical benefits to society.



INITIATIVE 5

THE NEIGHBORHOODS' CULTURAL CALLING

Type: Project



DESCRIPTION:

There is a portfolio of cultural assets that been historically established in Salvador, and that are located in busier neighborhoods and traditional tourist routes. However, Salvador offers a very diversified cultural mix that features new assets with great productive potential. Many neighborhoods in the city offer unconventional tourist attractions and assets of Brazilian popular culture in music, literature, art and cuisine, and that are largely unknown.

This initiative aims at recognizing which assets deserve further development, and to encourage them by supporting local entrepreneurship and production. Consequently, the focus will be fighting the chronic stress of social inequality.

The proposed actions will identify assets and the locations' callings to be developed through new cultural and artistic circuits. Initial actions for this initiative include: identifying urban callings, urban cultural events, and the communication of the neighborhoods' callings. In the medium term, actions arising from the initial identification will include training and qualification of the workforce, strengthening social entrepreneurship and, later on, organizing production chains.



RESILIENCE CHARACTERISTICS



LINK TO OTHER PILLARS:

Sustainable Urban Transformation, A Diverse and Inclusive Economy

PARTNERS:

FGM, SECULT, SALTUR, local communities.

CITIES NETWORK:

Amman, Bangkok, Buenos Aires, New York, Paris.

RESILIENCE DIVIDEND:

Fight against violence and sedentarism by promoting income generation and incentive to tourism through local art and culture, representing creative freedom and community empowerment.

Collaboration: Foundation Avina/FOMIN - Study 1



INITIATIVE 5

THE NEIGHBORHOODS' CULTURAL CALLING

Type: Project



Action 5.1 Identifying cultural callings

Identify the calling of each area of Salvador through partnerships with organizations and social movements in each neighborhood. Perform an "X-ray" of the communities, appreciating and offering visibility to their practices and knowledge.

Identify new cultural and touristic circuits and acknowledge, revitalize and value areas in the city other than the touristic axes that are generally targeted for investment.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: FGM

Action 5.2 Urban Cultural Events

Use the "Boca de Brasa" Project to support cultural events in the communities' streets and squares. Promote partnerships with cultural groups, organizations and individuals for musical or theatrical performances in public spaces. This aims at encouraging the local population to occupy and care for these areas while enjoying the local culture and taking part in leisure activities that reflect the community's identity and calling.

Develop a "open streets" project for Sundays, in which the streets will be closed for the circulation of cars and turned into a stage for cultural performances for the local community, as well as a place for walks and sports.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: FGM



INITIATIVE 5 THE NEIGHBORHOODS' CULTURAL CALLING

Type: Project



Action 5.3 Communication of the neighborhoods' callings

Publicize and signal points of interest in each neighborhood of Salvador, to diversity tourist routes.

Create tourist products, such as itineraries and local festivals related to the neighborhoods' callings.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: FGM



INITIATIVE 3 HANDICRAFTS FROM SALVADOR AND RECÔNCAVO

Type: Program

DESCRIPTION:

Strengthen the city's handicraft tradition, an asset with great income generation potential and that must be explored to aid local economic development.

Create Salvador's Handicraft Center, a centralized and permanent point of sale to showcase all the range of work produced by local artisans. The space will bring appreciation to the work of local artists and drive sales to locals and tourists.

LINK TO OTHER PILLARS:

A Diverse and Inclusive Economy

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

PARTNERS:

SECULT, SALTUR, SEBRAE, local artisans, Fábrica Cultural.

OWNER:

SEDUR

CITIES NETWORK:

Porto Alegre



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

The investment on handicrafts drives job creation for low income families, helps formalize artisanship as a job and diversify the economy from the point of view of cultural appreciation.



INITIATIVE 3

SHARING CULTURAL SPACES

Type: Program

DESCRIPTION:

Catalogue the places in the city that may be used for cultural activities.

Then, elaborate a public notice for the use of those spaces, with clear rules about use and responsibilities so that community groups and individuals are able to offer events, courses and activities to the local community – preferably open to the public and with free entry.

Increase publicity in the media regarding the use of these spaces for other events whenever they are free, and consequently facilitate public engagement with this kind of activity.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Unify cultural spaces, that may be often idle or not used properly, to bring the local people closer to everyday elements of their artistic and cultural heritage, supporting the citizens' training and education.

LINK TO OTHER PILLARS:

Sustainable Urban Transformation

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

PARTNERS:

SEINFRA, SECULT, FMLF, private sector, community and cultural groups.

OWNER:

FGM

CITIES NETWORK:

Glasgow, Montevideo, Paris, London, New York.



INITIATIVE 8

MAPPING THE “RECONNECTAR” PROJECT

Type: Project

DESCRIPTION:

Strengthen the “Reconectar” (Reconnect) Project, which installs QR code signs on Salvador’s historical monuments, by creating an online map that allows the user to quickly access the registered places. The initiative aims at expanding the QR code signs to new monuments and tourist attractions in the city and generate more knowledge for tourists and local people. The plan comprises of two actions: georeferencing registered places and strengthening the existing network.

LINK TO OTHER PILLARS:

A Diverse and Inclusive Economy

PARTNERS:

Restaurants, tourist guides, cultural and hospitality industries

CITIES NETWORK:

Greater Manchester

RESILIENCE DIVIDEND:

Mapping tourist and cultural attractions in the city will leverage Salvador’s existing assets, boost cultural activity and contribute to the hospitality industry in the city.



RESILIENCE CHARACTERISTICS



INITIATIVE 8

MAPPING THE “RECONNECTAR” PROJECT

Type: Project

Action 8.1 Online itineraries and maps for tourists and locals

Georeference all locations in the city QR code to offer online tourist and cultural itineraries of Salvador in an accessible manner.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: FGM

Action 8.2 Strengthen the “Reconectar” Project

Include theatres, cultural groups and companies in tourist itineraries by registering them with a QR code.

Increase publicity of the “Reconectar” Project for tourists and locals.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: FGM



GOAL #3

Consolidate the city's multiple territorial identities and offer visibility to them

The appreciation of Salvador's different neighborhoods' cultural and identity must be designed to generate a stronger identification of the local people not only with the city, but also with its surroundings, to increase a sense of belonging and responsibility towards the city, its heritage and development. Initiatives for a resilience city must consider the peculiarities and diversity of each neighborhood.



INITIATIVE 9

SALVADOR AS A CULTURAL REPOSITORY

Type: Project

DESCRIPTION:

Establish a platform to publicize local cultural events and activities, starting with actions that are already being promoted by the City Hall. The main goal is to facilitate access and engagement of locals with the city's culture.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Bring the population closer to the city's artistic and cultural movements and offer knowledge and leisure to everyone.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

PARTNERS:

SECULT, UNIFACS, cultural groups

OWNER:

FGM

CITIES NETWORK:

Athens, Santa Fe



INITIATIVE 10

SALVADOR'S TRADITIONAL TALES

Type: Campaign

DESCRIPTION:

Nothing is more remarkable for a people's identity than the culture that defines it. It is important to acknowledge and disseminate traditional tales to strengthen people's self-esteem, build a legacy for future generations and preserve their cultural identity. This initiative includes two actions to debate questions regarding social cohesion and strengthening of community activities but mainly the incentive to knowledge, reading and writing. The first one aims at recovering traditional tales by encouraging people to tell and write their stories. The second action promotes reading activities for children, teens and adults.

The initiative strengthens the narratives about the city and disseminates traditional tales. The actions will benefit families and communities by promoting stronger cohesion, preserving roots and improving a sense of belonging. These positive outcomes help reduce chronic stresses related to urban and family violence and improve the communities' social capital.



RESILIENCE CHARACTERISTICS



LINK TO OTHER PILLARS:

A Healthy and Engaged Community

PARTNERS:

Education institutes, local writers, SMED, SECULT, cultural groups

CITIES NETWORK:

Atlanta

RESILIENCE DIVIDEND:

Incentive to local literature, writers and folklore and to playful education through stories passed on from generation to generation, and to the strengthening of the local identity and culture.



INITIATIVE 10

SALVADOR'S TRADITIONAL TALES

Type: Campaign

SALVADOR
2017-2020

Action 10.1 Recovering traditional tales

Encourage writers and people in general to write and tell traditional tales of Salvador in a collaborative manner, by using the “Caminhos Digitais da Leitura” (Digital Paths for Reading) platform, a website created by City Hall to share e-books.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: FGM

Action 10.2 Reading Paths

Reach 200,000 children, teens and adults through local reading activities and promote partnerships with local beginner and consolidated writers so that they can offer their books in schools and local book fairs.
Schedule: short term, medium term, long term.

SCHEDULE:

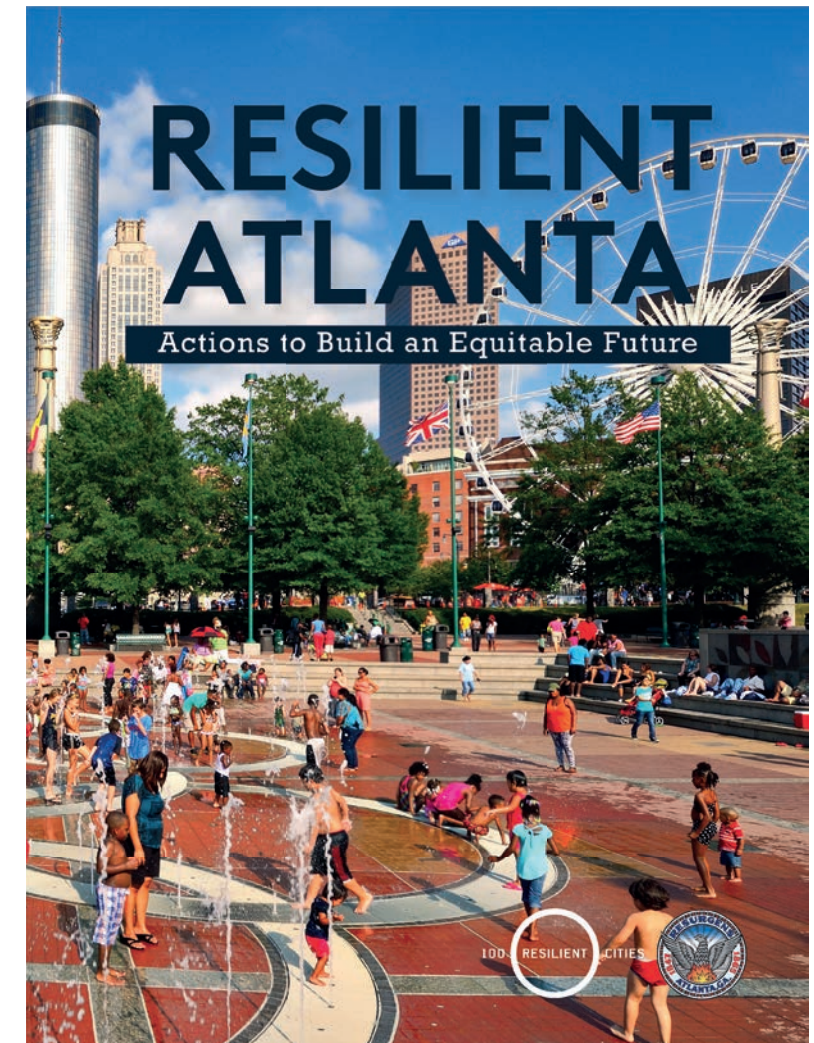
SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: FGM

INSPIRATION

Atlanta, EUA

Atlanta has been documenting traditional tales and stories in weekly meetings for the local people. The People of Atlanta initiative uses citizen journalism to create a live narrative of the local identity and culture. The citizens use several media tools to register and share stories. The articles are published on social media, which allows great publicity and interactivity. The initiative has contributed to increasing social cohesion and strengthening local identity. The stories feature the faces and voices of Atlanta's greatest heritage: its people!



PILLAR 2

A HEALTHY AND ENGAGED COMMUNITY



Communities feature interdependency and co-evolution as some of their main characteristics. People, institutions and systems connected to one another to shape the urban configuration and generate an interdependent dynamics among three dimensions: people, technology and social environment.

Making people feel valued is key to offer better quality systems and institutions to the community. Aspects such as acknowledging racial and gender identity are related to people as citizens entitled to civil rights. Technology is regarded by people as a facilitator for access to education and health services, and for strengthening the citizenship culture. Social environment is the third dimension of the pillar for a healthy and engaged community based on the integration of a territory's institutions, systems and social structures to ensure quality of life, preservation of the natural and social environment and efficient use of available resources. The goals of this Pillar are:

1. Expand access to a stronger public education;
2. Encourage citizen's co-responsibility through integrative and collaborative planning processes;
3. Promote social, racial and gender equality;
4. Improve health management and social services to offer better services for the population.

GOAL %1

Expand access to a stronger public education

The quality of basic education has evolved a great deal in the past years, registering an evolution of 18% in two years in the Basic Education Development Index (IDEB) for 2015 - the highest in Brazil. In 2017, the IDEB for Foundation Years leaped from 4.7 to 5.3, surpassing the goal established by the Ministry of Education for 2021. The investment of resources in Education surpassed the constitutional threshold for last year, reaching 27.3% of the city's budget in 2016 and 29.3% in 2017. However, there is still much to be done to improve the city's performance in this sector. Adopting educational policies and practices taking into account learning diversity and a greater offer of education for all is key to establish education as the foundation to reduce inequality and promote social mobility





INITIATIVE 11

QUALITY EDUCATION FOR ALL

Type: Program



DESCRIPTION:

Quality education for all prepares children and young people to become citizens who are capable of contributing to a better society and who know how to seize and generate opportunities and help maintain and improve the place where they live. In order to achieve that, it is necessary to continue sending children to school, according to each area's demands and offering placement for them.

In every urban center, chronic stresses such as social inequality, unemployment due to lack of preparation for the market and urban violence reflect the lack of quality of the education that has been provided in the past decades or even centuries. Investing in education is intrinsically connected to the city's potential for economic and social development. With the objective of expanding access to public education and improving its quality, this initiative aims at assuring young children receive basic education through three great actions: a deep knowledge of the demand for children's education; the maintenance and expansion of elementary education; and an universal placement offer for children.



RESILIENCE CHARACTERISTICS



LINK TO OTHER PILLARS:

A Diverse and Inclusive Economy

PARTNERS:

Public and private education institutions

CITIES NETWORK:

New York, Atlanta, Pittsburgh

RESILIENCE DIVIDEND:

Resilience dividend: It allows a higher number of children with access to elementary education and, consequently, longer educational development.



INITIATIVE 11

QUALITY EDUCATION FOR ALL

Type: Program



Action 11.1 A study of the demand for elementary education

Create a study that includes complementary methodologies, such as geospatial analysis, home interviews with the families at their homes and the consolidation of data-bases with information about the children and the education institutions, to be able to offer current and relevant data regarding the offer and demand for elementary education in different areas of Salvador.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SMED

Action 11.2 Child at school and a Day at school

Create 4,000 new places in elementary education, expanding schools and establishing partnerships to meet the low-income population's demand.

Provide 6,000 extra places for full-time elementary school until 2020.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SMED

Action 11.3 "Pé na Escola" (Let's go to school) Program

Meet the demand for placement in elementary school by establishing a partnership between the local government and private sector to offer places sponsored by the government in private schools. The aim is to offer 10,000 new places to pre-schoolers (4 to 5-year olds) until 2020.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SMED



INITIATIVE 12

QUALITY EDUCATION

Type: Program

DESCRIPTION:

Thinking on how to improve the quality of elementary education in the city is key to ensure that education will be the starting point for reducing inequality and ensuring social mobility. In order to achieve that, we need to create innovative strategies to monitor and evaluate the educational system in an integrate and efficient manner, and ensure that teachers receive proper qualification in line with new teaching methodologies.

The Quality Education Program aims at ensuring that the education Salvador offers is efficient and becomes an agent of transformation for the city. The Program proposes three actions to implement a monitoring and evaluation system for elementary education, to ensure quality standards and continuous qualification and increased knowledge for teachers.

LINK TO OTHER PILLARS:

A Diverse and Inclusive Economy

PARTNERS:

Civil Office, SECIS.

RESILIENCE DIVIDEND:

Guarantee of quality education in public schools through monitoring and teachers' qualification.



INITIATIVE 12

QUALITY EDUCATION

Type: Program

Action 12.1 Monitoring and evaluation of elementary education

Develop an evaluation and monitoring system to increase the number of elementary schools, with an improved quality assurance system.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SMED

Action 12 Quality and evaluation

Increase IDEB results for foundation years to 5.5 and latter years to 4.2 until 2020. This action will include:

- 1) Creating an internal evaluation system of the schools' curriculum and have students take bimonthly tests;
- 2) Performing pedagogical actions with teachers from all classes that have underperformed;
- 3) Building a database to monitor pedagogical actions;
- 4) Creating a system of pedagogical intervention for underperforming classes.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SMED

Action 12.3 Qualification Center

Create a space where teachers from Salvador can exchange experiences and recycle knowledge and teaching methods, contributing to a continuous qualification process for all the coordinators, technicians and managers in Municipal Elementary Education.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SMED



RESILIENCE CHARACTERISTICS





INITIATIVE 13

DESIGN AND IMPLEMENTATION OF A GUIDE FOR URBAN ACTIONS DEDICATED TO CHILDREN AND PREGNANT WOMEN IN VULNERABLE AREAS

Type: Plan

DESCRIPTION:

Design a tool to help develop urban actions for young children, caretakers and pregnant women to build inclusive, safe and sustainable communities.

The Project was conceived by Arup and the Bernard Van Leer Foundation and focuses on informal settlements in areas of accelerated urbanization that are deeply affected by the lack of basic services. The Project will include field work in different kinds of informal settlements located in Brazil, Lebanon and Kenya.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Design and implementation of sustainable and innovative solutions to address the needs, obstacles and restrictions faced by children, caretakers and pregnant women in vulnerable communities. These solutions will build more inclusive, inhabitable and safer places, and that are resistant to climate change.

Collaboration: Arup/AVSI Brazil – Study 7

LINK TO OTHER PILLARS:

Sustainable Urban Transformation

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

PARTNERS:

Association of Volunteers in International Service (AVSI), Bernard Van Leer Foundation, Arup
Owner: SECIS

OWNER:

SECIS

CITIES NETWORK:

Nairobi





INICIATIVE 14

PSICOEDU – PSYCHOLOGICAL CARE IN SCHOOLS

Type: Program

DESCRIPTION:

Offer a psychological care program in elementary public schools for children who show signs of attention deficit disorder or hyperactivity disorder.

The initiative aims at helping teachers deal with different cases and replace repressive attitudes for preventive ones.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Resilience dividend: Both teachers and children will enjoy better mental health; tolerance towards differences.

LINK TO OTHER PILLARS:

Culture and Multiple Identities

SCHEDULE:

SHORT TERM MEDIUM TERM **LONG TERM**

PARTNERS:

Universities

OWNER:

SMED

CITIES NETWORK:

Nova York, Boston.



INITIATIVE 15

EDUCATIONAL AND COMMUNITY HACKATHONS

Type: Project

DESCRIPTION:

Develop partnerships with technology companies to promote information technology (IT) courses and marathons of tech solutions development (hackathons).

The hackathons may help create solutions to improve education in the city, and bring the local community closer to the technology universe.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Improvement for the education in Salvador, and an opportunity for children to learn more about the available technologies.

Collaboration: Arup/AVSI Brazil – Study 7

LINK TO OTHER PILLARS:

A Diverse and Inclusive Economy

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

PARTNERS:

Technology companies

OWNERS:

SMED, Civil Office, SECIS

CITIES NETWORK:

Athens, Glasgow



GOAL #2

**Encourage citizens’
co-responsibility
through integrated and
collaborative planning
processes**

A citizenship culture is the understanding by the individuals of what it means to be a citizen, as well as the main responsible party for the transformation of their own society. Building a citizenship culture starts by acknowledging diversity and respecting it, and asserting the sense of belonging through the strengthening of intercultural relations in the urban environment.



INITIATIVE 16

CITIZENSHIP CULTURE FOR RESILIENT SCHOOLS

Type: Program

DESCRIPTION:

Encourage future citizens to engage in social issues and values such as a social participation, responsibility, self-esteem and an interest for the collective wellbeing in the students' daily reality.

Offer educational activities towards conservation of the schools, tolerance to differences, correct garbage disposal and environmental awareness.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Development of community-engaged citizens who act as catalysts for good practices.

LINK TO OTHER PILLARS:

Culture and Multiple Identities

SCHEDULE:

CONTÍNUA

PARTNERS:

SMED

OWNERS:

SECIS

CITIES NETWORK:

Cali, Medellín.

Collaboration: Arup/AVSI Brazil – Study 7

INSPIRATION

Cali, Colombia

Encouraging a citizenship culture is an important way to reduce urban violence and ensure more cohesive and safe communities, as they feel empowered by their rights, duties and interactivity with others. In order to achieve that, Cali has developed the “Mi Comunidad es Escuela” (My community is a school) Program in which schools become ambassadors of the citizenship culture and encourage transformational behaviors in children and young people. The goal is having them lead their own transformation and therefore encourage a sense of belonging and co-responsibility towards the city and the place where they live.





INITIATIVE 17

URBAN VEGETABLE GARDENS

Type: Program

DESCRIPTION:

Create urban vegetable gardens in communities, schools, and gated communities across the city with the collaboration of citizens.

The process starts with a technical evaluation of the area where the future gardens will be implemented, which should be followed by a meeting with the local people to present the project. After this first contact, the land will be cleared and prepared with the help of the local community.

From then on, garden maintenance will be done by volunteers of the community (children, young people, adults and senior citizens) to keep the area irrigated and cared for.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

The work encourages community interaction, brings nature closer to them and helps improve eating habits. The vegetable garden can also be used as a pedagogical tool to raise environmental awareness among children.

LINK TO OTHER PILLARS:

Sustainable Urban Transformation

SCHEDULE:

CONTÍNUA

PARTNERS:

Local communities, Repowering London

OWNERS:

SECIS

CITIES NETWORK:

Rome, Buenos Aires.

INSPIRATION

London, United Kingdom

Energy Gardens are previously abandoned public spaces where nowadays Londoners get together to grow vegetables, flowers and care for apiaries. The gardens use solar energy and the income from the surplus energy generated by solar panels to maintain and improve the gardens. The initiative aims at engaging local people, who have become the leading force of the gardens and are responsible for their maintenance. The Energy Gardens project allows different groups from London to communicate with each other through gardening, apiary maintenance, storage of seeds and support to biodiversity.

ENERGY GARDEN CASE STUDY

BRONDESURRY PARK STATION



STATION HISTORY:

The station was open on 1st June 1908, as part of the London and North Western Railway.

GARDEN INSTALLATION

JULY 2016

STATION USAGE (2015-2016)

1.049M

IN THIS ENERGY GARDEN:



FROM THE STATION STAFF...

"We have more communication with the local residents now, a lot more interaction. It feels like a friendlier environment. People see the station in a fresh light- they now see it as 'their' station. We're all very proud of the garden, and it's created a real sense of belonging in the community. It's wonderful to be working so closely with our customers."



Alessandra Della Scala, Station Delivery Manager

FROM THE VOLUNTEERS...

"The station staff are great, very friendly and happy people. They are always very helpful when I come looking for a key - and they tend to help with watering as well, which is a blessing in those summer months."

"I'm not gardener by trade an amateur really, but that's fine, because most of us working the garden are, but there's always someone who knows what to do. The more I garden on the station, the more I find out about what Energy Garden is doing, and I'm really proud to be a part of this movement."

Patrizia Loreface, local resident to Brondesbury Park Station



PLANS FOR THE FUTURE

Installation of a beehive that will be the first along the London Overground. This will incorporate a community launch at the station that will include weaving a willow fence that will go around the beehive.



ENERGYGARDEN.ORG.UK
INFO@ENERGYGARDEN.ORG.UK



GOAL #3

Promote social, racial and gender equality

Although they represent the majority of the population in Salvador, the black population, especially women, face difficulties moving up the professional ladder and fighting wage disparity. One of the goals of this Pillar is to encourage more inclusive initiatives, focusing on race and gender, disseminating good practices and an innovative approach to increasing racial and gender equality. This Pillar also aims to promote a zero tolerance culture towards discrimination and to encourage equality in all the segments of society. The goal of policies to promote equality is to create and propose governmental action guidelines to fight discrimination and stand up for the rights of the LGBTQI+ population. With the aid of affirmative actions, they will encourage a culture of peace, and contribute to making Salvador a city of inclusion and respect to diversity.



INITIATIVE 18

FIGHT AGAINST INSTITUTIONAL PREJUDICE

Type: Program



DESCRIPTION:

The lack of tools and subsidies for dealing with LGBTQI+ people, caused by absence of preparation, contributes towards discrimination and denial of their citizenship. Besides, black people still face prejudice on a daily basis, even though they account for the majority of Salvador's population.

Conceiving programs to fight prejudice is key, by fomenting a culture of tolerance towards diversity in government bodies and entities.

LINK TO OTHER PILLARS:

Culture and Multiple Identities, A Knowledgeable City and Innovative Governance

PARTNERS:

Salvador City Hall's bodies

CITIES NETWORK:

Dallas, New Orleans

RESILIENCE DIVIDEND:

he creation of a scenario of higher tolerance towards diversity and, consequently, the expansion of the services offer to all citizens, regardless of color, culture or ethnic-racial background.



RESILIENCE CHARACTERISTICS



INITIATIVE 18

FIGHT AGAINST INSTITUTIONAL PREJUDICE

Type: Program



Action 18.1 Program against institutional LGBTphobia

Put an end to discriminatory behavior in the city administration and create an environment of appreciation and tolerance towards differences. Qualify 30% of the civil servants in the Salvador City Hall to identify and prevent LGBTphobia with the aid of meetings, lectures and events promoted by the City Hall.
Schedule: Continuous

SCHEDULE:

CONTÍNUA

OWNER: SEMUR

Action 18.2 Program Against Instructional Racism (PCRI)

Qualify 98% of civil servants regarding the actions of the Program Against Instructional Racism (PCRI).
Schedule: Continuous
Owner: SEMUR

SCHEDULE:

CONTÍNUA

OWNER: SEMUR



INITIATIVE 19

GENDER INDICATORS SYSTEM

Type: Policy/Regulation

DESCRIPTION:

Create a Gender Indicators System to allow the city to gather, analyze and elaborate data regarding gender discrepancy.

The system aims at providing a real view of the issue to address it effectively, and to fill in the gaps regarding the publishing of social-demographic, economic and political data about men and women. The information will be sorted according to the conceptual structure of the Economic Commission for Latin American and Caribbean. Having this information at hand is relevant due to at least three reasons:

- 1) It will increase the quality of debate on public policies based on official data, instead of assumptions;
- 2) It will allow to determine the status of women over time and monitor its progress moving towards higher gender equality;
- 3) It will be possible to compare the data to the information from other capitals around the world, and evaluate and monitors gender policies, as it has been done in the UN 2030 Agenda.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Creation of more precise public policies that value gender equality.

LINK TO OTHER PILLARS:

Culture and Multiple Identities.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

PARTNERS:

SEMGE, COGEL.

OWNERS:

SEMUR

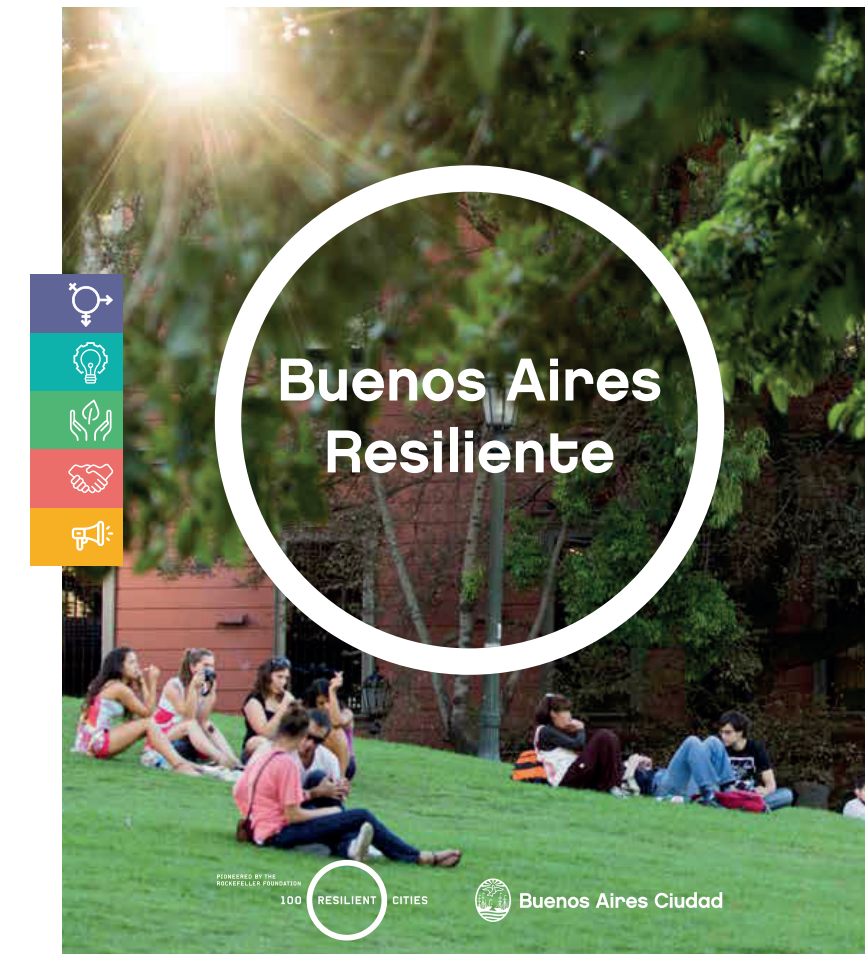
CITIES NETWORK:

Buenos Aires, Santa Fe, Lagos

INSPIRATION

Buenos Aires, Argentina

One of the first steps to reach equality between men and women is to fill in the statistic gaps: having relevant gender-specific information is key to measure the current situation and acknowledge what needs to be done to ensure gender equality, especially regarding public policies. The Buenos Aires Gender Indicators System (SIGBA) was launched in 2018 and it gathers, analyzes and presents statistics about women in executive positions in the public and private sectors. The system offers a regular update of the indicators and allows the implementation of policies and actions to reduce disparity in opportunities for men vs. women.





INITIATIVE 20

ETHNIC-RACIAL DIVERSITY BADGE

Type: Policy/Regulation

SALVADOR
2017-2030

DESCRIPTION:

Description: Communicate the importance of the Salvador City Hall's Ethnic-Racial Diversity Badge to the main directors of large and medium-sized companies and private sector entities, and engage them in this initiative. The badge is an important contribution in building the city's resilience, as it aims at expanding and changing mindsets.

Create monitoring tools for the Ethnic-Racial Diversity Badge to reach higher efficiency for this public policy by creating a monitoring digital platform. This way, public and private agents will be able to monitor in a continuous and transparent manner the execution of work plans by companies awarded with the Ethnic-Racial Diversity Badge.

LINK TO OTHER PILLARS:

Culture and Multiple Identities

SCHEDULE:

CONTINUOUS

PARTNERS:

Private sector

OWNERS:

SEMUR

CITIES NETWORK:

Boston, Mexico City



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Encourage and publicize companies that take action towards more equality in the work environment.





GOAL #4

Improve health management and social services to offer better services for the population

Improving the health system relies on a series of initiatives, such as access to basic health care, access to outpatient and inpatient care of medium and high complexity, access to diagnosis, therapy and pharmaceutical aid services, and support to people in risk and social vulnerability situations. The expansion of the health services is guided by the “Saúde da Família” (Family Health) strategy, which in turn seeks to incorporate innovative ideas by rethinking health system practices and their reach across the city.



INITIATIVE 21

HEALTH FOR ALL

Type: Program

SALVADOR

2017-2030

DESCRIPTION:

Increase the offer of quality basic and specialized health care by reaching the most deprived areas, and ensuring services will be delivered in a humane and equal manner, as well as in a suitable period of time to address the issues. The action includes:

- 1) Expanding the basic health care network, focusing on the Family Health Strategy (ESF) and offering qualified professionals at those units;
- 2) Implementing Health Multicenters as backup for referring patients to specialized appointments and tests;
- 3) Amplifying and qualifying an emergency and urgent care network offering humane and decisive service;
- 4) Improving access of the population to hospital treatment and reduce mortality caused by lack of treatment. This action should also ensure complete assistance and reduce operational costs;
- 5) Strengthening responsiveness of the municipal system for monitoring health risks, hazards and grievances;
- 6) Implementing strategies to reduce the waiting in line for medium and high-complexity procedures.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Extend health care to the whole population, offering more assistance and improving quality of life.

LINK TO OTHER PILLARS:

A Diverse and Inclusive Economy

SCHEDULE:

CONTINUOUS

OWNERS:

SMS

CITIES NETWORK:

Athens, Los Angeles, New Orleans, New York.



INITIATIVE 22

HEALTH QUALITY INDICATORS

Type: Program

DESCRIPTION:

Ensure the effective quality of healthcare services offered in all its fields by implementing a result monitoring system and setting clear metrics and indicators to reflect the health system's performance. The Program will engage professionals, as individuals and as members of a group, to improve organizational effectiveness by fulfilling its mission and meeting its goals. The action comprises of:

- 1) Setting metrics and indicators to reflect the health system's performance;
- 2) Creating a framework to gather information in a standardized and reliable manner, naming a team and processes to do so;
- 3) Analyzing data through control panels, by grouping indicators in dimensions that allow reviewing management performance in different levels of the operation;
- 4) Creating a monitoring and performance evaluation system to transform analyzed data into action plans with concrete improved results.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

A guarantee of better quality service for the citizens.

LINK TO OTHER PILLARS:

A Knowledgeable City and Innovative Governance

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

PARTNERS:

SEMGE, FMLF.

OWNER:

SMS

CITIES NETWORK:

Dallas, Pittsburgh, New York, Tulsa



INITIATIVE

SEMPs IN THE COMMUNITY

Type: Program

SALVADOR
2017-2030

DESCRIPTION:

Reduce the number of socially vulnerable families and expand access to services and information through a decentralized and collaborative social services methodology. This initiative aims at offering 1.5 million appointments to vulnerable social families. In order to achieve that, there will be three mobile units to offer that service and 19 Social Work Reference Centers (CRAS) will be remodeled. The program will also offer home visits and monitoring.

LINK TO OTHER PILLARS:

Sustainable Urban Transformation

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

PARTNERS:

Civil Office, CODESAL

OWNERS:

SEMPs

CITIES NETWORK:

Athens, Da Nang, New York



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Expand social services all over the city, benefiting the most vulnerable families.



INITIATIVE

“SOPRAR” (BLOW) – AIR QUALITY MONITORING

Type: Study

DESCRIPTION:

Introduce innovative air quality monitoring systems applied to health surveillance and use them for preventive and mitigation actions of the impact of air quality on the population of Salvador. The project comprises of three main actions:

- 1) Determine relevant air quality and health risk indicators for health and civil defense surveillance;
- 2) Map high-risk and most vulnerable areas for the population;
- 3) Provide grants to activate communication and protection services protocols related to air quality.

The impacts of the exposition to air pollution on health result in significant economic losses associated to medical costs and loss of productivity. Thus, systems to monitor and predict environmental risk factors are strategical to adopt health preventive measures, alerts and surveillance.

LINK TO OTHER PILLARS:

A Knowledgeable City and Innovative Governance

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

PARTNERS:

Gonçalo Moniz Institute, at Oswaldo Cruz Foundation (IGM-FIOCRUZ), ARIA, DEG

OWNER:

SECIS

CITIES NETWORK:

New York, Mexico City, Medellín, Paris.



RESILIENCE CHARACTERISTICS



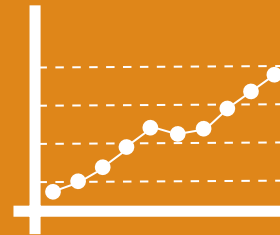
RESILIENCE DIVIDEND:

Monitoring and improving air quality, as well as having concrete proposals for quantifying and following up on it.



PILLAR 3

A DIVERSE AND INCLUSIVE ECONOMY



Salvador's economy is strongly based on trade and services, accounting for 78.2% of the wealth generated in the city. The industrial segment represents 21.7% of the gross value added (GAV), while agricultural and cattle production accounts for only 0.1%. The services industry comprises mostly of low value added activities. Most jobs are found in public administration, trade, administrative activities and construction, and 42% of the labor force have been hired informally. During the process of creating the Preliminary Resilience Assessment Report (PRA), we pointed out the main challenges for building urban resilience: high unemployment rate, the need to attract investment to propel the economy, economy diversification, social inequality, racism and economic exclusion of minority groups.

In order to rebuild the city's base economy, it is crucial to undertake a great urban and social development of low income neighborhoods in general, stimulating tourism and the cultural industry and creating new economic expansion fronts, such as technology and creative industries. We need to go beyond traditional economies to identify, expand and develop new economic assets to create a resilient economy based on environmental, economic, social and cultural sustainability. To address the stresses mentioned in this Pillar, the initiatives will be sorted into three main objectives:

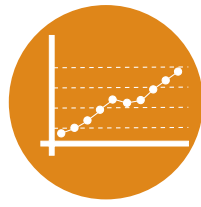
- 1) Support and facilitate the entrepreneurship of innovative, inclusive and sustainable businesses;
- 2) Strengthen the hospitality industry in an integrated and sustainable manner, with appreciation for the local culture;
- 3) Promote qualification activities to strengthen and diversify the local economy.

GOAL #1

Support and facilitate the entrepreneurship of innovative, inclusive and sustainable businesses

The Information Technology and Communications industry (ITC) has been identified as strategic for the area's economic growth. The industry has proved to be crucial to attract local and foreign investment, and normally ITC products lead exports, according to an Organisation for Economic Co-operation and Development (OECD) report on export services. What's more, income generation and job creation in this area account for one of the most expressive stats in the state of Bahia, and it has been growing since 2007. Thanks to the awareness of Salvador as a great hub for technology companies, investments in this industry will attract even more investors to the city.





INITIATIVE 25

COLABORE

Type: Infrastructure



DESCRIPTION:

Encourage social entrepreneurship to foment profitable businesses that will also bring development for society or solutions for social issues.

In order to achieve that, the Innovation Center for Social Entrepreneurship (COLABORE) will be founded to offer support and qualification so that people can turn their ideas or projects into an enterprise with social impact.

Located in “Parque da Cidade” Park, the center will comprise 16 containers to house public coworking spaces, an auditorium, a room dedicated to SEBRAE, a coffee shop, the hub’s administrative team and a business incubator with social impact.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

It foment economy diversification and the reduction of inequality by allowing people to develop their ideas and generate income while having a positive impact on society.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

PARTNERS:

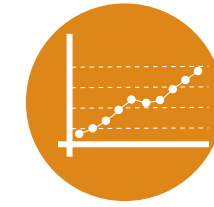
SEBRAE and Parque Social

OWNERS:

SECIS

CITIES NETWORK:

Surat, Athens, Byblos, New York, Buenos Aires.



INITIATIVE 26

MAE PROGRAM – “MULHERES-ANJO EMPREENDEDORAS” (ENTREPRENEURIAL FEMALE ANGELS)

Type: Program

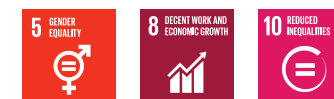
DESCRIPTION:

Support female and community entrepreneurship through qualification and mentoring to empower women to achieve financial independence and make their own decisions regarding business and their own lives.

Make the MAE Program a public policy by creating a network of qualification, mentoring, promotion and strengthening of locally based initiatives.

Establish partnerships with “Mulheres do Brasil” Group and “Mulheres Empreendedoras” Network to offer mentoring and qualification for women in those programs.

Pilot-project: release a public notice to encourage start-ups focused on female entrepreneurship, in partnership with the Avina Foundation.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Supporting female entrepreneurship encourages income generation and job creation for the families, as well as professional qualification and the diversification of the local economy.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

PARTNERS:

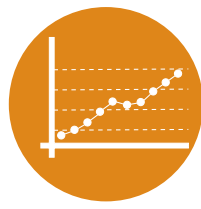
UNIFACS, Fecomércio, Grupo Mulheres do Brasil, Grupo Rede+, Parque Social, SECIS, Avina Foundation

OWNER:

SPMJ

CITIES NETWORK:

Surat, Athens, Byblos, New York, Buenos Aires



INITIATIVE 27

SALVADOR'S CIRCULAR ECONOMY

Type: Policy/ Regulation

DESCRIPTION:

The concept of a circular economy transforms the linear chain production paradigm, which is based on extraction, use and disposal. The circularity of a production chain keeps resources in use for an unlimited period and generates minimum or no waste at all. This economy is based on conserving and strengthening natural capital, material resources optimization and the effectiveness of systems. The circular economy model may be implemented in any kind of production chain, as long as each step of this process is anticipated. Its advantages show great reach in contemporary cities. Issues such as reuse of waste, energy and water efficiency, garbage management, unemployment and an informal economy can be managed and minimized by replacing linear production chains by circular ones.

The initiative of introducing a circular economy in Salvador's productive processes includes working with vulnerable communities, creating new chains for reutilization of materials, opening new markets and developing qualified labour.



RESILIENCE CHARACTERISTICS



Collaboration: GNAM/Universidade Yale – Study 8

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

PARTNERS:

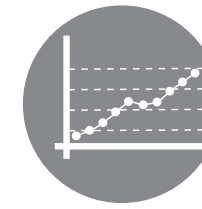
SEBRAE, Avina Foundation, FOMIN, Construction industry, Repowering, Agenda Bahia.

CITIES NETWORK:

Cities network: Bristol, Buenos Aires, Quito, Ciudad Juarez, Montevideo, Thessaloniki.

RESILIENCE DIVIDEND:

Fomenting a circular economy contributes towards job creation and income generation and helps manage and reduce solid waste, allowing a more sustainable development.



INITIATIVE 27

SALVADOR'S CIRCULAR ECONOMY

Type: Policy/ Regulation

Action 27.1 Circular Economy in evidence

Work with vulnerable communities to create cooperatives for recycling and using waste to produce new items.

Unify circular economy oriented companies in the City Hall's social networks to encourage the population to get to know, support and buy products from these initiatives.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS

Action 27.2 Circular Economy public notice

Release a Circular Economy public notice with the help of the Avina Foundation to support and start up small and new businesses that transform waste into different inputs and raw materials.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS

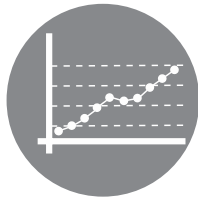
Action 27.3 Sustainable Handicraft

Encourage handicraft produced with reused materials by offering courses and workshops on transforming waste into raw materials, especially for the low-income population that already works with recycling and selective waste collection.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SEDUR



INITIATIVE 27

SALVADOR'S CIRCULAR ECONOMY

Type: Policy/ Regulation

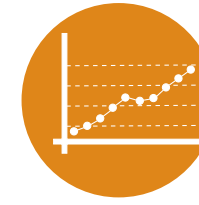
Action 27.4 Recycling glass from concrete

Articulate local concrete industries to incorporate recycled glass in the production of this material, and therefore encourage glass recycling and reduce the amount of material sent to landfills.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS



INITIATIVE 28

SALVADOR AS A CREATIVE ECONOMY HUB

Type: Policy/ Regulation

SALVADOR
2017-2030

DESCRIPTION:

Creativity and culture are innate concepts for people from Salvador and are key assets to be explored for the city's economic development.

Creative economy is one of the highest growth sectors in the world. In Brazil, it grew 70% in the past years, proving it is less vulnerable to economic crisis. With a great potential to generate added value, the creative economy chains show more flexibility regarding adaptation to new markets and utilization of resources and input. The predicted actions for this initiative aim to improve people's qualification, facilitate partnerships between different entities, generate gains from synergy and build upon existing competitive advantages.

LINK TO OTHER PILLARS:

Cultura e Múltiplas Identidades

PARTNERS:

SECULT, SALTUR, SEBRAE, FGM, Hub Salvador, SECIS, SMED.

CITIES NETWORK:

Santa Fé, Athens, Semarang, Thessaloniki.

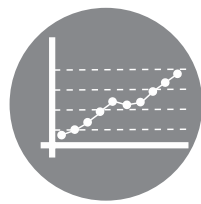
RESILIENCE DIVIDEND:

Encouraging and exploring the local creativity and culture to create new businesses or products contributes towards the city's economic development, generation of income and job creation, and also strengthens the local identity and culture.



RESILIENCE CHARACTERISTICS





INITIATIVE 28

SALVADOR AS A CREATIVE ECONOMY HUB

Type: Policy/ Regulation

SALVADOR
2017-2020

28.1 Creative Economy Center

Create a Creative Economy Center that will also encourage workshops and seminars on creative economy.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: SEDUR

Action 28.2 Economia Criativa nas Escolas

Develop a program to offer experiences and experiments through games and collaborative projects, allowing shared perceptions, and encouraging the use of creativity and creative abilities among children and young people. This initiative encourages abilities such as the maker culture, creativity and innovation among young people.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

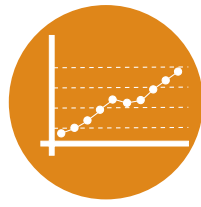
OWNER: SMED

INSPIRATION

Thessaloniki, Greece

Thessaloniki has been stimulating its creative economy by working with entrepreneurs, the private and public sectors, academia and citizens to favor intersectoral collaboration in specific areas of the city. After identifying areas where interrelated economic and cultural activities are located, they created a range of incentives to support existing activities and attract new initiatives. By connecting the support to creative economy actions to the territory itself, the city has been working to reduce social inequality, empower marginalized groups and create jobs for young people.





INITIATIVE 29

MUNICIPAL INNOVATION POLICY

Type: Policy/ Regulation

DESCRIPTION:

Developing a Municipal Innovation Policy potentializes results of current initiatives regarding technology, network action, entrepreneurship and youth, and consolidates Salvador as an Innovation Hub, which ensures continuity for these actions in the long run.

To ensure the creation of new markets, legal tools must validate and support existing companies and players and attract new ones. This policy aims at laying the foundation for the revitalization of a higher added value economy based on knowledge, diversification and innovation. The initiative includes support actions and productive arrangements to minimize shocks and stresses caused by urban life.



RESILIENCE CHARACTERISTICS



LINK TO OTHER PILLARS:

Culture and Multiple Identities

PARTNERS:

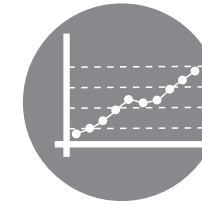
Hub Salvador, SEBRAE, Parque Social, educational Institutions, Rede+

CITIES NETWORK:

Tulsa, Amman, Ciudad Juarez, Buenos Aires.

RESILIENCE DIVIDEND:

Resilience dividend: Institutionalizing innovative actions and initiatives creates a more favorable environment to attract companies and investments. Consequently, it allows higher job creation and income generation for the city and contributes towards the diversification of the local economy.



INITIATIVE 29

MUNICIPAL INNOVATION POLICY

Type: Policy/ Regulation

Action 29.1 Innovation Law

Create the Municipal Innovation Policy and the Municipal Innovation System. Establish a legal framework with tax incentive and projects for business incubators to support start-ups and create Productive Arrangements for Innovation (APIs) to encourage the creation of a business environment and better articulation among different sectors.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: SECIS

Action 29.2 Impact Measurement methodology

Develop an economic and social impact measurement methodology, which will also be used to measure the success of projects in COLABORE or other places, and establish best practices to be followed, as well as success cases for future entrepreneurs.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: SECIS

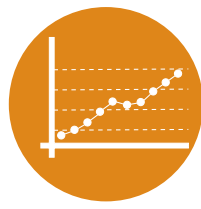
Action 29.3 Fab Labs

Develop and implement a space for creativity, learning and innovation, which will be accessible to everyone interested in creating and developing projects. Then, replicate the model in other areas across the city.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: SECIS



INITIATIVE 30

MUNICIPAL FORUM FOR INNOVATION

Type: Policy/Regulation



DESCRIPTION:

Create a permanent Forum to bring together the private and public sectors and nurture an environment that stimulates synergy and dialogue. The Forum would allow building a new relationship between the public and private sectors, and also a debate about the city and its perspectives for the future.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM



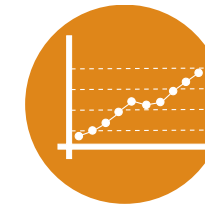
RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

uilding dialogue between the public and private sectors allows converging actions so that they can achieve the necessary scale and visibility to engage other stakeholders and consequently increase the impact of these actions and contribute towards a more resilient city.

Collaboration: Avina Foundation/FOMIN – Study 1



INITIATIVE 31

SALVADOR'S INNOVATION ECOSYSTEM INTERACTION PLATFORM (PIEI)

Type: Project

DESCRIPTION:

Create a digital space to facilitate collaboration, networking and knowledge exchange and transfer to build networks and an adequate business environment to maintain and foment entrepreneurship and start-ups in the city.

Create a “matchmaking” platform to bring together private sector businesses’ needs and local start-up’s solutions and ideas.

Pilot-project: a “matchmaking” event.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Create a convergence environment in the entrepreneurial sector to generate jobs, enterprises, income and innovation for Salvador's economy.

Collaboration: Avina Foundation/FOMIN – Study 1

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

PARTNERS:

Hub Salvador, Grupo Rede+, COLABORE, SEBRAE, Junior Achievement Bahia.

OWNERS:

SECIS

CITIES NETWORK:

Amman, Santa Fé, Ciudad Juarez.



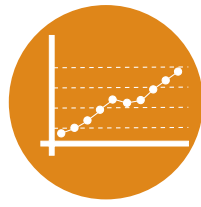
GOAL #2

Strengthen the hospitality industry in an integrated and sustainable manner, with appreciation for the local culture

The hospitality industry is strategic and crucial for the area's economic growth, as it is already one of the main sectors in Salvador's economy. Tourism potential prospects have great motivational fronts: business, religion, entertainment, culture and nature. This scenario shows the sector's potential growth and how much it will contribute towards creating jobs and strengthening the local economy.

The World Travel & Tourism Council (WTTTC) and Oxford Economics² have demonstrated tourism's workforce is mainly represented by women and young people, which is particularly beneficial for Salvador's economic resilience, as unemployment is comparatively higher among women and young people, and that it is necessary to fight economic exclusion of minority groups.

² World Travel and Tourism Council and Oxford Economics, Gender equality and youth employment: Travel & Tourism as a key employer of women and young people disponível em: https://www.wttc.org/-/media/files/reports/policy%20research/gender_equality_and_youth_employment_final.pdf



INITIATIVE 32

RELIGIOUS SYNCRETISM TOURISM

Type: Program



DESCRIPTION:

Create tourism itineraries aimed at African religions and religious syncretism, for example, the Bonfim Faith Path (believers walk 8 km (almost 5 miles) every year to celebrate Our Lord of Bonfim), and the Iemanjá Celebrations, which happen on February 2nd every year to honor the goddess.

Consolidate these religious celebrations' locations, churches and rituals as non-seasonal tourism itineraries.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Developing a religious syncretism tourism will increase the number of tourists in the city by diversifying existing itineraries, and also generate income and create jobs for minority groups. Besides, it reinforces and values African-born identity and culture.

Collaboration: Avina Foundation/FOMIN – Study 1

LINK TO OTHER PILLARS:

Culture and Multiple Identities

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

PARTNERS:

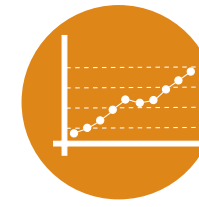
SALTUR, local community

OWNERS:

SECULT

CITIES NETWORK:

Ramallah



INITIATIVE 33

BUSINESS TRAVEL STRATEGY

Type: Program



DESCRIPTION:

Repositioning the city as a relevant destination for business travel, as well as an important economic hub, will contribute towards strengthening local tourism and attracting investments for Salvador, as well as building the city's resilience. In order for that to be achieved, it is key to offer adequate locations for fairs, conventions and commercial events, as well as appropriate hotel infrastructure to meet the needs of this audience.



RESILIENCE CHARACTERISTICS

Collaboration: Avina Foundation/FOMIN – Study 1
Arup/Estúdio+1 – Study 4

LINK TO OTHER PILLARS:

Sustainable Urban Transformation

PARTNERS:

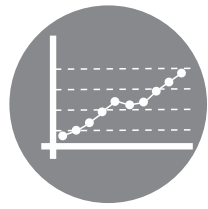
Hospitality industry, SECULT, FIEB, Fecomércio

CITIES NETWORK:

Athens

RESILIENCE DIVIDEND:

Investing in business travel will generate income and jobs, attract investment and encourage new businesses in the city.



INITIATIVE 33

BUSINESS TRAVEL STRATEGY

Type: Program



Action 33.1 Build a City Convention Center

Build the City's Convention Center and advertise Salvador actively as a relevant and pleasant destination for business travel, fairs and commercial events.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECULT

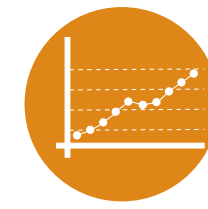
Action 33.2 POP Tourism

Establish partnerships and encourage the hospitality industry to ensure quality infrastructure for business travel. Strengthen and increase the reach of the Performance Optimization Program, which currently works with more than 80 hotels via feedback published in travel websites. The goal is to improve the hospitality industry's service and quality based on tourists' feedback.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECULT



INITIATIVE 34

BOOST TOURISM IN SALVADOR

Type: Policy/Regulation



DESCRIPTION:

This initiative envisages two key actions that have been suggested by specialized consultants. The first one concerns the positioning of the city's image in international and national markets for leisure and business travel. This practice, which is globally known as place branding, aims at creating a promotion and communication strategy for the city's assets. The place branding work is larger and more comprehensive than an advertising campaign and it requires actions to ensure a satisfactory consumption experience in the city, so that the image's positioning corresponds to the travel product that is being delivered. The second action aims at extending the length of the tourists' stay in Salvador, providing information and activities that may influence the decision of staying at least 1 or 2 extra days.

LINK TO OTHER PILLARS:

Culture and Multiple Identities

PARTNERS:

Hospitality industry, SECULT, SENAI, SENAC, universities, Salvador Airport

CITIES NETWORK:

Athens, Bangkok, Ciudad Juarez, Montevideo.

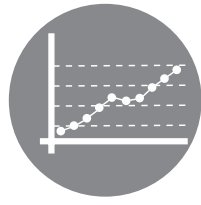
RESILIENCE DIVIDEND:

Developing a strategy that values local tourist attractions and creates a brand for Salvador as a key travel destination.



RESILIENCE CHARACTERISTICS





INITIATIVE 34

BOOST TOURISM IN SALVADOR

Type: Policy/Regulation



Action 34.1 How the world sees Salvador

Develop a place branding strategy to strengthen the city's image as a key travel destination, highlighting its tourist attractions and the schedule of cultural and business events for promoting the city internationally.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: SALTUR

Action 34.2 Travel itineraries – More days in Salvador

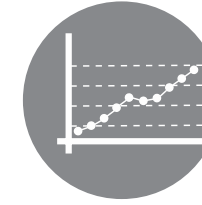
Strengthen the promotion of travel itineraries in Salvador. Create “3 days in Salvador”, “5 days in Salvador” and “1 week in Salvador” itineraries, following the example of European cities, to encourage visitors to stay longer and enjoy other tourist activities that are off the beaten track. Promote in Brazil and abroad the newly-launched Salvador Experience Tourism Portal, an online platform to allow visitors to experience Salvador as a local.

SCHEDULE:

SHORT TERM MEDIUM TERM **LONG TERM**

OWNER: SALTUR

Collaboration: Avina Foundation/FOMIN – Study 1
Arup/Estúdio+1 - Study 4



INITIATIVE 34

BOOST TOURISM IN SALVADOR

Type: Policy/Regulation



Action 34.3 Qualification for the travel industry

Increase the travel industry workforce's qualification by encouraging the creation of mentoring and internship programs in hotels and travel agencies. Also, develop perspectives regarding the cause for visitor dissatisfaction through the Performance Optimization Program and identify the necessary skills to solve them. After this preliminary identification, create qualification courses to meet those needs.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: SECULT

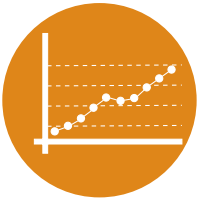
Action 34.4 New plane routes

Increase air route frequency and quantity to the city through a partnership with the Salvador Airport.

SCHEDULE:

SHORT TERM MEDIUM TERM **LONG TERM**

OWNER: SALTUR



INITIATIVE 35

STRENGTHEN FOOD TOURISM

Type: Program



DESCRIPTION:

Encourage the creation of itineraries, courses and memorials related to the local food, as the “Acarajé House”, where people will be able to see and experience the preparation of this delicacy from Bahia.

According to the World Tourism Organization (UNWTO)’s Global Report on Food Tourism, food tourism has become one of the most dynamic and creative segments in this industry in the past years.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Resilience dividend: Salvador’s cuisine is yet another one of the city’s assets and it improves the travel experience. It generates more income to the city while being appreciative of the local identity and culture.

Collaboration: Foundation Avina/FOMIN – Study 1

LINK TO OTHER PILLARS:
Culture and Multiple Identities

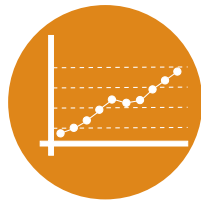
SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

PARTNERS:
FGM, SALTUR, local restaurants.

OWNERS:
SECULT

CITIES NETWORK:
Barcelona, Byblos, Lisbon,



INITIATIVE 36

SALVADOR AS A BEACH TOWN

Type: Program



DESCRIPTION:

Description: Boosting opportunity on the Atlantic Coast and All Saints' Bay may be achieved through spatial and social-economic interventions, as improvement of the area's mobility and walking paths, trade quality and diversity, restaurants and daytime and night time entertainment services.

The actions must offer public spaces for leisure, housing, work, education and trade, as well as predict ways to facilitate access and make them more attractive to visitors.

This initiative aims at positioning Salvador as a beach town. Although it is located on the coast, there is room to expand the use of the beach as a tourist attraction and a natural asset which could be more present in local people's lives and leisure.

The actions in this initiative presents two fronts that follow the city's geographical outline. The first one should integrate Salvador to All Saints' Bay, offering tourist infrastructure, and elaborating and publicizing itineraries in order to create new consumer markets. The second one focuses on the Atlantic Coast and its countless tourist assets to engage local people with the beach and the coast.



RESILIENCE CHARACTERISTICS



Collaboration: Foundation Avina/FOMIN – Study 1

LINK TO OTHER PILLARS:

Sustainable Urban Transformation

PARTNERS:

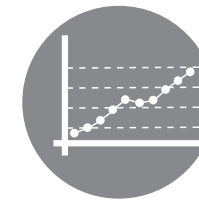
SECULT, SEMOB, SEINFRA

CITIES NETWORK:

Barcelona, Semarang, New York

RESILIENCE DIVIDEND:

Promoting Salvador's natural heritage improves the city's image and boosts tourism, encouraging income generation and social inclusion.



INITIATIVE 36

SALVADOR AS A BEACH TOWN

Type: Program



Action 36.1 Strengthening the tourism at All Saints' Bay

Develop tourist infrastructure, starting by revamping Ponta do Humaitá, Praia Grande and Periperi and publicize itineraries that promote the islands and beaches at All Saints' Bay, ferry rides and the image and ambiance of Salvador's Historical City Center.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECULT

Action 36.2 Salvador as a beach town

Revamp the Stella Maris, Ipitanga, Flamengo Beach and Ondina waterfronts to improve access infrastructure and water quality at the beach.

Plan the utilization of Salvador's coast not only for its tourist potential, but also to be enjoyed by the local people, improving walking paths, trade and offering adequate locations for restaurants and services at a reasonable price.

Develop engagement and marketing campaigns regarding new tourist areas and routes, both in Brazil and abroad, showcasing the beaches as tourist destinations.

Develop a communication strategy to help change local people's perception regarding the city's coast line.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECULT

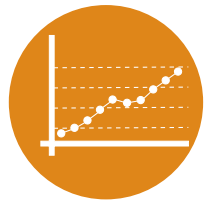


Promote qualification activities to strengthen and diversify local economy

According to Manpower35³, almost 50% of the formal Latin-American companies are not able to find employees with the necessary skills, in contrast with 36% of Organisation for Economic Co-operation and Development (OECD) companies. That is a particularly pressing issue for Brazil, where 63% of the employers face difficulties to hire. The main reasons for that are absence of basic technical and work competencies, candidates and pure lack of experience, as a general lack of skills. This scenario is shared by Salvador in its unemployment numbers but also in the difficulty to attract investments. Thus, investing in the qualification of the workforce will contribute towards a more resilient and robust economy.

³ Manpower Group, Total Workforce Index “Análise Global de 2017”

³Manpower Group, Total Workforce Index “Análise Global de 2017”



INITIATIVE 37

QUALIFY THE CULTURAL AND CREATIVE ECONOMY WORKFORCE

Type: Program

DESCRIPTION:

Salvador's creative and cultural services, regarding jobs and number of companies, present considerably lower numbers and indicators when compared to the average of other service sub-sectors in the city. However, the great number of events, cultural centers and high rates of leisure tourism in Salvador indicate there is enough infrastructure and of a logistics chain to strengthen and develop this industry.

In the Brazilian creative economy, the number of informal employees is very close to the number of formal ones. As the industry is growing, initiatives aimed at qualifying the workforce and facilitate formal employment have the potential to transfer jobs from the informal sector to the formal one, resulting in greater social and financial security for the workforce and the city.



RESILIENCE CHARACTERISTICS



LINK TO OTHER PILLARS:

Culture and Multiple Identities

PARTNERS:

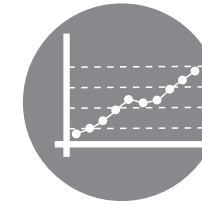
FGM, SECULT, SEMTEL, SEBRAE, universities, culture department

CITIES NETWORK:

Buenos Aires, Ciudad Juarez, New York.

RESILIENCE DIVIDEND:

Promoting the creative and cultural industry improves the city's image, attracts more visitors and investments and contributes towards social inclusion, formalization of the workforce and job creation.



INITIATIVE 37

SALVADOR AS A BEACH TOWN

Type: Program

Action 37.1 Cultural mentoring

Offer mentoring program and internships to qualify the cultural industry workforce, in a partnership with museums, dance, music and theatre groups and other cultural and creative organizations, to improve the quality of the service offered by this industry.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: FGM / SECULT

Action 37.2 Pilot-project at "Boca de Brasa"

Work closely with the "Boca de Brasa" program to implement a pilot-project to qualify the workforce of some of the city's cultural assets (museums, theaters, cultural centers) in partnership with the responsible organizations. Then, study the feasibility of replicating these courses for members of the public.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: FGM

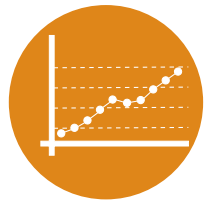
Action 37.3 Strengthen cultural exchange

Establish partnerships with cities around the world to share best practices and promote cultural events (music, food, fashion and design).

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: FGM



INITIATIVE 38

INCREASE ITC WORKFORCE

Type: Program

DESCRIPTION:

Encouraging ITC workforce qualification will foment higher economic development and create jobs, as well as potentialize the city's technologic profile and diversify its economy. Furthermore, using entrepreneurial and collaborative spaces such as Hub Salvador will ensure inclusion of vulnerable or minority groups, reduce inequality and contribute towards a more inclusive and resilient economy.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

PARTNERS:

R-ladies, SENAI/CIMATEC, SENAC, Education Institutions, Cubos.

CITIES NETWORK:

New York, Los Angeles.

RESILIENCE DIVIDEND:

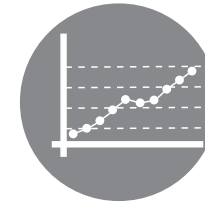
Resilience dividend: A qualified workforce in innovation and communication technologies attracts national and foreign investments, diversifies the economy, generates innovation and wealth for the city and allows the inclusion of minority groups.



RESILIENCE CHARACTERISTICS



Collaboration: Arup/Estúdio+1 - Study 4



INITIATIVE 38

INCREASE ITC WORKFORCE

Type: Program

Action 38.1 Young Salvador women

Develop biannual actions to insert young women in the technology, innovation and science markets through courses, workshops, lectures and networking.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS

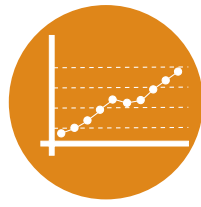
Action 38.2 Classes at Hub Salvador

Offer a space at Hub Salvador for companies and organizations to promote qualification courses in Information and Communication Technology, which should be free or reasonably priced for the low-income population.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS



INITIATIVE 39

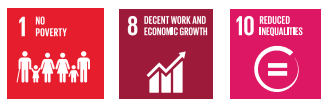
NEIGHBORHOOD QUALIFICATION

Type: Policy/Regulation

DESCRIPTION:

Workforce qualification in peripheral neighborhoods and low-income communities according to the skills demanded by the market may be facilitated through partnerships with local companies and by encouraging the creation of out-sourced businesses in the area.

Actions aimed at expanding cognitive and technical abilities, qualification and training have a direct impact on chronic stresses related to employability and equal opportunities for all citizens. Implemented productive capacity and qualified workforce attract investment. This initiative presents three actions for qualification that have been defined according to people's need for training and the job market and consumer environment's demand.



RESILIENCE CHARACTERISTICS



Collaboration: Foundation Avina/FOMIN – Study 1
Arup/Estúdio+1 - Study 4

LINK TO OTHER PILLARS:

Culture and Multiple Identities

PARTNERS:

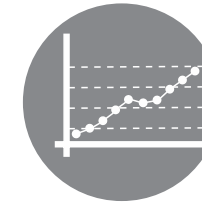
Private sector, SENAC, FIEB, schools, SMED, SEBRAE, SEMTEL, SECIS.

CITIES NETWORK:

Cities network: Glasgow, New York, Los Angeles, Paris, Buenos Aires.

RESILIENCE DIVIDEND:

Resilience dividend: Workforce qualification in peripheral neighborhoods and low-income communities according to the skills demanded by the market reduces unemployment and encourages economy innovation and diversification. Furthermore, this action will reduce social inequality and promote social inclusion.



INITIATIVE 39

INCREASE ITC WORKFORCE

Type: Program

Action 39.1 Qualification courses at schools

Offer classrooms in schools, whenever they are not being used, so that companies and organizations in the area may promote qualification courses and training for young people and adults according to the necessary skills to fill positions, ensuring employability after the course.

Also offer courses and qualification in partnerships with local companies and organizations to develop local suppliers.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SMED/ SEMTEL

Action 39.2 Strategies to engage the private sector in building professional qualification policies for young people

Establish a direct communication channel so that companies and organizations are able to suggest and offer qualification courses.

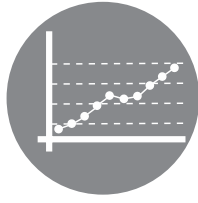
Align the pedagogical suggestions of the qualification courses for young people with the knowledge and competencies demanded by the market, and create courses with the collaboration of the industries.

Open spaces for professionals of local industries to promote classes and courses, to increase the city's employability rate and have a better qualified workforce

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SMED/ SEMTEL



INITIATIVE 39

INCREASE ITC WORKFORCE

Type: Program

Action 39.3 Courses for micro and small businesses

Create a project to promote free or subsidized courses and training for small companies in the services industry. Each program must be specific for each area: legal services, hospitality, financial management - and must be created in collaboration with the private sector.

The industry plays an important role for Salvador, as it represents one of the largest services sub-sectors regarding jobs and number of companies.

SCHEDULE:

SHORT TERM MEDIUM TERM **LONG TERM**

OWNER: SEDUR



PILLAR 4

A KNOWLEDGEABLE CITY AND INNOVATIVE GOVERNANCE



Smart cities need to combine investments in human and social capital with information and communication technologies to boost sustainable economic development and quality of life. This Pillar presents two fronts: one focuses on public services' efficiency and effectiveness, while the other one contemplates public administration as a facilitator for innovation and entrepreneurship. On both fronts, it is key to have data on hand and fill in the gaps. For that, it is crucial to improve data integration, communication and knowledge sharing. The adequate use of knowledge is the foundation for an innovative governance, that should use data gathered by the society to outline decision-making processes. In 2015, the “Ouvindo Nosso Bairro” (Listening to our neighborhood) program was launched, aiming to listen to the needs and demands of each neighborhood. In 2017, this listening exercise started being registered on a digital database through a website and a smartphone app. The integration with the community is also facilitated by “Fala Salvador” (Speak, Salvador), a help center for citizens and a link to the Ombudsman Municipal System. The initiatives in this Pillar aim to make information governance more inclusive, robust and safe, based on the principle that government decisions must also be made based on the processing of databases that are produced by and shared with the society. This Pillar's goals are:

1. Adopt a robust technology policy with standards and process that allow to know the city, facilitating integrated planning and assertiveness of future actions;
1. Offer services in an inclusive, innovative and integrated manner through transparent and efficient data management.

GOAL #1

Adopt a robust technology policy with standards and process that allow to know the city, facilitating integrated planning and assertiveness of future actions

Having clear guidelines and definitions is the premise for the structured evolution of any theme, and it couldn't be different for the issues regarding the City Hall's technological environment. Evidence has shown smart cities have been improving the offer of services to citizens and creating efficient actions by using data to model, simulate and predict scenarios that may allow better planning and assertive decision-making.





INICIATIVE 40 SINGLE DATABASE

Type: Policy/Regulation

DESCRIPTION:

Implement an infrastructure based on geospatial data and the establishment of a data-sharing culture through governance best practices to offer the city an interactive and dynamic information system linked to city planning and integrated with city administrative bodies. This system should be accessible for internal and external users.

The system will be managed based on the principles of transparency, autonomy and neutral use and dissemination of information, and it should ensure security, conservation and accuracy of the registered data. Data regarding the City Hall's affairs should be updated and made available online.

LINK TO OTHER PILLARS:

Sustainable Urban Transformation

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

PARTNERS:

SEFAZ, CODESAL, FMLF, COGEL, other City Hall bodies, Ordnance Survey International.

OWNERS:

SEMGE

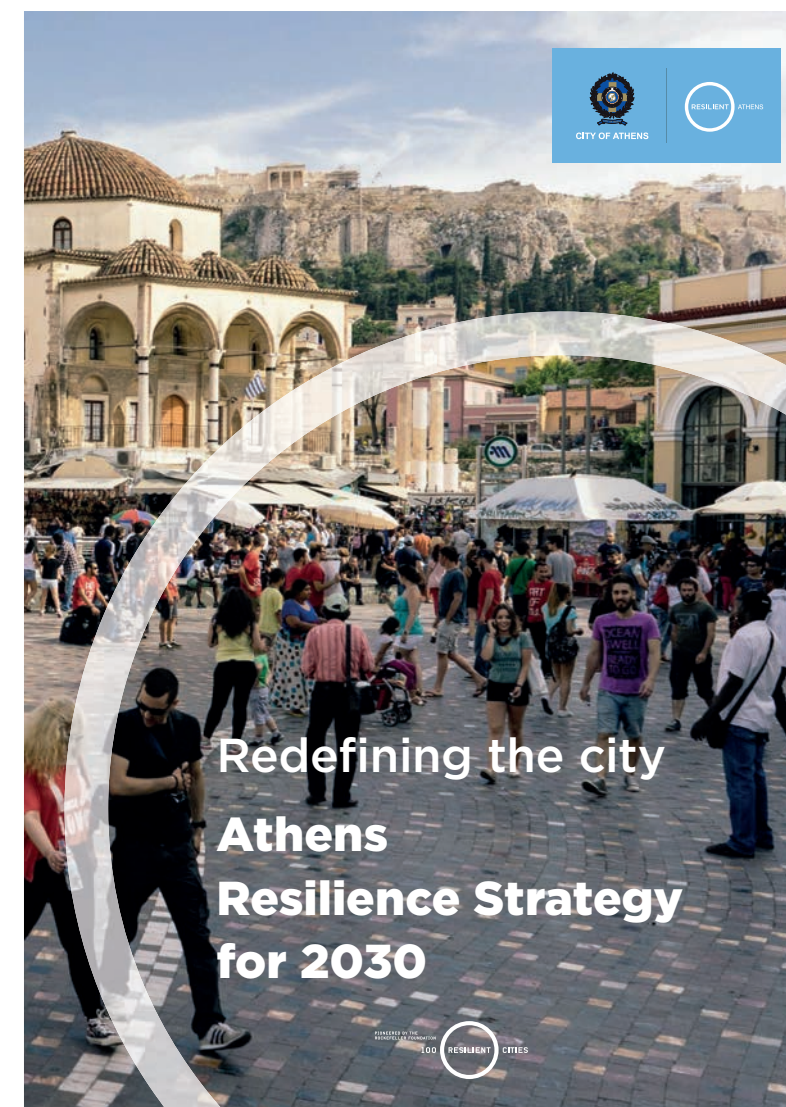
CITIES NETWORK:

Byblos, Los Angeles.

INSPIRATION

Athens, Greece

The city of Athens aims to reach effective and efficient governance, as well as improved communication and collaboration with their citizens through the creation of policies guided by data and responsiveness. The initiative includes six actions: Digital Repository, Action Plan for Transparency and Accountability, Public Work Schedule, Fuel Control Platform and Monitoring System for Smart Disposal, Tree Identification and Urban Resilience Indicators.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Resilience dividend: Use a single database to integrate information and serve as foundation for long-term administrative decisions.

Collaboration: Ordnance Survey International – Study 10



INICIATIVE 41

ICT BANK OF PROJECTS

Type: Program

DESCRIPTION:

Optimize the city's financial, human and material resources by gathering several strategic initiatives alluding to the ICT themes in a bank of projects.

This initiative contributes towards decision-making in the municipal administration by implementing a work group (a body of the Municipal Technology and Innovation Committee), taking into consideration the need to converge initiatives, actions and technology and innovation policies, as well as sharing knowledge and technological and innovative experiences in the city, ensuring action effectiveness in a cross-cutting manner.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

PARTNERS:

City Hall bodies.

RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Lower decision-making costs and synergy gains in several work fronts.

CITIES NETWORK:

Bristol



INICIATIVE 42

INFORMATION GOVERNANCE

Type: Policy/Regulation

DESCRIPTION:

Description: Implement improved urban management and promote adequate use of information and communication technology at the City Hall. The initiative will allow to municipal bodies and entities greater access to management software and information, ensuring better quality in services offered to citizens. There are two main lines of action: 1) integrate the bodies and entities' operational platforms, offering access to software and services and general accessibility through any piece of equipment and 2) making access available to citizens.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

PARTNERS:

Municipal bodies and entities

RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Resilience dividend: Generate information in a quicker and clearer manner to promote more efficient municipal management.

OWNERS:

SEMGE

CITIES NETWORK:

Athens





INICIATIVE 43

ICT BANK OF PROJECTS

Type: Program



DESCRIPTION:

Develop the Technology Master Plan for the city and make the City Hall's technology and communication infrastructure more resilient by creating approximately 1,000 new Internet access points in 700 administrative buildings and 300 living spaces such as squares, parks and waterfronts, as well as schools and basic healthcare units. Based on this project, the goal is to implement Wi-fi and use it as a tool to promote social inclusion, as well as campaigns and actions.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

PARTNERS:

City Hall bodies.

OWNERS:

SEMGE

CITIES NETWORK:

Boston



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Resilience dividend: It contributes towards the dissemination of knowledge, potentializes education and modernizes learning methods, improves communication, promotes digital and social inclusion, as well as economic activities and social development.





GOAL #2

Offer services in an inclusive, innovative and integrated manner through transparent and efficient data management

Provision of services must be aligned to a platform to establish a relationship with the citizens which, with the aid of client service multi-channels, will be able to manage demands, increase the offer of integrated services and amplify interaction between public authorities and the population. To meet those needs, public administration must focus on innovation and build a dynamic infrastructure. In addition to improvements on provision of services per se, the offer of services through integrated systems contributes towards transparency in management, and helps control fraud and diversion in the public system. Finally, that will help Salvador achieve a higher position in the Transparent Brazil Scale (EBT)⁴.

³ Ranking created by the Ministry of Transparency and the country's General Comptroller Office (CGU), which aims to reach one of the five first positions among national state capitals until 2020.



INICIATIVE 44

SALVADOR ON THE PALM OF YOUR HAND

Type: Program



DESCRIPTION:

Offer easy and agile online services to the population through a new mobile service channel. Once it is linked to other several City Hall service systems and applications, the action will allow an unique digital identification of each citizen. Along with the mobile solution, there will also be a relationship platform, with the integration of communication of multi-channels in a single database and simplified work processes to allow the administration to meet the population's demands by providing excellent remote service, and at the same generating important data for the City Hall.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

It will provide easier access to several services provided by the city administration and promote better interaction among citizens and the public authorities.

PARTNERS:

City Hall bodies.

OWNERS:

SEMGE



INICIATIVE 45

A TRANSPARENT AND COLLABORATIVE SALVADOR

Type: Policy/Regulation



DESCRIPTION:

Having access to the public allows the citizen to monitor and inspect the use of public resources and to understand the administration's investment choices – and approve those decisions or not.

Transparency in public management is one of the most efficient tools citizens may have to fight corruption. This idea was inspired by the dissemination of a “culture of access” in society, which has been encouraged by the Law of Access to Information (LAI), considered one of the greatest efforts to share government data and make people aware every public information belongs to the citizens, and the State has the duty to provide it.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

PARTNERS:

CGM, OGM, SMED.

CITIES NETWORK:

Rome, Santa Fe.

RESILIENCE DIVIDEND:

Resilience dividend: It offers data and information that allows the public to actively collaborate and take part in the city's administration and monitor the administrators' actions – and, consequently, their responsibility for them.



RESILIENCE CHARACTERISTICS





INICIATIVE 45

SALVADOR ON THE PALM OF YOUR HAND

Type: Program



Action 45.1 “Transparência Salvador”

Make municipal information data available in a timely and effective manner by restructuring the “Transparência Salvador” Portal (Transparency Salvador). The initiative will serve the legislation regarding public transparency, and will also improve the relationship with the citizens and amplify access channels to information about Salvador by restructuring the Electronic System of Information Service to the Citizens (e-SIC) and implementing a new mobile app.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: GAPB

Action 45.2 A “Cidade Somos Nós”

Develop educational actions with the students of the 9th grade, encompassing all the city’s Education Regional Management units, to make citizens aware of the importance of public transparency as a tool for social control. The action includes updating, publishing and distributing the booklet “A cidade somos nós” (We are the city) in schools; promoting educational actions to show the importance of transparency to the students and having a writing contest on this theme, with awards for the winning students, who will have their stories published.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: CGM



INICIATIVE 45

SALVADOR ON THE PALM OF YOUR HAND

Type: Program



Action 52.3 Listening to our neighborhood

Engage the population of Salvador in prioritizing the City Hall’s initiatives for each neighborhood. For that to be achieved, there will be a promotion and awareness campaign to invite citizens to take part in the program. The program also aims to extend the public’s participation in the city’s administration through a cycle of meetings and actions, such as creating a website and an app for people to vote online on the work that will be done in each area.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: GAPB

Action 45.4 Observatory of the City’s Public Spending

Monitor public spending and anticipate situations of non-compliance and solutions, as well as make access available to detailed and consolidated data about the quality of public spending, to identify priority areas for monitoring. The goal is to develop mechanisms to ensure the correct application of the taxpayers’ money and prevent diversion of resources.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: CGM

Action 45.5 Expenditure Risk Management

Work towards a more efficient control of public spending by identifying situations of non-compliance and allow more agile recommendations to the City’s Comptroller Office. It will be necessary to define a risk management model to be implemented and design mitigation approaches for budget and accounting risks

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: CGM

PILLAR 5

SUSTAINABLE URBAN TRANSFORMATION



During the past decades, Salvador has witnessed accelerated population growth, which has generated an urban expansion not planned enough to meet the demands of those people. This uncontrolled occupation has had an impact on every aspect of the city, and especially the environment, as it has destroyed many green spaces. This context has made Salvador even more vulnerable to current and future issues accentuated by climate change, such as urban heat islands, air pollution and the risk of landslides and floods.

Therefore, it is necessary to bring together the debate on different themes such as urban mobility, access to basic public services, the right to housing, access to potable water and environmental sanitation, adequate disposal of solid waste and environmental preservation. A sustainable urban transformation aims at building a new development model: more sustainable, dynamic and people-oriented to promote an increasingly connected, inclusive and green urban environment. This Pillar's initiatives have the following goals:

1. Prepare the city for climate change, providing adaptation and mitigation tools for environmental risks on behalf of the population's well-being;
2. Design innovative development models, in order to appreciate the city's environmental assets;
3. Promote the city's transformation in a sustainable manner, from a multidisciplinary point of view.

GOAL #1

Prepare the city for climate change, providing adaptation and mitigation tools for environmental risks on behalf of the population's well-being

Salvador already owns a greenhouse gas emissions inventory and is a signatory of the Global Covenant of Mayors for Climate and Energy, an international agreement signed by local governments to fight climate change. Therefore, the city is committed to developing a set of resilient initiatives to reduce the effects of those changes and adapt to them effectively. To build resilience against climate change, it is key to study the city's local geographical, economic and social context, develop partnerships with several actors and identify priorities and potential opportunities.





INICIATIVE 46

ADAPTATION TO CLIMATE CHANGE

Type: Plan



DESCRIPTION:

Salvador's role in the climate agenda is one of local, regional and global relevance. The actions in this initiative should:

- 1) Link questions related to climate change to the city's economic and social development;
- 2) Seek equitable ways to reduce greenhouse gases emission;
- 3) Produce knowledge about economic, environmental and social benefits;
- 4) Include climate balance in urban interventions.

LINK TO OTHER PILLARS:

A Knowledgeable Salvador and Innovative Governance

PARTNERS:

SECULT, BID, C40, ProAdapta, Ministry of the Environment, GIZ.

CITIES NETWORK:

New Orleans, Pittsburgh, Amman, Bristol, Santa Fe, New York, Paris.

RESILIENCE DIVIDEND:

Create assets and tools to aid the process of adaptation to climate change impact and to mitigate aggravating circumstances.



RESILIENCE CHARACTERISTICS



INICIATIVE 47

ADAPTATION TO CLIMATE CHANGE

Type: Plan



Action 46.1 Mitigation and Adaptation Plan for Climate Change (PMAMC)

Develop the PMAMC to promote the adaptation of the city and its population to the effects of climate change and mitigation of its source.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS

Action 46.2 Climate Change Panel

Create a panel to discuss climate change, its effects and adaptation and mitigation initiatives, by suggesting ways to fight issues and contribute towards Salvador's sustainable development. The panel will include annual or biannual on-site meetings and an online platform to promote interaction among local experts.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS

Action 46.3 Heat islands platform

Develop an online platform to map and monitor the city's heat islands to help public administration in the adaption process to the effects of climate change.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS



INICIATIVE 47

SALVADOR IN RISK PREVENTION

Type: Program



DESCRIPTION:

In order to prevent, avoid and minimize consequences of disastrous events such as floods, collapsing and landslides, Salvador's Civil Defense promotes a series of activities with the local population.

This initiative presents a series of actions that should be continuously amplified and strengthened to provide safety and well-being to the population in vulnerable areas.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community, A Knowledgeable Salvador and Innovative Governance

PARTNERS:

SEMPs, SEMAN, DESAL, LIMPURB, GCM, SECIS, SEMGE, TRANSALVADOR, SUCOP, SEMOP, SEDUR.

CITIES NETWORK:

Panama, Boston, Montevideo, Mexico City.

RESILIENCE DIVIDEND:

It fights the main shocks caused by the impact of climate change in Salvador (landslides and floods), that affect mainly the most vulnerable communities.

RESILIENCE CHARACTERISTICS



INICIATIVE 47

SALVADOR IN RISK PREVENTION

Type: Program



Action 47.1 Application of geo-blankets

Extend the application of geo-blankets in slopes that present landslides, to waterproof the hillsides and superficial erosion, and avoid rain water absorption and a possible risk of landslide. This is an innovative slop protection technique in the country. The geo-blanket is produced with PVC compost and geotextile and covered by a layer of mortar.

SCHEDULE:

CONTINUOUS

OWNER: CODESAL

Action 47.2 Operation Rain

Intensify Civil Defense activities from March to June, a period of high rainfall and, consequently, more prone to landslides. The expansion of this operation aims to ensure a safe environment for the population, preserving lives and preventing disasters.

SCHEDULE:

CONTINUOUS

OWNER: CODESAL

Action 47.3 Expansion of the Risk Monitoring and Alert System

Expand the Risk Monitoring and Alert System in Salvador. Today the city relies on 38 rain gauges, seven alert systems and eight sirens to monitor communities located in areas prone to disasters. This system uses the latest technology to build a network to bring the local residents together by SMS messages, and send information on any imminent risk. The system is managed by the Civil Defense Monitoring and Alert Center (Cemadec), relying on modern equipment for weather condition monitoring and alert of potential risk situations.

SCHEDULE:

CONTINUOUS

OWNER: CODESAL





INICIATIVE 47

SALVADOR IN RISK PREVENTION

Type: Program



INICIATIVE 47

SALVADOR IN RISK PREVENTION

Type: Program



Action 47.4 Evacuation simulation in vulnerable communities

Perform evacuation simulations in risk areas, with the collaboration of the local residents. The simulations aim at showing the population how to proceed in a risk event, during a flood or landslide.

SCHEDULE:

CONTINUOUS

OWNER: CODESAL

Action 47.5 Expansion of the Protection and Civil Defense Centers (NUPDECs) Civil (NUPDECs)

Expand the NUPDECs project, whose goal is to improve perception of risk factors in slope and valley areas, provide information and qualification to the local population and reduce the number of natural disasters and their consequences. The Civil Defense will implement new NUPDECs but also strengthen them to ensure the communities' engagement over time.

SCHEDULE:

CONTINUOUS

OWNER: CODESAL

Action 47.6 Civil Defense in schools (PDCE)

Share knowledge on preventive actions to the students of municipal schools to minimize natural disasters. These educational actions will take place in the classroom and also in the local community as whole, taking into consideration education principles, to improve the local residents' quality of life.

SCHEDULE:

CONTINUOUS

OWNER: CODESAL

Action 47.7 "Mobiliza" Project

The "Mobiliza" (Mobilize) Project will qualify volunteers in the communities to lower the risk of accidents where they live. Once qualified, the citizens will be able to recognize risk situations and communicate any occurrences immediately to municipal bodies using "Fala, Salvador" (Speak, Salvador).

SCHEDULE:

CONTINUOUS

OWNER: CODESAL

Action 47.8 Colonial houses project

Identify and georeference properties in danger of collapsing. The owners may wish to collaborate with "Projeto Revitalizar" (Revitalize Project), an action of the "Salvador 360" Program that aims at refurbishing old properties that have been declared part of the local historic heritage or not, and not only to prevent them from collapsing, but also to create jobs and generate income locally.

SCHEDULE:

CONTINUOUS

OWNER: CODESAL

Action 48.9 Risk areas mapping

Identify existing risks performing field work in areas prone to floods and landslides and design reports and maps of the areas. This analysis aims at subsidizing the administration's decision-making by identifying the need for intervention.

SCHEDULE:

CONTINUOUS

OWNER: CODESAL



INICIATIVE 48

SALVADOR IN RISK PREVENTION

Type: Program

DESCRIPTION:

Encourage the use of “green roofs” by installing them on public buildings and associating them to the benefits of green and yellow property tax (IPTU).

The use of vegetation on the roof is an excellent option to reflect heat, create more shadow and improve humidity levels, thanks to the plants’ evapotranspiration. This alternative also helps lower the heat inside the building, reducing energy expenditure with heating or keeping the place cool. It absorbs rain water, lowers urban noise and polluting agents levels, improves air quality and helps reduce local temperature.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Resilience dividend: Sustainable roofs promote social well-being, as they mitigate heat islands in urban centers.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

PARTNERS:

FMLF, Repowering London.

OWNERS:

SECIS

CITIES NETWORK:

Paris, Buenos Aires.





GOAL #2

Design innovative development models, in order to appreciate the city's environmental assets

With diverse forest formations, sandbanks, mangroves, and cut across by several rivers, the Atlantic Forest biome holds the world record in biodiversity. As Salvador's whole area is completely located in the Atlantic Forest, the city's urban development must walk side by side with the recovery of this biome, by valuing, expanding, and fostering a sense of environmental responsibility in every citizen



INICIATIVE 49

SALVADOR: CAPITAL OF THE ATLANTIC FOREST

Type: Program

DESCRIPTION:

The Salvador Capital of the Atlantic Forest Program seeks to articulate several initiatives, integrating actions and transforming public and institutional spaces to provide development integrated with the sustainability of the Atlantic Forest, especially aiming at physically implementing parks for the System of Areas of Environmental and Cultural Value – SAVAM, member of the current Urban Development Master Plan, Act 9.069/2016, which is part of a climate resilience strategy for communities.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

PARTNERS:

SEINFRA, FMLF, BID, SUCOP

CITIES NETWORK:

Melbourne, Rome, New York.

RESILIENCE DIVIDEND:

The recovery of the Atlantic Forest biome through parks and tree planting across the city drives the engagement of communities, improves people's quality of life, and encourages the use of public spaces, promoting an increasingly harmonious and healthy city.

RESILIENCE CHARACTERISTICS



INICIATIVE 49

SALVADOR: CAPITAL OF THE ATLANTIC FOREST

Type: Program

Action 49.1 Recovery of Salvador's Botanical Garden

Renovate the Botanical Garden, focusing on recovering and preserving the Atlantic Forest, integrating nature and the urban community in a balanced and conscious way. The structure will comprise a roof open for visitation, an ethnobotanical space to recover and grow native species from this biome used in indigenous and African-Brazilian cults, a gallery amidst the woods, with modern art exhibitions, and an expanded herbarium.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: SECIS

Action 49.2 Municipal Plan for the Atlantic Forest Conservation and Recovery (PCRMA)

Design PCRMA with the participation of civil society organizations – a strategic tool to expand actions on behalf of the Atlantic Forest conservation in Salvador, critical for the city's sustainable development. The document also ensures more efficiency to the socio-environmental dynamics of preserving the city's environmental heritage.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS





INICIATIVE 49

SALVADOR: CAPITAL OF THE ATLANTIC FOREST

Type: Program



Action 49.3 Center for Interpretation of the Atlantic Forest

Create a place to produce practical and theoretical experiences around urban afforestation and gardening of native species from the Atlantic Forest at Salvador's Municipal Gardens, in Monte Serrat. The project comprises the creation of classrooms for courses and a library specialized in handling, growing, and landscaping with native species, a nursery, a space to produce plant seedlings and one for cultural purposes, a central square for musical performances, and a lookout with views of the All Saint's Bay.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: SECIS

Action 49.4 Please Water Me

Promote a media campaign with flyers, videos, and a release gig, encouraging citizens to engage by adopting planted trees in their neighborhood, from planting to caring for them.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS

Action 49.5 Atlantic Forest Caravan

Drive around the city in a green-roofed vehicle loaded with tree seedlings, topsoil, and fertilizer, mobilizing the city and planting trees with the community. The Drive can also hand out handbooks on growing plants and materials about sustainability.

SCHEDULE:

CONTINUOUS

OWNER: SECIS



INICIATIVE 49

SALVADOR: CAPITAL OF THE ATLANTIC FOREST

Type: Program



Action 49.6 Barra's Marine Park

Create a marine life nursery, preserving the cultural heritage and maximizing ecotourism for the area. Located between Santo Antônio and Santa Maria forts, the park must regulate recreational and leisure activities, as well as economic activities conducted in the place and its surroundings – diving, boats circulation, fishing, and parties held at the area, which may produce harmful waste for the local fauna and ecosystems.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: SECIS e SUCOP

Action 49.7 My Tree

Create an open web/mobile georeferencing platform to register and monitor plantings in the city of Salvador, performed by the City Hall as well as by citizens.

SCHEDULE:

CONTINUOUS

OWNER: SECIS

Action 49.8 Forest Restoration of the Canabrava Landfill

Reforest an old open skies landfill that used to keep all the waste produced by Salvador, and that remained active for 30 years. The project consists of planting 20,000 trees of native species from the Atlantic Forest biome with forest regrowth techniques and soil management.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS



INICIATIVE 49

SALVADOR: CAPITAL OF THE ATLANTIC FOREST

Type: Program



Action 49.9 Green Property Tax

Certify buildings that invest in sustainable technologies in their construction or renovation projects. The application of these technologies adds points and these points generate a discount on the Property Tax (IPTU) of that building.

SCHEDULE:

CONTINUOUS

OWNER: SECIS

Action 49.10 Green Eco-Corridors

Implement forest areas connecting spaces affected by human activity to preserve biodiversity. Eco-Corridors are meant to minimize the effects of ecosystems fragmentation, promoting connection among different areas, and aim to encourage animal movement, spread seeds, and increase plant coverage.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS

Action 49.11 Biodiversity in parks and squares

Introduce birds, butterflies, and other insects in parks and squares across the city, stimulating local biodiversity and community engagement.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS



INICIATIVE 49

SALVADOR: CAPITAL OF THE ATLANTIC FOREST

Type: Program



Action 49.12 Wind Park

Creation of the “Parque dos Ventos” (Wind Park), located within the space of the former Flying Club, in an area of approximately 86,500 m2. Its concept is based on social coexistence, leisure, recreation, and extreme sports. All aligned with the preservation and appreciation of nature, especially the sandbank biome, where existing slopes will be kept and theme areas will be created.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS e SUCOP

Action 49.13 Vale Encantado Ecological Park

Renovate the “Lagoa dos Pássaros” Park, which integrates an old dunes ecosystem in the surroundings. The project consists of recovering the lagoon and hiking track, installing a pier, areas for picnic and capoeira performances, a sports square with a playground and fitness equipment, as well as bicycle stands and parking

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS e SUCOP

Action 49.14 “Lagoa dos Pássaros” Park

Requalificar a Lagoa dos Pássaros, que integra um antigo ecossistema de dunas existente no entorno. O projeto envolve a recuperação da lagoa e pista de caminhada, instalação de píer, espaços para piquenique e para apresentações de capoeira, praça de esportes com parque infantil, aparelhos para musculação e ginástica, além de paraciclos e estacionamento.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS e SUCOP



INICIATIVE 49

SALVADOR: CAPITAL OF THE ATLANTIC FOREST

Type: Program



ACTION 49.15 “Ilha dos Frades” Eco-Station

Implement the “Ilha dos Frades” Eco-Station, in one of the islands in the city’s territory. With a total area of 1.621.790,94m2, it will be a privileged space for Atlantic Forest conservation and an advanced rescue station for the region’s marine animals.

SCHEDULE:

SHORT TERM

MEDIUM TERM

LONG TERM

OWNER: SECIS e SUCOP





INICIATIVE 50

CAMARAJIPE RIVER PROJECT

Type: Project

DESCRIPTION:

Recovery of the Camarajipe river, aiming at promoting quality of life to the local residents from a place with great potential for urban connection.

The project aims to recover this fragilized area from an urban-environmental perspective, in the “Costa Azul” neighborhood, by cleaning the river and promoting public spaces for social interactions, leisure, and sports.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

The rehabilitation proposal for this space will make the area more attractive, increasing the rates of qualified green areas in the city and promoting better quality of life for people of Salvador.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

PARTNERS:

SECIS FMLF, 100RC, SEINFRA, Civil Office.

AUTHOR:

Urban Recycle

CITIES NETWORK:

Santiago, Los Angeles.



INICIATIVE 51

“VALE DAS PEDRINHAS” PROJECT

Type: Project

DESCRIPTION:

Promote an urban recovery of Vale das Pedrinhas Avenue and Raimundo Viana Street, in the Santa Cruz neighborhood. Besides fostering better quality of life in the area, the project promotes urban and environmental regeneration of a fragile area of the city, crossed by the Lucaia river, which lacks services and urban infrastructure.

The project consists of recovering the river, creating public spaces on its surroundings, and urban recuperation of roads and sidewalks.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

The intervention stimulates the main role of a river, helping the city’s microclimate and preserving its biosphere. It also promotes the use of public spaces, improving the population’s quality of life.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

PARTNERS:

SECIS FMLF, 100RC, SEINFRA, Civil Office

AUTHOR:

Urban Recycle

CITIES NETWORK:

Santiago, Los Angeles.



INICIATIVE 52

SOLAR SALVADOR

Type: Program



DESCRIPTION:

The Solar Salvador Program aims at placing the city in the forefront of public policies to promote energy production and use. For this, a series of actions will be part of the program, with the main goal of communicating and complementing measures, comprising all photovoltaic solar energy cycles of generation and consumption.

The Program includes actions to identify the existing energy potential by mapping areas to install solar panels, promote its use by companies and citizens, and develop the technical capacity of the local workforce.

LINK TO OTHER PILLARS:

A Knowledgeable City and Innovative Governance

PARTNERS:

SEBRAE, Neoenergia, SEFAZ, FMLF, SEMTEL, SEDUR, Repowering London

CITIES NETWORK:

Rotterdam

RESILIENCE DIVIDEND:

The promotion of solar energy by public authorities plays an important role in Salvador's sustainable development. The project creates jobs in this area, reduces the need for thermoelectric plants, and stimulates the use of an inexhaustible and renewable energy source.



INICIATIVE 52

SOLAR SALVADOR

Type: Program



Action 52.1 Solar map

Map the solar potential of the city's roofs, creating a public database that enables every citizen to identify the energy potential of their building.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: SECIS

Action 52.2 Promote solar energy

Attract new companies from this sector with less bureaucracy and tax exemption, and boost generation and development of solar photovoltaic energy through tax incentives.

SCHEDULE:

SHORT TERM MEDIUM TERM **LONG TERM**

OWNER: SECIS

Action 52.3 Technical qualification in solar energy

Promote qualification of the local workforce to work on project development, installation and maintenance of photovoltaic systems in Salvador.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS



RESILIENCE CHARACTERISTICS





INICIATIVE 52

SOLAR SALVADOR

Type: Program



Action 52.4 Yellow Property Tax

Encourage house owners and condos to implement a photovoltaic solar power generation system, through Property Tax (IPTU) discounts. The certification will grant discounts of up to 10%, depending on the power production and consumption of each residence.

SCHEDULE:

CONTINUOUS

OWNER: SECIS

Action 52.5 Renewable City Hall

Install, through partnerships with private companies, photovoltaic panels on public buildings, seeking a significant amount of power generation.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS



INICIATIVE 53

BLUE FLAG CERTIFICATION

Type: Program



DESCRIPTION:

Certify the beaches of Ipitanga, Flamengo, and Stella Mares with the Blue Flag label, which recognizes urban and marine beaches worldwide that comply with a series of socio-environmental criteria for being proper for swimming.

This action aims to maximize awareness to protect these areas' coastal and marine environments. Educational activities and technical support will be provided, in order to keep the integrity of the natural heritage, water quality, and efficient environmental management.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Over the years, the Blue Flag Certification has become a highly respected and recognized eco-label, fostering local tourism and environmental awareness on a local, regional, and international level.

PARTNERS:

SECULT

OWNER:

SECIS



GOAL #3

Promote the city's transformation in a sustainable manner, from a multidisciplinary point of view.

To rethink the city in terms of mobility and infrastructure, it is necessary to consider the existing socio-spatial inequalities, ensuring democratic access to the city and its services. Salvador has been restructuring its public transportation, implementing the subway, the Sustainable Mobility Plan (PlanMob), and the BRT project. However, it is still necessary to invest in new alternatives for transportation and improve micro-accessibility for citizens, who struggle to walk in areas of rugged terrain.

Regarding irregular occupations, the most vulnerable population suffers daily with the need of long commutes to work and to have access to goods and services. Such areas are the ones with the lowest amount of services and leisure infrastructure. Despite having education and health equipment, these areas are still scenarios of social exclusion. The challenge for these occupations is to develop the concept of compact city, where living, working, and consuming are all integrated within a same portion of the territory, based on active mobility and minimizing the need of longer commutes. This imposes a strategy of (re)urbanization able to rebuild the city from the inside, over its own current urban tissue — even if there are risk situations to be tackled and areas of environmental protection to be recovered.



INICIATIVE 54

BRT (BUS RAPID TRANSIT) IMPLEMENTATION

Type: Infrastructure



DESCRIPTION:

Implement the system of modern and high-capacity public transportation, with the goal of reaching neighborhoods not contemplated by the subway route, while serving surrounding areas.

BRT stations are being designed to ensure more comfort and safety to the population. Due to its light structure, the impact on the city's landscape will be minimal, preserving the architectural features of Salvador.

The BRT building will be based on urban restructuring and landscaping studies, traffic interventions with new bridges, access lanes, bike lanes, reforestation, and macro/micro-drainage works. All to ensure that urban development is in line with the environment.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

The BRT is a transportation system that improves quality of life in cities in four key ways: decreasing commute time, reducing greenhouse gas and pollutants emissions, enhancing road safety, and stimulating physical activity among citizens.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

PARTNERS:

SEINFRA, SUCOP, TRANSALVADOR, SECIS.

OWNERS:

SEMOB

CITIES NETWORK:

Panama, Cali, Mexico City, Santiago.



INICIATIVE 55

ACESSA – MICRO-ACCESSIBILITY PROJECTS

Type: Infrastructure



DESCRIPTION:

The perspective of this project is to complement the city's ways of transportation, bringing solutions like auxiliary lanes into neighborhoods and integrating narrow alleys and passages with the city's main transport corridors. The project suggests a new urban design and the development of quality public spaces, promoting the network's capillarity, improving the city's overall conditions of universal access and ensuring the right to experience the urban space.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

PARTNERS:

TRANSALVADOR, SEDUR, SECIS, Estúdio+1.

CITIES NETWORK:

Byblos, Mexico City, Rome

RESILIENCE DIVIDEND:

Initiatives to promote micro-accessibility encourage the use of public transportation and walking, improving the population's quality of life and urban mobility..



RESILIENCE CHARACTERISTICS



Collaboration: Arup/Estúdio+1 - Study 3



INICIATIVE 55

ACESSA – MICRO-ACCESSIBILITY PROJECTS

Type: Infrastructure

Action 55.1 Pilot-action in the “Polêmica” community

Promote micro-accessibility in the area of “Polêmica” community, near an important BRT station that is already underway. These solutions may be applied in several areas of Salvador with similar traits.

The goal is to act in three fronts:

- 1) Mapping: sensory analysis and analysis of the local cartography to create a library of solutions to collaborate with future projects for Salvador.
- 2) Public policies: change in the current legislation and existing actions related to the theme of micro-accessibility, such as “Eu curto meu passeio” (I enjoy my walk), focused on recovering sidewalks), and “Degrau Legal” (Nice Step), focused on recovering staircases).
- 3) Conceptual tools: new concepts and types of actions and interventions like “backyard streets” and public spaces to hold fairs and events.

SCHEDULE:

SHORT TERM MEDIUM TERM **LONG TERM**

OWNER: SEMOB



INICIATIVE 56

RESILIENT “BATE-ESTACA” CORRIDOR PROJECT

Type: Program

DESCRIPTION:

The “Bate-Estaca” corridor, located in the Uruguai neighborhood, has gone through an infrastructure cleansing and recovery in 2014. Today, the former uncovered canal gives place to a promenade for the community, yet still scarcely occupied as a public space. The goal of this action is to develop a resilient corridor, with a more democratic distribution of the area and prioritizing thermal comfort. The project comprises an urban and social transformation, maximizing people’s sense of belonging and citizenship culture, creating a more shared and alive space.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community, A Diverse and Inclusive Economy

PARTNERS:

SEINFRA, SEBRAE, SMED.

CITIES NETWORK:

Athens, Paris, Santa Fe

RESILIENCE DIVIDEND:

The project promotes an urban, sustainable, and social-economic transformation, developing green spaces while fostering local businesses. Additionally, the Resilient Corridor recovers the citizenship and self-esteem of the local population.



RESILIENCE CHARACTERISTICS





INICIATIVE 56
RESILIENT “BATE-ESTACA” CORRIDOR PROJECT
Type: Program

Action 56.1 Qualification of local business owners

Qualify the area’s local business owners on entrepreneurship, basic finance, marketing, and social media.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS

Action 56.2 Visual makeover of the region

Recover the central corridor, promote accessibility for everyone, introduce bike lanes, create social areas and a playground, contributing to a higher occupation of the public space.

In addition, make the space more attractive through a visual makeover, painting and including recycled materials in the area, while engaging children from the neighborhood in the process.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS

Action 56.3 Greener “Bate-Estaca”

Plant trees and create an urban garden, promoting green areas with the community’s engagement and improving the region’s thermal comfort.

SCHEDULE:

SHORT TERM MEDIUM TERM LONG TERM

OWNER: SECIS



INICIATIVE 56
RESILIENT “BATE-ESTACA” CORRIDOR PROJECT
Type: Program

Action 56.4 “Pé na Escola no Bate-Estaca”

(Let’s go to school in Bate-Estaca neighborhood)

Expand basic education in the area through the “Pé na Escola” program.

SCHEDULE:

SHORT TERM MEDIUM TERM **LONG TERM**

OWNER: SMED

Action 56.5 Recover residences

Perform interventions on the most derelict residences through Morar Melhor Program, which recovers the aesthetics of houses, providing a more dignified living situation for the local community.

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

OWNER: SEINFRFA

INSPIRATION

Vejle, Denmark

The Rosborg district is an open skies lab to develop resilient, innovative, and transforming urban solutions in Vejle. Designed for experimenting and researching on shock and stress prevention, the initiative helps plan and test ecological solutions for non-urbanized and abandoned areas around the city to generate new job opportunities and economic growth in Vejle. Additionally, it shares lessons learned and multiplies best practices all over the world.



INICIATIVE 57 PRODUCTIVE INCLUSION OF RECYCLABLE MATERIALS COLLECTORS AND IMPLEMENTATION OF PUBLIC SELECTIVE COLLECTION

Type: Policy/Regulation

DESCRIPTION:

Salvador started the Selective Collection Program in 2015, with the installation of Voluntary Delivery Points (PEVs) across several regions. Cooperatives receive all the material stored at these PEVs from the City Hall, and then sort, press, and stock this material, selling it later for partner companies. Despite being a critical step, it is a pilot experience of educational impact, still lacking a public policy able to support the city on a larger scale.

Therefore, this initiative aims at advancing in the matter of disposing materials, through the deployment of a public domestic selective collection, combined with social mobilization and environmental education of Salvador's citizens. Likewise, it is necessary to structure governance and management, increase the number of PEVs, and the support to local recycling cooperatives.



RESILIENCE CHARACTERISTICS



LINK TO OTHER PILLARS:

A Healthy and Engaged Community

PARTNERS:

LIMPURB, SEMOP, FMLF

CITIES NETWORK:

Montevideo, Santiago.

RESILIENCE DIVIDEND:

Selective collection and recycling stimulate sustainable concern among citizens, generate jobs and income for communities, raise the lifespan of sanitary landfills, and reduce the use of natural resources.



INICIATIVE 57

PRODUCTIVE INCLUSION OF RECYCLABLE MATERIALS COLLECTORS AND IMPLEMENTATION OF PUBLIC SELECTIVE COLLECTION

Type: Policy/Regulation

Action 57.1 Governance, quality management and public administration plan

Structure the municipal administration to embrace projects and articulate partners, who will be responsible for planning, conducting, and managing the program.

SCHEDULE:

SHORT TERM MEDIUM TERM **LONG TERM**

OWNER: SECIS

Action 57.2 Social mobilization and environmental education

Perform actions inviting residents to change their behavior regarding disposed materials, through awareness campaigns in media events (television, radio, and internet).

SCHEDULE:

CONTINUOUS

OWNER: SECIS

Action 57.3 Implement public domestic collection and increase the number of Voluntary Delivery Points (PEVs)

Organize a logistic system able to collect recycled materials from door to door, in streets and avenues with capacity for truck circulation. On streets and alleys where this work is not possible, the collection will be performed by environmental agents and small-sized vehicles.

In addition, increase the number of Voluntary Delivery Points, engaging the local population as co-responsible for the correct disposal of this material.

SCHEDULE:

SHORT TERM MEDIUM TERM **LONG TERM**

OWNER: SECIS



INICIATIVE 57

PRODUCTIVE INCLUSION OF RECYCLABLE MATERIALS COLLECTORS AND IMPLEMENTATION OF PUBLIC SELECTIVE COLLECTION

Type: Policy/Regulation

Action 57.4 Triage systems

Install Triage Units (UTs), the destination for all collected material in the city. In these units, workers will perform the triage, processing, and trading of all received material.

In this new context, formalize the cooperatives' relationship with the city, through agreement or contract, in order to compensate the cooperatives that integrate the system by complementing or subsidizing them.

SCHEDULE:

SHORT TERM MEDIUM TERM **LONG TERM**

OWNER: SECIS





INITIATIVE 58

NEW MANÉ DENDÊ

Type: Infrastructure



DESCRIPTION:

Promote a deep re-urbanization of one of the poorest areas in Salvador, which will benefit the whole area of "Mané Dendê" basin. This region presents rough terrain and, consequently, risk of floods and landslides, but is also a place of religious and historical traditions, with areas considered sacred by the Candomblé religion. The project comprises works of sanitary sewage, restoration of water springs, macrodrainage, building new residential units, and improvements in the existing road system, as well as the implementation of squares and day care centers. The area's residents will also have access to a public market, a multiuse cultural center, and a bus terminal.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

The project involves essential actions to promote the social, economic, urban and environmental sustainability of the region, encompassing both the improvement of basic services and the well-being of people.

PARTNERS:

BID, SEINFRA, SUCOP, Civil Office

AUTHOR:

FMLF

CITIES NETWORK:

Panama



INITIATIVE 59

MUNICIPAL SANITATION PLAN

Type: Plan

DESCRIPTION:

Develop the Municipal Sanitation Plan (PMS), side by side with the community.

The Plan comprises the promotion of hydric safety, disease prevention, reduction of social inequality, environmental preservation, proper soil occupation and prevention of environmental disasters and events like floods, water shortage, and pollution.

LINK TO OTHER PILLARS:

A Healthy and Engaged Community

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

The PMS addresses four key areas: water services, sewages, solid waste, and drainage of urban pluvial water. In addition, it is a critical tool to achieve universal access to basic sanitation on a municipal level.

PARTNERS:

SEINFRA, SMS, ARSAL, SEDUR, LIM-PURB.

OWNER:

SECIS

CITIES NETWORK:

Santa Fe



INICIATIVE 60

INCENTIVE TO CYCLING

Type: Program

DESCRIPTION:

Encourage the use of bicycles in the city and perform signalling works to increase safety for cyclists, as they are among the most vulnerable users in traffic and present higher risks of death and injury. This project aims at enhancing urban mobility and the quality of life in the city.

The project comprises infrastructure actions (city's network of bike lanes), bicycle sharing, educational actions, and integration with other modes of public transport.



RESILIENCE CHARACTERISTICS



RESILIENCE DIVIDEND:

Projects like this one improve urban mobility and lower emissions of pollutant gases in the atmosphere. The use of bicycles improves people's physical and mental health and stimulates the use of the city's public spaces.



LINK TO OTHER PILLARS:

A Healthy and Engaged Community

SCHEDULE:

SHORT TERM **MEDIUM TERM** LONG TERM

PARTNERS:

SALTUR, SECIS.

OWNER:

TRANSALVADOR

CITIES NETWORK:

Rome, Montevideo





IMPLEMENTATION AND MONITORING

Phase 3 of the Resilience Strategy marks a change from planning to implementation. It is characterized by advances in tactical projects and planned initiatives, and the consolidation of actions already initiated that incorporated the value of resilience. In this new cycle, collaboration with partners of the platform made available to cities if makes partnering with other organizations more effective through agreements promoted by 100 Cities Resilient becomes wider, and identification resources and funding sources for Resilient projects becomes affordable.

For the implementation of the Strategy will be adopted following directions: - Broadly communicate the value of resilience and its importance to the city;

- Catalyze support from various sectors of the city;
- Identify and raise financial resources for project implementation;
- Mobilize actors to implement initiatives;
- Define monitoring plan with partners and responsible for the initiatives;
- Ensure relevant international partnerships to Salvador;
- Galvanize the vision of resilience and its dividends for public policy.

During Phase 3 the Council will be implemented Resilience Council - CORE, created by Law 7262/18, collegiate and permanent, advisory and purposeful, with the purpose of ensuring the participation of the Government, civil society and educational institutions in proposing actions for Resilience Strategy and solutions ensure the sustainable development of in the municipality of Salvador.

A black and white photograph of a classical building facade. The building features a series of arched windows on the upper floor, some with small balconies. The lower floor has a row of oval-shaped windows. The building is illuminated by bright light, creating strong shadows. A small tree is visible in the bottom left corner.

SUMMARY OF PILLARS, OBJECTIVES, INITIATIVES AND ACTIONS

CULTURE AND MULTIPLE IDENTITIES

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A Healthy and Engaged Community

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SUSTAINABLE URBAN TRANSFORMATION

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Glossary

ARSAL – Agência Reguladora e Fiscalizadora dos Serviços Públicos de Salvador
 BID – Banco Internacional de Desenvolvimento
 Boca de Brasa – Espaço Cultural criado pela Prefeitura de Salvador
 CAS – Centro Antigo de Salvador
 CGM – Controladoria Geral do Município
 CODESAL – Defesa Civil de Salvador
 COGEL – Companhia de Governança Eletrônica de Salvador
 DESAL – Companhia de Desenvolvimento Urbano de Salvador
 DIRCAS - Diretoria do Centro Antigo de Salvador, vinculada a CONDER
 FECOMÉRCIO – Confederação Nacional do Comércio de Bens, Serviços e Turismo
 FGM – Fundação Gregório de Matos
 FIEB – Federação de Indústrias do Estado da Bahia
 FMLF – Fundação Mário Leal Ferreira
 FUNDAÇÃO AVSI – Associação Voluntários para o Serviço Internacional
 GABP – Gabinete do Prefeito
 GCM – Guarda Civil Municipal
 GIZ – Agência Alemã para Cooperação Internacional
 GRUPO C40 – Grandes Cidades para a Liderança Climática
 IBGE – Instituto Brasileiro de Geografia e Estatísticas
 IDEB - Índice de Desenvolvimento da Educação Básica
 IPHAN – Instituto do Patrimônio Histórico e Artístico Nacional
 IPTU – Imposto Municipal sobre a Propriedade Predial Urbana
 ISS – Imposto Municipal Sobre Serviços de Qualquer Natureza
 ITIV – Imposto Municipal de Transmissão Inter Vivos de Bens Imóveis
 LIMPURB – Empresa de Limpeza Urbana de Salvador
 MEC – Ministério da Educação
 OCDE – Organização para a Cooperação e Desenvolvimento Econômico
 OGM – Ouvidoria Geral do Município
 ONU – Organização das Nações Unidas

PMS – Prefeitura Municipal de Salvador
 Revitalizar - Programa de Incentivo à Restauração e Recuperação de Imóveis do Centro Antigo de Salvador
 SALTUR – Empresa Salvador Turismo
 Salvador 360 – Programa de Desenvolvimento Econômico de Salvador (2017)
 SEBRAE – Serviço Brasileiro de Apoio às Micro e Pequenas Empresas
 SECIS – Secretaria Municipal de Sustentabilidade, Inovação e Resiliência
 SECULT – Secretaria Municipal de Cultura do Estado da Bahia
 SEDUR – Secretaria Municipal de Desenvolvimento e Urbanismo
 SEFAZ – Secretaria da Fazenda
 SEINFRA – Secretaria Municipal de Infraestrutura e Obras Públicas
 SEMAN – Secretaria de Manutenção da Cidade
 SEMGE – Secretaria Municipal de gestão
 SEMOB – Secretaria de Mobilidade
 SEMOP – Secretaria Municipal de Ordem Pública
 SEMPS – Secretaria de Promoção Social e Combate à Pobreza
 SEMTEL – Secretaria Municipal de Trabalho, Esporte e Lazer
 SEMUR – Secretaria Municipal da Reparação
 SENAC – Serviço Nacional de Aprendizagem Comercial
 SENAI - Serviço Nacional de Aprendizagem Industrial
 SENAI/CIMATEC – Campus Integrado de Manufatura e Tecnologia
 SMED – Secretaria Municipal de Educação
 SMS – Secretaria Municipal da Saúde
 SPMJ – Secretaria Municipal de Políticas para Mulheres, Infância e Juventude
 SUCOP – Superintendência de Obras Públicas de Salvador
 TIC – Tecnologias da Informação e Comunicação
 TRANSALVADOR – Superintendência de Trânsito de Salvador
 UNESCO - Organização das Nações Unidas para Educação, Ciência e Cultura
 UNIFACS – Universidade Salvador

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