

Questionnaires for the Policy Paper on Urban Strategic Planning – INPUTS FROM THE CITIES

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1. Response of the association of Ciudad Sur, Chile

<p align="center">1. Introduction</p>	
<p>1.1 Are you following a City Development strategy (CDS) or another kind of urban development plan? Please list them.</p>	<p>By law, all the Chilean municipalities have a city development plan which last four years, but it does not prove a good efficiency as an action link.</p>
<p>1.2 Why did you create a City Development Strategy (CDS)?</p>	<p>We are designing a strategy that is not only of our municipality but of a metropolitan area/inter-municipality association of 10 towns.</p>
<p>1.3 Who is responsible for the strategy?</p>	<p>The Mayor Sadi Melo and the executive secretary Claudio Sule</p>
<p align="center">2. General context</p>	
<p>2.1 Has your city/ association recently undergone political, economic, spatial or sociological changes which raised your awareness concerning planning processes? Could you briefly describe them?</p>	<p>We are leading a process since three years for the creation of an association (of cities/municipalities) and today we are more than aware of the necessity of having a strategic plan built with a participative process and other tools that strengthen our management.</p>
<p>2.2 Is your country (and city) undergoing a decentralization process, aimed at empowering institutional and technical capacities of Local Governments?</p>	<p>There was a politic of transfer of responsibilities but it did not come along with a transfer of resources. There is a necessity of decentralization but the conditions to carry it out have to be created/ developed.</p>
<p>2.3 What are the planning competences of local governments (urban planning/budget planning)? Are planning tasks and institutions of local and national governments related?</p>	<p>Today, it depends of a combination of both, national and local governments. However, we have to improve the coordination. In general, the big building works which transcend the city borders respond to central planning.</p>
<p>If your city is still in the process of defining a CDS, please go directly at the end of the document. If CDS or other strategic plans were already carried out in your city, please continue to answer the next sections.</p>	<p align="center">For cities without CDS</p>
<p align="center">3. City vision and leadership</p>	

<p>3.1 Did you enforce a vision statement reflecting unique and singular values of your city? Did it help you to make strategic choices?</p>	
<p>3.2 Did political lobbying (up/down; internal/external) and leadership play a role in the implementation of your strategic plan?</p>	
<p>4. Establishment of a diagnosis and objectives</p>	
<p>4.1 When and why did your city realize the necessity to establish a diagnosis to identify the main problems?</p>	<p>As a result of the observation of the poor results at the time of intervention/when it came to step in. Problematic which go beyond the administrative limits of a city/municipality: as poverty, security, environment, connectivity, mobility or economic development.</p>
<p>4.2 What were the objectives of the City Development Strategy? Which ones were achieved, which ones not? Which achievements were unexpected? Which were too ambitious?</p>	<p>We are building it.</p>
<p>4.3 Did your city set up proper targets and specific indicators in order to measure the necessary performance? Which one? Could you attach it?</p>	
<p>5. Definition of an action plan</p>	
<p>5.1 Could you describe the most important methodological instruments you employed and why they were useful to carry out the strategy?</p>	
<p>5.2 Which role did the private sector play in the definition of the action plan?</p>	

<p>5.3 How were the other city actors (experts, urban dwellers) involved in the planning process (involved in meetings, consultation, oral participation, written participation...)?</p>	
<p>5.4 In which steps of the process were they involved? What were the objectives of the promotion of citizen participation?</p>	
<p>5.5 Did the strategic plan generate new/specific institutional structures (such as agencies for strategic planning or economic promotion)? Could you shortly describe it?</p>	
<p>5.6 In the spirit of increased intergovernmental relations, is your city aligning its planning policy with national and provincial priorities (such as spatial development or economic competition)? If not, what are the main difficulties?</p>	
<p style="text-align: center;">6. Content of the plan</p>	
<p>6.1 Were you formulating binding decisions or general orientations?</p>	
<p>6.2 Could you list 3 maximum 10 of the most important projects you carried out in your city? Please indicate for each the most relevant field of outcomes :</p>	<p style="text-align: center;">Access to services for the poor</p> <p style="text-align: center;">Communication with citizens</p> <p style="text-align: center;">Infrastructure</p> <p style="text-align: center;">Institutional accountability</p> <p style="text-align: center;">Mobility or transport or other services</p> <p style="text-align: center;">Positioning and marketing</p> <p style="text-align: center;">Private sector engagement</p> <p style="text-align: center;">Public Income</p> <p style="text-align: center;">Social inclusion</p> <p style="text-align: center;">Sustainable urban development</p> <p style="text-align: center;">Others ,which?_____</p>

7. Investment and Implementation	
7.1 To what extent does the strategy help direct the capital and operating budget of your city?	
7.2 Please indicate the sources to finance your plan, first in its creation and then in its implementation:	Public resources local government Public national government Private International
7.3 Has the strategy been helpful to channel public and private investments on urban infrastructure, services and housing (f.e. urban renewal or new developments)?	
8. Sharing of experiences	
8.1 If you would reinitiate the process by today, what would you repeat, what not? Please recall two interesting singular lessons that might interest other cities/ association?	
8.2 Does your city/ organization intend to support another local government, from your country or abroad? Which one(s)? Has your city been itself influenced by the experience of another national or local authority? Which one(s)?	
8.3 Is your city participating in any strategic planning association/network? Which one(s)?	
If your city is still in the process of defining a CDS, please answer these questions.	Only for cities without a strategic development plan
3. Leading the project	

<p>3.1 Is your city trying to enhance the ownership of the project? By which means (involvement of senior experiences, political leadership, collaboration with higher levels of government)?</p>	<p>We made politic authorities and municipalities' employees become aware of the necessity of doing a strategic plan. We received a mentoring from the City of Rosario, Argentina. The national and regional authorities know about our process and they got involved into it. We presented a financing project to Cities Alliance.</p>
<p>3.2 Is there an attempt to build on past/existing planning experiences?</p>	<p>Yes, there is a attempt to build on existing planning experiences</p>
<p>4. Defining priorities</p>	
<p>4.1 Why did your city realize the necessity to establish a diagnosis to identify the main problems? Was it related to ongoing reforms in your country?</p>	<p>It was an endogenous process which started from the decision of 10 mayors to create an outskirts association of cities/municipalities in Santiago de Chile. Cities with a high rate of poverty and with problems of management. The process began in 2006 and, as a result of the diagnosis work, with the participation of municipalities' employees of the 10 cities; it was decided to generate conditions to design the integral participative strategic development plan of Ciudad Sur.</p>
<p>4.2 Can you attach the main axes you want to promote in your project? Is it helping you to get a clearer picture of cross-cutting issues?</p>	<p>In reality, the methodology to reach a strategic plan, in the case of Ciudad Sur, starts with the installation of management' products from the base of the society.</p> <ol style="list-style-type: none"> 1) Annual management plan built in a participative way in each cities/municipalities 2) Homologous systems of management of the information 3) Institutionalization of citizen participation 4) Management systems built in network and coordinated. 5) Strategic plan for each municipality and at the association level.
<p>5. Team project</p>	
<p>5.1 Are you mobilizing a team to define</p>	<p>Apart from having a small intern team, we involved authorities and public</p>

and implement your CDS? What is the balance between local and international inputs?	employees. In the project presented to Cities Alliance, sponsors/supports were given by the GTZ from Germany, the ministry of housing and United cities and Local Governments (UCLG). At a national level, regional and national governments are participating. And the 10 municipalities' members of the association.
6. Financing plan	
6.1 Please indicate the sources for your financing plan. Are you aligning it with current budget cycle (how you foresee financing of the strategic projects, as part of annual budgets)?	It is asked 850 000 dollars for the elaboration of the PEPDI. 500 000 to Cities Alliance 200 000 to national government 75 000 to regional government 75 000 to associated municipalities. This amount represents 5% of the annual budget of a city member.
7. Sharing of experiences	
7.1 Does your city/ organization intend to support another local government, from your country or abroad? Which one(s)? Has your city been itself influenced by the experience of another national or local authority? Which one(s)?	Our Project is considered as a pilot project to be reused/ replicated by other municipalities of a metropolitan level and of other sectors of the country. We have an own methodology but we are receiving observations from Rosario and we hope to get linked to Getafe, Spain. We articulated/ linked ourselves with the efforts of the Urban Strategic Planning Committee of UCLG.
7.2 Is your city participating in any strategic planning association/network? Which one(s)?	Urban Strategic Planning Committee of UCLG
For associations	
Are all of your members paying their dues? How do you manage local and international inputs?	We are beginning the institutionalization as an association
Does your association intend to spread the experiences led within its	We decided to initiate a pilot process which would be useful as experience to be reused and would facilitate/make

framework? Which axes will be highlighted?	easier the interaction with the regional level and the central state.
If you want to recommend any issue to be addressed in the paper, please feel free to contact us.	It seemed very important to link the strategic planning of local governments with the possibility of improvement of the coordination with the planning of politics and public programs at regional and national level. This means, the importance which have the planning process from the bottom to guide/direct and make possible the improvement of the management of the state as a whole.

2. Response of the city of Rosario, Argentina

<p style="text-align: center;">1. Introduction</p>	
<p>1.1 Are you following a City Development strategy (CDS) or another kind of urban development plan? Please list them.</p>	<p>Rosario city has two strategic development plans. The first one, the strategic development plan of Rosario (PER) has been published in 1998 and, in 2008 the 80% of the projects were executed. The second one, the metropolitan strategic plan of Rosario (PERM+10) began to be constructed in 2005 and it will be presented officially the 29 of April of 2009. The city of Rosario also has an urban plan which was approved in 2007.</p>
<p>1.2 Why did you create a City Development Strategy (CDS)?</p>	<p>The first strategic plan of Rosario was designed in a time were 3 important factors coincided:</p> <ul style="list-style-type: none"> -There was an important crisis in the industrial sector and the city of Rosario had important problem of unemployment. -The possibility of the dredging of the Parana river and the necessity of building the bridge Rosario-Victoria to close the road which link the pacific ocean and the Atlantic one. -There were important changes in the public administration: there was a reform of the state and a new public management. <p>These three factors were triggering elements for the strategic plan.</p>
<p>1.3 Who is responsible for the strategy?</p>	<ul style="list-style-type: none"> • Within the municipality, the technical coordination office is responsible of developing the strategic plan • The strategic plan is also based on a coordinator committee composed by 20 strong institutions of the city. • The development of the strategy depends of course of all the actors. However, the municipality has a big role of impulse and it is the one which lead the strategy.
<p style="text-align: center;">2. General context</p>	
<p>2.1 Has your city/ association recently</p>	<p>In the case of Argentina, it can be said</p>

<p>undergone political, economic, spatial or sociological changes which raised your awareness concerning planning processes? Could you briefly describe them?</p>	<p>that the country is a country with strong cyclical elements. In that general context, the strategic planning is seen as an important tool to foresee the future and establish a frame to see how the politics of the city can be followed. Indeed, in that general context very "fluctuating", the strategic planning appears as a solid framework to keep the process going. As an example, the first strategic plan of Rosario city was established in 1998. In 2001, Argentina went through a very important social, economical and institutional crisis. When the country finally emerged of that crisis, in 2003, Rosario citizen were asked if the strategic planning was still a good/valid strategy for the development of the city. More than 80% answered yes.</p>
<p>2.2 Is your country (and city) undergoing a decentralization process, aimed at empowering institutional and technical capacities of Local Governments?</p>	<p>At the country level, there was an important transfer of competences from the national level to the provincial one. However, the process of decentralization which more influenced in the strategic planning process of the city of Rosario is the process of decentralization intern to the city which constitutes one of the emblematic objectives/projects of the first strategic plan. The city was divided in 6 districts. The division was made in function of several criteria (amount of people, specific problematic of the different territories, construction of an identity, physical factors, etc.). The aims were: - an administrative devolution/"decongestion" (that the citizen could make their administrative processes in their district). - A "territoriality" of the institution networks and various projects/politics as for example the project of participative budget.</p>
<p>2.3 What are the planning competences of local governments (urban planning/budget planning)? Are planning tasks and institutions of local and national governments related?</p>	<p>There are not national rules about urban/economic planning. The impulse of a planning process is specific to each municipality and come from the willingness present or not in each municipality. Therefore, the planning actions and institutions depend on the local level. Then, for the realization of each project, the competences are not always from the city.</p>

<p>If your city is still in the process of defining a CDS, please go directly at the end of the document. If CDS or other strategic plans were already carried out in your city, please continue to answer the next sections.</p>	
<p>3. City vision and leadership</p>	
<p>3.1 Did you enforce a vision statement reflecting unique and singular values of your city? Did it help you to make strategic choices?</p>	<p>Yes, it can be said that the strategic vision (of the first strategic plan) reflects specific values of the city of Rosario. Indeed, The axes chosen were based on specific historical values of the city. For example,</p> <ul style="list-style-type: none"> - The city of the creation: historically, Rosario is a very important city at national level in term of artistic creation (music, national rock...) - The city of work: the city has a port of international importance generating work/ making the city of Rosario an important pole for work. - The city of the river: historically the city has been linked economically to the river. <p>These examples show how the vision of the city wanted to re-take specific historical features of the city. This vision helped a lot to realize strategic options.</p>
<p>3.2 Did political lobbying (up/down; internal/external) and leadership play a role in the implementation of your strategic plan?</p>	<p>Yes, but not so much in the implementation of the plan; more in the implementation of the leader projects. For example, the willingness of the national state was to build the bridge between the province of Entre-Rios and the province of Santa Fe in another city than Rosario. It is mainly local lobbies which made that finally the bridge was built in Rosario.</p>
<p>4.Establishment of a diagnosis and objectives</p>	
<p>4.1 When and why did your city realize the necessity to establish a diagnosis to identify the main problems?</p>	<p>The first diagnosis was built in 2005. Then, other partial diagnoses were made. A diagnosis of the region of Rosario was made in 2005. And a new diagnosis for the city was built in 2008.</p>

	<p>The diagnoses were built for the necessity of knowing in which step the city were, the necessity of having a "map" of the situation of the city to be able to build the strategic planning process of the city.</p> <p>NB: It is important to point out that the national university of Rosario played an important part in the establishment of a first diagnosis.</p>
<p>4.2 What were the objectives of the City Development Strategy? Which ones were achieved, which ones not? Which achievements were unexpected? Which were too ambitious?</p>	<p>The objectives of the plan were divided in 5 five main strategic lines (see attached document).</p> <p>It is difficult to speak in term of achievement for the objectives in the sense that the objectives are the guidelines toward which ones we tend by realizing projects. Then, it that way, some objectives were reached for the moment only partially. Therefore, it is not possible to really say that one objective has been reached or not. A lot are in process.</p> <p>Then, it can be spoken about achievement in term of projects. For example, ones of the ambitious projects which were achieved by the city were: the bridge Rosario-Victoria, the waterway, the decentralization, the recovery of the river side, the recovery by the city of the lands of the port (which were not properties of the city) and the creation of the regional development agency.</p> <p>As projects which were not achieved, it can be named the Music centre which was maybe a project too ambitious at the time of the first strategic plan (and also not one of the most urgent). However, this project is now being built in the frame of the second strategic plan. Therefore, it is built in a time in which that project has more meaning compared to all the development that had the city (cultural, tourism...).</p> <p>As results which were not foresaw, it can be cited the importance and the institutionalization which took the public-private cooperation and the birth of an urban tourism linked with the recuperation of the river by the city.</p>

<p>4.3 Did your city set up proper targets and specific indicators in order to measure the necessary performance? Which one? Could you attach it?</p>	<p>In the context of the first strategic plan was established a system of urban indicators but it was not well-known.</p> <p>For the PERM, a monitoring system is thought but it has not been elaborated yet.</p>
<p>5. Definition of an action plan</p>	
<p>5.1 Could you describe the most important methodological instruments you employed and why they were useful to carry out the strategy?</p>	<p>In a general way, it can be said that two main methodological tools were used: one tool of wide participation and one tool of technical collaboration/participation. Then, in term of concrete tools to develop these participations, several types of instruments were built as surveys, interviews, workshop, etc. As example, it can be named, the work commissions on each project which were led for the first plan; the "SWOT" method (Strengths-Weaknesses-Opportunities-Threats) for the step of the diagnosis of both plans. It can be named also specific investigations held by specialists for the step of formulation of the plan.</p>
<p>5.2 Which role did the private sector play in the definition of the action plan?</p>	<p>The private sector had an important role in the definition of the action plan. However, it was a very institutionalized participation and one critic that can be done is that lot of times, this participation did not reached some private actors which could have bring interesting elements for the definition of the action plan.</p>
<p>5.3 How were the other city actors (experts, urban dwellers) involved in the planning process (involved in meetings, consultation, oral participation, written participation...)?</p>	<p>Multiple processes were used to involve the different actors of the city (all the processes quoted/named in the question). A new important process is the constitution, last year, of ten focal groups gather together by profession. It was a new form of implication of the actors. It can be noted that, for the strategic plan of Rosario, there are three big consultative/participative entities which worked on the strategic plan. There are the coordinated committee composed by 20 strong institutions of the city, the general committee composed by 300 institutions of the city and the technical-consultative committee (universities, etc.).</p>

<p>5.4 In which steps of the process were they involved? What were the objectives of the promotion of citizen participation?</p>	<p>The different actors were implicated in the three steps of the strategic plan. For the strategic plan of Rosario, the citizen/neighbours did not work/participate directly to the plan. They expressed themselves through representative and representative institutions.</p> <p>One of the new tool which was built for the last plan is a web page in which a survey can be answered and in which people can participated to a projects' forum to give their opinion on the different projects. With that new tool, a new space of expression was opened to people who did not participate directly to the process of establishment of a plan. If the participation through that instrument is not massive and representative (everybody do not have internet), it allowed opening the process to other channels, other people who could bring their knowledge and opinions for the strategic plan.</p>
<p>5.5 Did the strategic plan generate new/specific institutional structures (such as agencies for strategic planning or economic promotion)? Could you shortly describe it?</p>	<p>The strategic plan generated two new structures:</p> <ul style="list-style-type: none"> -the regional development agency (and now, sub-agencies are opening in the different cities of the region) which aims to fortify and increase the Pymes. The agency presents a financial plan for the Pymes and a mentoring in management and technologies. Now, the agency is developing the topic of the internationalization of these Pymes. -The scientific and technological centre which gather together private firms and public sector (the municipality and the university). This centre is divided in two branches: the software firms and the biotechnological firms. <p>A very important project of public-private cooperation which is being developed now is the creation of the scientific park of the university. This project is shared between biotechnological companies and the university.</p>
<p>5.6 In the spirit of increased intergovernmental relations, is your city aligning its planning policy with national and provincial priorities (such as spatial development or economic competition)? If not, what are the main difficulties?</p>	<p>The city did not align its politic of planning with the provincial or national priorities mostly because of political divergences. Indeed, the processes of strategic planning of the city of Rosario were built by socialist governments when the provincial government was from the</p>

	<p>Peronist politic party. Now that the provincial government is from the same political side, there is an important attempt to align the politics.</p> <p>The other difficulty met to align these politics of planning with the other municipalities of the region was the difference in the size, activities and issues between the municipality of Rosario and the other surrounding municipalities. There is a predominance of the city of Rosario which has one million of habitants when the bigger neighboured municipalities have only 72000 habitants. The issues are then very different. Moreover, these small municipalities do not have the necessary technical tools to align/lead a strategic planning process.</p>
<p>6. Content of the plan</p>	
<p>6.1 Were you formulating binding decisions or general orientations?</p>	<p>The city formulated general orientations and biding decisions.</p> <p>In the first plan, there were 72 concrete projects and in the new plan, 88 had been defined/ determined.</p>
<p>6.2 Could you list 3 maximum 10 of the most important projects you carried out in your city? Please indicate for each the most relevant field of outcomes :</p>	<p><u>Access to services for the poor</u> The Rosario-Habitat project: intervention on the irregular settlements: improvement the habitat in a general way which means houses but also surrounding elements (roads, etc.)</p> <p><u>Communication with citizen</u> All the process of decentralization led by the city. The proximity with the citizen help/facilitate the communication.</p> <p><u>Infrastructure</u> Rosario-Victoria bridge</p> <p>Institutional accountability</p> <p>Mobility or transport or other services</p> <p>Positioning and marketing</p> <p><u>Private sector engagement</u> Rosario foundation: private companies which work on the subject of positioning and marketing of the city.</p> <p>Public Income</p> <p><u>Social inclusion</u></p>

	<p>Children city program with three big points: the childhood farm, the children garden, the island of inventions.</p> <p><u>Sustainable urban development</u> Open up of the city toward the river - recovery of the river side. Others ,which?_____</p>
7. Investment and Implementation	
7.1 To what extent does the strategy help direct the capital and operating budget of your city?	The strategy helped to direct the capital and the budget of the city and helped to keep in mind the main axes in crisis time.
7.2 Please indicate the sources to finance your plan, first in its creation and then in its implementation:	<p>Public resources local government</p> <p>Public national government</p> <p>Private</p> <p>International</p> <p><u>Creation:</u> financial sources: in majority, municipal sources and sources from the Spanish Development Agency.</p> <p><u>Implementation:</u> financial sources: all. Important municipal resources and then financing sources by project. For example, important financing sources from the BID (Ibero-American Development Bank).</p>
7.3 Has the strategy been helpful to channel public and private investments on urban infrastructure, services and housing (f.e. urban renewal or new developments)?	Yes. And it will be visible even more with the second plan for which there were various projects of public planning with private inversions. For example, in the project of the port North, the private landowners had to let some part of their land for the construction of public spaces and they have the obligation of building a determinate rate of social housing.
8. Sharing of experiences	

<p>8.1 If you would reinitiate the process by today, what would you repeat, what not?</p> <p>Please recall two interesting singular lessons that might interest other cities/ association?</p>	<p>The process has just been reinitialized with the second plan. Therefore, the question is a bit hard to answer now because the first plan has just been initiated.</p> <p>However, it can be stressed out three lessons learned from the new plan:</p> <ul style="list-style-type: none"> - the difficulty of working with the metropolitan area. This work has to begin first with the establishment of a link between common issues and links in punctual points before starting to build a long term strategic vision. Lot of neighbored municipalities of Rosario have distinct urgencies than the ones of Rosario city and it is important to begin to work first in these themes to then be able to build together a more global vision. - It is very important to work on what had already been done. Indeed, people still ask for the same things. Therefore, lot of times, it is not necessary to invent everything again but to re-signify, renovate, add points to what we are already working with or we had been working with. - The importance of looking for new manners to renovate the methodology of all the process of participation. Lots of processes of participation count with a high rate of participation at the beginning but lot of times this participation goes decreasing with the time. Therefore, we have to be looking for new tools/manners to get people interested. It is very important that the people who participate feel that they are doing a useful work and that they do not feel to be doing always the same things.
<p>8.2 Does your city/ organization intend to support another local government, from your country or abroad? Which one(s)?</p> <p>Has your city been itself influenced by the experience of another national or local authority? Which one(s)?</p>	<p>With the process of the second plan, were advising:</p> <ul style="list-style-type: none"> - through the CGLU, the metropolitan area of Santiago de Chile - through the CIDEU, the city of Concepcion (Chile) - the city of Malargüe (province of Mendoza) - the city of Moron (province of Buenos Aires) <p>And there were lots of other exchanges of experiences through strategic planning network.</p>

8.3 Is your city participating in any strategic planning association/network? Which one(s)?

The city of Rosario takes part of three networks/associations of strategic planning:

- UCLG
- CIDEU
- Mercociudades

3. Response of the province of Santa Fe, Argentina

1. Introduction	
<p>1.1 Are you following a City Development strategy (CDS) or another kind of urban development plan? Please list them.</p>	<p>The province of Santa Fe counts with a unique plan; the provincial strategic plan. However, it also has another tool of organization of the land which is: the "minimum norms of urbanization" (normas minimas de urbanizacion).</p>
<p>1.2 Why did you create a City Development Strategy (CDS)?</p>	<p>The idea of strategic planning comes from the willingness of integrate and balance the distinct territories of the province. Indeed, the province of Santa Fe is a province with big inequalities/differences in the development of the distinct areas which lead to a fragmented territory. Therefore, the idea was to think in a new organization for the territory involving strongly to the citizens.</p>
<p>1.3 Who is responsible for the strategy?</p>	<p>It is the planning area of the secretary of regions and municipalities of the government of the province of Santa Fe which is responsible to develop the strategy. However, it is also the responsibility of each ministry since the main characteristic of the process is to be a shared process between all the ministries to reach a strategic plan transversal and common to all the areas of development. Therefore, the area of planning of the secretary of regions and municipalities has a very important role of coordination between the ministries in order to make the strategy being led by everybody.</p>
2. General context	
<p>2.1 Has your city/ association recently undergone political, economic, spatial or sociological changes which raised your awareness concerning planning processes? Could you briefly describe them?</p>	<p>First, more than politic, economic, spatial or sociologic changes, they are the efficient experiences of strategic planning in the province that generated awareness on the importance and the achievement that could have the processes of planning. The key experience is definitely the experience led by the city of Rosario. This awareness is also due to decisions of provincial state actors who manage to underline/show up the importance of such processes.</p>

	<p>As important change, it can be underlined the process of globalization and the different situations of the local governments in front of this phenomenon. Some reached to generate benefits from that phenomenon and others became weaker. In all situations, it led to a new questioning on the management of the provincial territories.</p> <p>Finally, it can also be pointed out that, before the process of strategic planning of the province, there were already the formation of local development committees bringing together institutions and people to work on strategies of local development. These committees were created between the middle of the nineties and the beginning of the 2000's and they already underlined a preoccupation for the questions of local development.</p>
<p>2.2 Is your country (and city) undergoing a decentralization process, aimed at empowering institutional and technical capacities of Local Governments?</p>	<p>At national level, there was only a transfer of responsibilities in some fields but not a politic of decentralization. At provincial level a process of decentralization is undergoing with the process of the provincial strategic plan.</p>
<p>2.3 What are the planning competences of local governments (urban planning/budget planning)? Are planning tasks and institutions of local and national governments related?</p>	<p>The competences in these fields are of the local governments. Each district has autonomy to build its plan.</p>
<p>If your city is still in the process of defining a CDS, please go directly at the end of the document. If CDS or other strategic plans were already carried out in your city, please continue to answer the next sections.</p>	
<p>3. City vision and leadership</p>	
<p>3.1 Did you enforce a vision statement reflecting unique and singular values of your city? Did it help you to make strategic choices?</p>	<p>Yes, the strategic vision reflects singular and specific values of the province relying on the revalorization of the territorial spaces which have specific historical and cultural features. This recovery of the identity/of local identities has been traduced then in the</p>

	strategic plan with the creation of the 5 new regions.
3.2 Did political lobbying (up/down; internal/external) and leadership play a role in the implementation of your strategic plan?	<p>There were key institutions which had an important role in the implementation of the plan. However, the politic adopted was to bring everybody at a same level. The wish was a real democratization of the decision-making and it is why for none specific role was given to some groups or leaders. Everybody just seat together (ministers, inhabitants, local groups of interest, institutions, etc) to build the strategic plan. It was an ideological and methodical option chosen by the government and its teams that were responsible of the strategic plan. There was a first round of consultation only with municipalities' presidents and mayors to establish the process and make a first diagnosis with the local authorities. However, after, these same municipalities' presidents and mayors worked together with inhabitants and other representatives of the civil society in the construction of the plan.</p>
4.Establishment of a diagnosis and objectives	
4.1 When and why did your city realize the necessity to establish a diagnosis to identify the main problems?	<p>First, because the diagnosis appears as the first necessary step to build a strategic plan. Secondly, in front of the information very disperse/scattered and partial that had the province, it appeared necessary to lead a new diagnosis for the provincial territory.</p>
4.2 What were the objectives of the City Development Strategy? Which ones were achieved, which ones not? Which achievements were unexpected? Which were too ambitious?	<p>The objectives of the plan are divided in three strategic lines, each one divided in four programs (see document attached). The provincial strategic plan was finished in December 2008. Therefore, it is very early to be able to answer to the question. However, one of the most important achievements is the fact that today all the ministries are working for the plan, in function of the plan. It can be said that coherence between the elaboration of the plan and the work done by the government had been achieved. Moreover, this enables a very interesting and very important transversal work as all the ministries work on a same basis. Another achievement is that we succeed in directing the provincial budget in relation with the strategic plan.</p>

	<p>Finally, one of the achievements that were not really expected was the velocity of the appropriation of the new territorial organization. Indeed, now, most of the local actors and means of communication are referring to the regions and not anymore to the districts which constituted the former territorial organization.</p>
<p>4.3 Did your city set up proper targets and specific indicators in order to measure the necessary performance? Which one? Could you attach it?</p>	<p>There is a try of construction. For example, we are building a follow-up document of the projects in which one appears a system of indicators to evaluate the projects. We are also building a system of 20 indicators to measure the global involvement.</p>
<p>5. Definition of an action plan</p>	
<p>5.1 Could you describe the most important methodological instruments you employed and why they were useful to carry out the strategy?</p>	<p>The most important methodological instrument is definitively the citizen assemblies. It enables a huge participation of all the representatives of the civil society.</p> <p>The other methodological instrument that has to be highlighted is the "inter-ministries" days. This intra-governmental methodological tool enables to bring together all the teams of the different ministries in order to work together and harmonise/coordinate the actions for the strategic plan. Indeed, a compartmented strategy will not be efficient for the strategic plan since it is conceived that all the objectives/projects are for the people so they all need to have a very important social dimension. Therefore, to reach coherence between the different actions and to build a global project, this methodological tool is very important.</p> <p>NB: It is important to underline that not only the ministries participate to the "inter-ministries" days but lot of members of the teams of work.</p>
<p>5.2 Which role did the private sector play in the definition of the action plan?</p>	<p>In this idea of democratization and of decision-shared, the private sector had the same role than the other local actors in the definition of the action plan. It is more in this second step of implementation and fulfilment of the plan that it is hoped that the private sector will have a more specific role.</p>

<p>5.3 How were the other city actors (experts, urban dwellers) involved in the planning process (involved in meetings, consultation, oral participation, written participation...)?</p>	<p>The different actors of the province were involved in the process of planning through the citizen assemblies. Some other means were used to involve people but in few specific cases. A new tool that will be built is the regional planning committees which will integrate diverse local actors.</p>
<p>5.4 In which steps of the process were they involved? What were the objectives of the promotion of citizen participation?</p>	<p>The different actors were involved in each step of the construction of the plan: the elaboration of the diagnosis, the construction of the projects and now it is hoped also an involvement in the next steps (evaluation, following work). It is not so much objectives of the promotion of citizen participation which have to be highlighted here but the conviction that a process of strategic planning can only be build in that way, with this work between "state, market and civil society".</p>
<p>5.5 Did the strategic plan generate new/specific institutional structures (such as agencies for strategic planning or economic promotion)? Could you shortly describe it?</p>	<p>It has to be underlined that there were already, before the strategic plan, consultation committees. With the plan were created regional committees and economic committees for each chain of value linked to the production. Now, to fulfil with the process of decentralization wished, teams will be created in each region with a general coordinator and a representative of each one of the three sections: physical-environmental planning, economic-productive planning and socio-institutional planning.</p>
<p>5.6 In the spirit of increased intergovernmental relations, is your city aligning its planning policy with national and provincial priorities (such as spatial development or economic competition)? If not, what are the main difficulties?</p>	<p>No, the province did not aligned its process of strategic planning with the national one because the territorial strategic plan which is the document at national level focuses only on public works and not on other fields of activity. Moreover, it was only built by experts. Therefore, the model does not come along with the ideology of the province which adopted a transversal plan based on the citizen participation. However, the province participates to the elaboration of the national plan.</p>
<p>6. Content of the plan</p>	
<p>6.1 Were you formulating binding decisions or general orientations?</p>	<p>General orientations were formulated on the basis of shared values for the development wished by the province and through the projects, concrete actions were also formulated.</p>

<p>6.2 Could you list 3 maximum 10 of the most important projects you carried out in your city? Please indicate for each the most relevant field of outcomes :</p>	<p>Access to services for the poor</p> <p>Communication with citizen Process of decentralization: "closed state"</p> <p>Infrastructure Aqueducts</p> <p>Institutional accountability</p> <p>Mobility or transport or other services</p> <p>Positioning and marketing</p> <p>Private sector engagement</p> <p>Public Income</p> <p>Social inclusion Health unique service for everybody Education of quality for everybody</p>
<p>7. Investment and Implementation</p>	
<p>7.1 To what extent does the strategy help direct the capital and operating budget of your city?</p>	<p>The new strategic plan directs the budget of the province. Indeed, the budget tends to reflect the provincial strategic plan. The budget is at some point the picture of the transition between an old model of provincial management and the new one based on the strategic plan. The province is also creating new investment tools.</p>
<p>7.2 Please indicate the sources to finance your plan, first in its creation and then in its implementation:</p>	<p>Public resources local government</p> <p>Public resources national government</p> <p>Private resources</p> <p>International resources</p> <p>The resources were provincial resources and international resources of the European Union through a project called URB-AL (URBAL III 'institutional innovation in the intermediate governments: the regionalization as a key tool to promote the democracy of proximity").</p>

<p>7.3 Has the strategy been helpful to channel public and private investments on urban infrastructure, services and housing (f.e. urban renewal or new developments)?</p>	<p>Yes, the strategy has been useful to channel public investments in the infrastructures, urban services and housing. Concerning the private sector, for the moment, it gave above all trust to make this investment happen but for the moment, this investment is not yet very present.</p>
<p>8. Sharing of experiences</p>	
<p>8.1 If you would reinitiate the process by today, what would you repeat, what not?</p> <p>Please recall two interesting singular lessons that might interest other cities/ association?</p>	<p>A lesson learned is the value of the process of participation, the modalities of construction and the format/methodology of the assemblies. The system showed efficiency.</p> <p>A point to improve is the means of public convocation, the strategy of communication to manage to involve more people.</p> <p>It can also be pointed out that, as the strategic plan presents a wide number of projects, one of the next steps is to define and focus on the most emblematic projects.</p>
<p>8.2 Does your city/ organization intend to support another local government, from your country or abroad? Which one(s)?</p> <p>Has your city been itself influenced by the experience of another national or local authority? Which one(s)?</p>	<p>There was diffusion of the process but, for the moment, not a direct help to a specific local government.</p> <p>In the own province, there was a training of the actors to understand and make the process of territorial strategic planning happen.</p> <p>The province was influenced by the experience of the city of Rosario (city of the own province) which led an efficient process of strategic planning.</p>
<p>8.3 Is your city participating in any strategic planning association/network? Which one(s)?</p>	<p>The province participates to the OCO network (office of coordination and orientation of the projects URB-AL III). The province is also related to other networks but it is not participating directly to them. The main reason of this scarce participation is that there is still not lot of networks which associate intermediate local governments (lot of networks focus only on cities and associations of cities).</p>

4. Response of the city of Durban, (eThekweni Municipality) South Africa

Introduction	
1. Are you following a City Development Plan or another kind of urban development plan?	All South African municipalities are legally compelled to prepare Integrated Development Plans, which are both in form, structure and content a CDS. In Durban we chose to span a much longer time horizon though than the mandated five year plan.
2. Why did you create a CDS?	Using the window of opportunity created by the legal imperative to prepare a CDS, Durban embarked on an ambitious process to transform the entire way the city did business in order to create a better quality of life for all its residents
3. Who is responsible for the strategy and do you have more than 1 plan?	The Corporate Policy Unit in the Office of the City Manager is responsible for the CDS. The CDS is overarching and has within it a range of sector specific plans such as the Economic Plan, Disaster Management Plan, Transportation Plan, etc
1. General context	
1. Has your city/ association recently undergone political, economic, spatial or sociological changes which raised your awareness concerning planning processes? Could you briefly describe them?	Whilst not recent, certainly legislative changes as a result of a new, post-apartheid local government has created the conditions that support progressive, developmental and participatory planning processes.
2. Is your country (and city) undergoing a decentralization process, aimed at empowering institutional and technical capacities of Local Governments?	Local government in SA is regarded as an equal and distinct SPHERE of government, just as Provincial and National government. Hence perhaps in the SA case, there is a move even beyond decentralisation...
3. What are the planning competences of local governments (urban planning/budget planning)? Are planning tasks and institutions of local and national governments related?	Planning is a core competence of all SA municipalities. From Strategic Planning to spatial planning through to business planning, budgeting, and managing performance on the delivery of the plans are all local government competencies.

	Provincial Government merely facilitates and co-ordinates planning, whilst national government sets the broad policy framework
If your city is still in the process of defining a CDS, please go directly at the end of the document. If CDS or other strategic plans were already carried out in your city, please continue to answer the next sections.	For cities without CDS
2. Policy and leadership	
1. Did you enforce a vision statement reflecting unique and singular values of your city? Did it help you to make strategic choices?	eThekweni Municipality did set itself a 2020 vision, which has helped determine the choices that are being made for each term of the five year Integrated Development Plan (IDP) Crafting a clear vision, was indeed useful.
2. Did political lobbying (up/down; internal/external) and leadership play a role in the implementation of your plan?	The role of political leadership cannot be understated. It was critical in Durban's case – not only with the Mayor but with the City Manager, whose performance contract is based on the targets set in the CDS.
3. Establishment of a diagnosis and objectives	
1. When and why did your city realize the necessity to establish a diagnosis to identify the main problems?	One of the first steps within the overall CDS methodology is the identification of key challenges that need to be addressed by the City. This was done in 2001 as part of the framing of the Long Term Development Framework. This was a critical first step, as it informs the strategies and action plans within the CDS
2. What were the objectives of the City Development Strategy? Which ones were achieved, which ones not? Which achievements were unexpected? Which were too ambitious?	There are 8 objectives in our CDS, each of which have detailed Plans. They are: Sustaining our Natural and Built Environment Economic Development and Job Creation Creating Quality living environments Ensuring Safe, Healthy and Secure Environments Empowering our Citizens Celebrating our Cultural Diversity Good Governance

	<p>Financial Viability and Sustainability</p> <p>(A copy of latest CDS review will be mailed to you)</p> <p>All of the plans have been implemented, to varying degrees. Our challenge relate to proving enough employment (plan 2), and plan four around creating a safer city.</p>
<p>3. Did your city set up proper targets and specific indicators in order to measure the necessary performance? Which one? Could you attach it?</p>	<p>Establishing a performance management system has been quite a daunting task , however we have managed to make a good start. The CDS which will be mailed through has the indicators and baselines for each plan</p>
<p>4. Definition of an action plan</p>	
<p>1. Could you describe the most important methodological instruments you employed and why they were useful to carry out the strategy?</p>	<p>???</p>
<p>2. Which role did the private sector play in the definition of the action plan?</p>	<p>Like non governmental organisations, community-based organisations, tertiary instiutions, traditional leadership, unions, the private sector provided inputs and comments into the Plan through the Durban Chamber of Commerce. The Chamber played an important role in galvanising support of all of its members to input into the process as well as to share information around strategic intentions of the City to the private sector</p>
<p>3. How were the other city actors (experts, urban dwellers) involved in the planning process (involved in meetings, consultation, oral participation, written participation...)?</p> <p>4. In which steps of the process were they involved? What were the objectives of the promotion of citizen participation?</p>	<p>Please see paper that I have written on Durban's approach to planning – will send through as attachment.</p> <p>Essentially a range of key stakeholders were involved in the entire process, from needs assessment through to strategy formulation. The new definition of local government which includes communities as being part of local government provided a new impetus for ensuring that citizen participation was promoted.</p>

5. Did the strategic plan generate new/specific institutional structures (such as agencies for strategic planning or economic promotion)? Could you shortly describe it?	One new structure is important to mention: The Community Participation and Action Support Unit which was designed to ensure that citizens are supported so that they could effectively participate in the CDS and other local governance processes
5. In the spirit of increased intergovernmental relations, is your city aligning its planning policy with national and provincial priorities (such as spatial development or economic competition)? If not, what are the main difficulties?	The City is compelled to align its Spatial Development Framework with the Provincial Growth and Development Strategy and the National Spatial Development Initiative.
5. Content of the plan	
1. Were you formulating binding decisions or general orientations?	It is important to note that whilst the IDP is a LEGAL DOCUMENT that can and was used in a court of law to contest development decisions, it is very broad in its strategic intent and it does not provide detailed guidance.
2 Could you list 3 maximum 10 of the most important projects you carried out in your city? Please indicate for each the most relevant field of outcomes :	Please refer to copy of the latest CDS review – for each plan a set of key programmes and projects are stated
. Investment and Implementation	
1. Please indicate the sources to finance your plan, first in its creation and then in its implementation:	The whole CDS process is funded entirely through City Council funding, for both preparation and implementation. Of course, some major infrastructure projects that are identified in the CDS will be con-funded by Provincial and National government. In some instance PPPs are also entered into.
2. Has the strategy been helpful to channel public and private investments on urban infrastructure, services and housing (f.e. urban renewal or new developments)?	The strategy has most definitely set the framework for development and has given confidence and certainty to the private sector. The annual review of our IDP is published on our website and developers are often eager to find out what the City has

	planned...
7. Sharing of experiences	
<p>1. If you would reinitiate the process by today, what would you repeat, what not?</p> <p>Please recall two interesting singular lessons that might interest other cities/ association?</p>	<p>Please note that Durban has documented all of its lessons learned in a publication entitled Making City Strategy Come Alive: Experiences for Durban, South Africa. It can be downloaded free from :</p> <p>http://www.durban.gov.za/durban/government/munadmin/media/publications/citystrat</p> <p>In summary, the two most important lessons are around:</p> <ul style="list-style-type: none"> * ensuring that cities have STRONG POLITICAL LEADERSHIP that understand the need and rationale for CDS formulation and implementation * investing in proper COMMUNICATIONS SYSTEMS that will ensure that internal and external stakeholders are aware of the CDS process and are supported to participate meaningfully as equal partners
<p>2. Does your city/ organization intend to support another local government, from your country or abroad? Which one(s)?</p> <p>Has your city been itself influenced by the experience of another national or local authority? Which one(s)?</p>	<p>The City of Durban has forged strong relations with a number of cities around the world and manages a variety of projects and cooperative interventions with the following cities: (see links below)</p> <p>Alexandria - Egypt Bremen – Germany Bulawayo – Zimbabwe Chicago – USA Daejeon - South Korea Guangzhou – China Leeds – UK Le Port - Reunion Maputo - Mozambique Nantes - France New Orleans - USA Oran - Algeria Rotterdam – Netherlands</p> <p>All our sister city partnerships are based on formal cooperation agreements that focus on a range of areas of co-operation</p>

<p>3. Is your city participating in any strategic planning association/network? Which one(s)?</p>	<p>Our city is a very active member of the PLUS NETWORK which has as its focus sharing learning around long term urban planning and sustainability.</p> <p>Would strongly recommend that the UCLG Commission on USP collaborate with the International Centre for Sustainable Cities (ICSC) which is based in Vancouver to explore possibilities to build on synergies between two institutions.</p>
<p>If you want to recommend any issue to be addressed in the paper, please feel free to contact us.</p>	<p>Following up from point three above, perhaps the planning tools and models employed by the PLUS NETWORK for long term planning could be included under a section on RESOURCES for cities...?</p>

5. Response of the city of Lilongwe, Malawi

<p style="text-align: center;">1. Introduction</p>	
<p>1.1 Are you following a City Development strategy (CDS) or another kind of urban development plan? Please list them.</p>	<p>CDS</p>
<p>1.2 Why did you create a City Development Strategy (CDS)?</p>	<ul style="list-style-type: none"> ○ To use it as a tool for managing sustainable urbanization ○ To localize the MDGs ○ To involve stakeholders in the path of development of the city
<p>1.3 Who is responsible for the strategy?</p>	<p>Lilongwe City Assembly</p>
<p style="text-align: center;">2. General context</p>	
<p>2.1 Has your city/ association recently undergone political, economic, spatial or sociological changes which raised your awareness concerning planning processes? Could you briefly describe them?</p>	<p>Rapid urban growth due to rural-urban migration. Urbanization is at about 5% per annum</p>
<p>2.2 Is your country (and city) undergoing a decentralization process, aimed at empowering institutional and technical capacities of Local Governments?</p>	<p>Yes</p>
<p>2.3 What are the planning competences of local governments (urban planning/budget planning)? Are planning tasks and institutions of local and national governments related?</p>	<p>Yes, the planning tasks are related</p>
<p>If your city is still in the process of defining a CDS, please answer these questions.</p>	<p>Only for cities without a strategic development plan</p>
<p style="text-align: center;">3. Leading the project</p>	
	<p>Yes, yes.</p>

3.1 Is your city trying to enhance the ownership of the project? By which means (involvement of senior experiences, political leadership, collaboration with higher levels of government)?	
3.2 Is there an attempt to build on past/existing planning experiences?	Yes, very much
4. Defining priorities	
4.1 Why did your city realize the necessity to establish a diagnosis to identify the main problems? Was it related to ongoing reforms in your country?	No, it was not related to on-going reforms in our country but considering the numerous problems that we face in our city.
4.2 Can you attach the main axes you want to promote in your project? Is it helping you to get a clearer picture of cross-cutting issues?	<ol style="list-style-type: none"> 1. Sustainable city 2. well-governed city 3. Inclusive city 4. Productive city 5. Technological excellent/Click city
5. Team project	
5.1 Are you mobilizing a team to define and implement your CDS? What is the balance between local and international inputs?	Yes, the balance of local and international input is almost 60-40
6. Financing plan	
6.1 Please indicate the sources for your financing plan. Are you aligning it with current budget cycle (how you foresee financing of the strategic projects, as part of annual budgets)?	They are aligned with the current but also grants from Cities Alliance and co-financing from development partners.
7. Sharing of experiences	
7.1 Does your city/ organization intend to support another local government, from your country or abroad? Which one(s)?	<p>Yes, the other three cities in our country of Mzuzu, Zomba and Blantyre.</p> <p>Yes, we are being mentored by the City of Johannesburg</p>
Has your city been itself influenced by	

the experience of another national or local authority? Which one(s)?	
7.2 Is your city participating in any strategic planning association/network? Which one(s)?	Yes, UCLG Committee on Urban Strategic Planning
For associations	
Are all of your members paying their dues? How do you manage local and international inputs?	
Does your association intend to spread the experiences led within its framework? Which axes will be highlighted?	
If you want to recommend any issue to be addressed in the paper, please feel free to contact us.	

6. Response of the city of Calbayog, Philippines

<p style="text-align: center;">1. Introduction</p>	
<p>1.1 Are you following a City Development strategy (CDS) or another kind of urban development plan? Please list them.</p>	<p>Calbayog City follows the processes and tools under the City Development Strategies project of the Cities Alliance implemented by the League of Cities of the Philippines.</p> <p>It is also guided by the Performance Governance System of the Institute for Solidarity in Asia.</p>
<p>1.2 Why did you create a City Development Strategy (CDS)?</p>	<p>Calbayog City created a City Development Strategy in response to the city government's need to have an integrated, comprehensive and participatory approach to urban management.</p> <p>Prior to implementing the CDS project, the city government lacked coordination among its departments and had no strategic approach in its development initiatives.</p>
<p>1.3 Who is responsible for the strategy?</p>	<p>A CDS team was created composed of technical personnel from key city government departments (City Planning and Development office, City Legal Office, City Social Welfare Office, City Health Office, City Cooperative Office) and headed by the City Mayor.</p>
<p style="text-align: center;">2. General context</p>	
<p>2.1 Has your city/ association recently undergone political, economic, spatial or sociological changes which raised your awareness concerning planning processes? Could you briefly describe them?</p>	<p>A raise in awareness on the planning process is evident in the city government down to the barangay (village) level. Barangay consultations are held before final approval of projects. This is institutionalized in the SUSBARANAN Barangay Best Practices Awards, which recognizes the innovative projects of the barangays. The projects are evaluated from its planning stage until implementation, monitoring and evaluation.</p>
<p>2.2 Is your country (and city) undergoing a decentralization process, aimed at empowering institutional and technical capacities of Local</p>	<p>The Philippines ensures the autonomy of local governments as enshrined in its 1987 Constitution and enacted through the Local Government Code of 1991.</p>

<p>Governments?</p>	<p>The guarantee of local autonomy in the Philippines refers to the administrative autonomy of local government units or the decentralization of government authority. The national government delegates administrative powers to political subdivisions in order to broaden the base of government power and in the process make local governments more responsive and accountable.</p> <p>As mandated by the Local Government Code, cities provide services and facilities related to: agriculture and fishery activities, forestry, primary health care, maternal and child care, social welfare, solid waste management, public markets, tourism, communication and transportation facilities, education, police and fire services and facilities, among others.</p>
<p>2.3 What are the planning competences of local governments (urban planning/budget planning)? Are planning tasks and institutions of local and national governments related?</p>	<p>Local governments are mandated to prepare their comprehensive land use plans, comprehensive development plans and annual investment plans. The planning tasks and institutions of local and national governments are related.</p>
<p>If your city is still in the process of defining a CDS, please go directly at the end of the document. If CDS or other strategic plans were already carried out in your city, please continue to answer the next sections.</p>	<p>For cities without CDS</p>
<p>3. City vision and leadership</p>	
<p>3.1 Did you enforce a vision statement reflecting unique and singular values of your city? Did it help you to make strategic choices?</p>	<p>Through a participatory approach, Calbayog City adopted the vision:</p> <p><i>Calbayog City developed and transformed into a "sustainable agri-industrial community that serves as the trading and economic growth center in Region VIII."</i></p>
<p>3.2 Did political lobbying (up/down; internal/external) and leadership play a role in the implementation of your strategic plan?</p>	<p>Good leadership and public participation played a significant role in the implementation of our strategic plans.</p>

<p>4.Establishment of a diagnosis and objectives</p>	
<p>4.1 When and why did your city realize the necessity to establish a diagnosis to identify the main problems?</p>	<p>It was in 2002 when the CDS was implemented in Calbayog City. The need for CDS was felt because of the negative situation that we inherited from the previous administration. There was a weak infusion of private capital, poor condition of national road networks, congested urban center and limited availability of financial services. Add these to the loans and unpaid obligations of close to PhP 400 million, owing to the reduction in the city's internal revenue allotment which represented more than 90% of its annual budget. The local revenue collection was very dismal, averaging at only 6-9% annually. Coupled with a budget deficit and an overburdened bureaucracy, very little was left to finance much needed capital investments. Because of these challenges, the city government saw CDS as welcome tool, both as a planning process for formulating our development priorities, and as a product to guide the city's long-term development. The comprehensive approach of CDS helped us move away from the traditionally sectoral approach.</p>
<p>4.2 What were the objectives of the City Development Strategy? Which ones were achieved, which ones not? Which achievements were unexpected? Which were too ambitious?</p>	<p>The city government committed itself <i>"to make the city more livable and competent and to uplift the quality of life of Calbayognons under the leadership of credible, well-motivated and professional public officials and employees who work in partnership with an empowered community."</i></p> <p>Guided by this development goal under the CDS, we were able to address our development issues in an integrated manner and to mobilize funds from various sources that would otherwise have remained untapped. Further, we improved participatory governance by promoting partnerships among various stakeholders in the city.</p>
<p>4.3 Did your city set up proper targets and specific indicators in order to</p>	<p>After the CDS experience, the city formulated its 25 Year Development Master Plan which reflects all the</p>

<p>measure the necessary performance? Which one? Could you attach it?</p>	<p>development projects of the city. The plan was presented to different stakeholders through an assembly and after exhaustive deliberation, it was approved.</p> <p>In terms of performance evaluation, every office in the city government has its own scorecard which is being monitored by the City Mayor to ensure that the office targets are achieved.</p>
<p>5. Definition of an action plan</p>	
<p>5.1 Could you describe the most important methodological instruments you employed and why they were useful to carry out the strategy?</p>	<p>The scorecard system is a very effective tool since it encourages each office to become output-oriented.</p>
<p>5.2 Which role did the private sector play in the definition of the action plan?</p>	<p>Through the Multi-Sectoral Coalition in the city, the vigilance of the private sector and their participation in the city's activities made them aware of the development projects that they will implement as part of their social responsibility. For example, the Bugto Association. Inc. provided scholarships to deserving poor students ; the Rotary Club conducted health care services and medical missions.</p>
<p>5.3 How were the other city actors (experts, urban dwellers) involved in the planning process (involved in meetings, consultation, oral participation, written participation...)?</p>	<p>The People's Development Council, which is being represented by various organizations, is empowered to share their views and critique the programs and activities of the city. Thru proper consultation with respective</p>
<p>5.4 In which steps of the process were they involved? What were the objectives of the promotion of citizen participation?</p>	<p>The city initiated the People's Day held every Wednesday to meet and confer with people. The people can present their concerns to the elected officials and department heads of both local and national offices. The proceedings are covered by a radio program, "Radyo ng Bayan" and the local TV station for wider dissemination and more transparency.</p>
<p>5.5 Did the strategic plan generate new/specific institutional structures (such as agencies for strategic planning or economic promotion)? Could you shortly describe it?</p>	<p>Yes, people organized themselves according to their interests to ensure that they have a common voices in terms of the planning process.</p> <p>Examples: Calbayog Federation of Pedicab Drivers, Motorcab Drivers Association,</p>

	<p>Farmers & Fisherfolks Federation. These groups are assisted by the City Cooperative Office especially in micro-enterprise development and livelihood opportunities.</p>
<p>5.6 In the spirit of increased intergovernmental relations, is your city aligning its planning policy with national and provincial priorities (such as spatial development or economic competition)? If not, what are the main difficulties?</p>	<p>Yes, the city ensures that its plans are in conformity with the Medium Term Philippine Development Plan of the national government. It is in close coordination with the Department of the Interior and Local Government, and the Regional Development Council which is currently headed by the City Mayor of Calbayog.</p>
<p>6. Content of the plan</p>	
<p>6.1 Were you formulating binding decisions or general orientations?</p>	
<p>6.2 Could you list 3 maximum 10 of the most important projects you carried out in your city? Please indicate for each the most relevant field of outcomes :</p>	
<p>Access to services for the poor</p>	<ul style="list-style-type: none"> > Enrolment of pedicab drivers to PhilHealth Insurance > Relocated squatters /internal settlers to permanent place > Partnership with Our Lady of Porziuncola Hospital
<p>Communication with citizens</p>	<ul style="list-style-type: none"> > Institutionalized People’s Day every Wednesday > Conduct regular Press Conference every Tuesday
<p>Infrastructure</p>	<ul style="list-style-type: none"> > Improvement of Calbayog Airport > Improvement of Calbayog RORO Seaport > Improvement of drainage system phase I
<p>Institutional accountability</p>	<ul style="list-style-type: none"> > Formulation of City Citizens’ Charter > Clustered the department managers to technical groups (Good Governance, Economics, Social Services, Finance clusters)
<p>Mobility or transport or other services</p>	<ul style="list-style-type: none"> > Project SAKAY NA (bus system for secondary students)
<p>Private sector engagement</p>	
<p>Public Income</p>	

<p>Sustainable urban development</p> <p>Others ,which?_____</p>	<p>>Created the Multi-Sectoral Coalition</p> <p>>Revised the Calbayog Local Tax Code</p> <p>>Created the Business Permit & Licensing Office & One-Stop-Shop</p> <p>>Use of the performance scorecard & the Local Governance Performance Monitoring System to monitor the city's activities in terms of urban development</p>
<p>7. Investment and Implementation</p>	
<p>7.1 To what extent does the strategy help direct the capital and operating budget of your city?</p>	
<p>7.2 Please indicate the sources to finance your plan, first in its creation and then in its implementation:</p>	<p>Public resources: local government, national government (internal revenue allotment)</p> <p>Private: grants</p> <p>International: grants</p>
<p>7.3 Has the strategy been helpful to channel public and private investments on urban infrastructure, services and housing (f.e. urban renewal or new developments)?</p>	<p>Yes, in fact some P368 million worth of economic infrastructure projects will be funded by government financing institutions. These include the following four major projects: Bangon Falls Mini-Hydro Power Development Project, new public market, medium-rise housing for government employees, and the rehabilitation of Ton-ok mini-hydro power plant.</p>
<p>8. Sharing of experiences</p>	
<p>8.1 If you would reinitiate the process by today, what would you repeat, what not?</p> <p>Please recall two interesting singular lessons that might interest other cities/ association?</p>	<p>The political will of the city government and the cooperation of the private sector and NGOs paved way for the success of the CDS.</p>
<p>8.2 Does your city/ organization intend to support another local government, from your country or abroad? Which one(s)?</p> <p>Has your city been itself influenced by</p>	<p>Yes, as the Regional Development Chairman, the City Mayor shares his CDS experiences to the region. The Mayor also welcomes the opportunity to share the city's experiences in national and international fora.</p>

the experience of another national or local authority? Which one(s)?	
8.3 Is your city participating in any strategic planning association/network? Which one(s)?	Yes, in the Regional Development Council.

If your city is still in the process of defining a CDS, please answer these questions.	Only for cities without a strategic development plan
9. Leading the project	
9.1 Is your city trying to enhance the ownership of the project? By which means (involvement of senior experiences, political leadership, collaboration with higher levels of government)?	Yes, by political leadership, public participation and collaboration with higher levels of government.
9.2 Is there an attempt to build on past/existing planning experiences?	Yes.
10. Defining priorities	
10.1 Why did your city realize the necessity to establish a diagnosis to identify the main problems? Was it related to ongoing reforms in your country?	Our city belongs to one of the poorest regions in the country. The need to alleviate poverty is a top priority of the local and national government.
10.2 Can you attach the main axes you want to promote in your project? Is it helping you to get a clearer picture of cross-cutting issues?	
11. Team project	
5.1 Are you mobilizing a team to define and implement your CDS? What is the balance between local and international inputs?	A local team has been mobilized to implement the CDS. It is supported by the CDS Team from the League of Cities of the Philippines.
12. Financing plan	

<p>6.1 Please indicate the sources for your financing plan. Are you aligning it with current budget cycle (how you foresee financing of the strategic projects, as part of annual budgets)?</p>	<p>The city, thru its finance & economic cluster team, constantly monitors/reviews its paying capacity before it ventures into borrowings.</p> <p>The city conducts the project packaging processes. All projects formed in the Calbayog City Development Master Plan are also reflected in the Annual Investment Plan.</p>
<p>For associations</p>	
<p>Are all of your members paying their dues? How do you manage local and international inputs?</p>	<p>In the League of Cities of the Philippines, the collection efficiency rate was 83 percent in 2008 for annual dues required of 120 cities.</p> <p>For financial grants from local or international agencies, a separate account is opened. Project expenses are made according to agreed workplan managed by the LCP Secretariat (or Project Team in the case of CDS). The LCP Finance Office provides support in the handling of these grants, with usual external auditing as required by the partners.</p>
<p>Does your association intend to spread the experiences led within its framework? Which axes will be highlighted?</p>	<p>Yes, the LCP is very much willing to spread its and the cities' experiences through knowledge sharing in general assemblies and national conventions, as well as in The Advocate, a quarterly publication of the LCP. Its website is also being redesigned and improved to make it more appealing and user friendly to cities.</p> <p>Among those that are to be highlighted are the following: comprehensive, integrated and participatory urban management; local economic development; transparency accountable governance; and environmental management.</p>
<p>If you want to recommend any issue to be addressed in the paper, please feel free to contact us.</p>	

7. Response of the city of Delhi, India

1. Introduction	
<p>1.1 Are you following a City Development strategy (CDS) or another kind of urban development plan? Please list them.</p>	<p>In December 2005, the Government of India had launched a national flagship programme called Jawaharlal Nehru National Urban Renewal Mission (JNNURM) which covers 65 cities in India including all the Metros.</p> <p>It envisages a total investment of over \$20 billion over a period of seven years (2005-12). All the 65 cities are expected to formulate a City Development Plan (CDP) as a pre-requisite before submitting request for funds for various projects. The CDP is based on an assessment of the existing situation, and outlines a vision for development, strategies for achieving this; indicative investment requirements and financial operating plans, indicating how investments made are to be sustained. The CDP will facilitate identification of projects. The ULBs/ parastatal agencies prepare DPR for the projects.</p>
<p>1.2 Why did you create a City Development Strategy (CDS)?</p>	<p>This was a pre-requisite for seeking grant funds for investments for various infrastructure projects under JNNURM.</p>
<p>1.3 Who is responsible for the strategy?</p>	<p>Urban Local Bodies are responsible for preparing City Development Plans with the involvement of all the stakeholders in the city.</p>
2. General context	
<p>2.1 Has your city/ association recently undergone political, economic, spatial or sociological changes which raised your awareness concerning planning processes? Could you briefly describe them?</p>	<p>In India the process of decentralisation and empowering both rural and urban local bodies started in 1992 with the 73rd and 74th Constitutional Amendment Act passed by the Indian Parliament. One of the key provisions in these Acts was the setting up of District Planning Committees and Metropolitan Planning Committees. Of the 29 States in India 18 states so far have passed necessary legislations for setting up the District Planning Committees which will take up the task of preparing Integrated District Development Plans which also will include Local Development Plans for</p>

	<p>urban settlements both in towns and cities as well as in peri-urban areas. The work for IDDP and LDP has been taken up by some of the DPCs in some States including the States of Kerala, West Bengal and Goa. Similarly, the Metropolitan Committees in some states have started functioning recently.</p>
<p>2.2 Is your country (and city) undergoing a decentralization process, aimed at empowering institutional and technical capacities of Local Governments?</p>	<p>As explained in section 2.1 the process of decentralisation of both urban and rural local bodies started in 1992 empowering these bodies politically by ensuring regular elections, devolving various functions and giving more fiscal powers and transfer of funds thus strengthening their organisational, institutional and local functions. The Constitution of India was amended through passing 73rd and 74th Constitutional Amendment Acts, in 1992.</p>
<p>2.3 What are the planning competences of local governments (urban planning/budget planning)? Are planning tasks and institutions of local and national governments related?</p>	<p>So far most of the cities have been preparing Master Plans which were mainly land use plans. The Economic and Social Plans or sectoral plans did not receive the desired focus. However, with the renewed emphasis on Local Development Plans and integrated district development plans and the Metropolitan Planning in the Metropolitan Planning Areas the Master Plans will become an integral part of the IDDP which will include Social and Economic Development Plans. The district development plans are the lowest in hierarchy. These will be part of the State Development Plans and ultimately the National Economic Development Plan which is put together by the Planning Commission of the Government of India thus creating a balance between Bottom to top and top to bottom planning process.</p>
<p>If your city is still in the process of defining a CDS, please go directly at the end of the document. If CDS or other strategic plans were already carried out in your city, please continue to answer the next sections.</p>	<p>For cities without CDS</p>
<p>3. City vision and leadership</p>	
<p>3.1 Did you enforce a vision statement reflecting unique and singular values of</p>	<p>The City Development Plan/Strategy of the City of Delhi outlines Strategies across sectors to achieve the vision</p>

<p>your city? Did it help you to make strategic choices?</p>	<p>below.</p> <p>"To become a highly liveable city that offers a superior quality of life through a robust, employment generating economy; that is safe and inclusive, environmentally and socially sustainable; and is based on reliable infrastructure and offers a transparent, responsive system of governance dedicated to the city's felt needs."</p>
<p>3.2 Did political lobbying (up/down; internal/external) and leadership play a role in the implementation of your strategic plan?</p>	<p>The leadership of the City Mayor of Delhi and the elected Municipal Councillors of the Municipal Corporation at the City level and the Chief Minister of the National Capital Territory (NCT) of Delhi at the State level and the National Government through various line ministries play a very important role in the implementation of the City Development Plan.</p>
<p>4.Establishment of a diagnosis and objectives</p>	
<p>4.1 When and why did your city realize the necessity to establish a diagnosis to identify the main problems?</p>	<p>City Assessment relating to Basic Services for the Urban Poor was carried out while preparing CDS.</p> <p>On the basis of this assessment, an analysis of the strengths, weaknesses, opportunities and threats to the city was undertaken.</p> <p>SWOT analysis brought out degrading urban environment, haphazard growth of the city due to lack of provision of developed land and Infrastructure inadequacies in the water supply, sewerage, solid waste, drainage and transport.</p>
<p>4.2 What were the objectives of the City Development Strategy? Which ones were achieved, which ones not? Which achievements were unexpected? Which were too ambitious?</p>	<p>The goals of the City Development Plan of Delhi include a collective city vision and action plan aimed at improving urban governance and management, increasing investment to expand employment and services, and systematic and sustained reduction in urban poverty. In order to achieve the above goals, the objectives of the CDP are to:</p> <ul style="list-style-type: none"> • Guide & promote economic development of the city; • Develop a consensus building process to establish the city's development priority, strategies and actions;

	<ul style="list-style-type: none"> • Assist local authorities outline their financing and investment strategies; and build local capacity for more effective urban management. <p>Improving urban governance and management is highly ambitious as there are several urban local bodies which include Municipal Corporation of Delhi, Delhi Development Authority, New Delhi Municipal Council, Delhi Cantonment Board, Delhi Urban Arts Commission, Public Works Department. Coordination among them and coordination with the State and National Government and its line Ministries is the biggest Challenge for the smooth implementation of CDS.</p>
<p>4.3 Did your city set up proper targets and specific indicators in order to measure the necessary performance? Which one? Could you attach it?</p>	<p>As part of the CDP a capital investment plan has been prepared for various sectors. These related to (a) Urban Infrastructure and Governance and (b) Basic Services to the Urban Poor. The shares of major sectors are water supply (7%); sewerage (11.5%); road network & transportation (56%); and urban poor and slums (18%) respectively.</p> <p>However, the City Development Plan which ultimately becomes an integral part of the National Economic Development Plan has specific physical targets to be achieved and for each sector both financial and physical targets are set and duly monitored based on the indicators for each sector separately.</p>
<p>5. Definition of an action plan</p>	
<p>5.1 Could you describe the most important methodological instruments you employed and why they were useful to carry out the strategy?</p>	<p>Action Plan for Greening Delhi, an action plan for cleaning river Yamuna passing through Delhi, action plan for conserving heritage sites of Delhi have been specifically prepared</p>
<p>5.2 Which role did the private sector play in the definition of the action plan?</p>	<p>Private sector is involved in the implementation of various projects through public-private partnerships as well as through other mechanisms of direct investments for implementing various projects.</p>

<p>5.3 How were the other city actors (experts, urban dwellers) involved in the planning process (involved in meetings, consultation, and oral /written participation...)?</p>	<p>Multi-stakeholder Forums for consultations. These include Residents' Welfare Associations (RWAs). The city has a scheme called 'Bhagidari' which means 'Partnership'. The objective of the scheme is to engage with the civil society for their participation in various developmental programmes and activities from concept to implementation and completion of various project initiatives.</p>
<p>5.4 In which steps of the process were they involved? What were the objectives of the promotion of citizen participation?</p>	<p>As mentioned in section 5.3 people participation is from planning to implementation of the projects.</p>
<p>5.5 Did the strategic plan generate new/specific institutional structures (such as agencies for strategic planning or economic promotion)? Could you shortly describe it?</p>	<p>with the aim of framing policies and strategies for conservation, appropriate action plans and 'Special Development Plans' have been prepared by all the agencies concerned with the protection of Delhi's built heritage such as the Archaeological Survey of India, Government of NCT of Delhi, Department of Archaeology, MCD, NDMC, Cantonment Board and DDA. The DDA has formulated and financed the implementation of proposals for designated heritage resources with the assistance of INTACH and other organizations (MCD, DJB, DTTDC).</p> <p>The institutional framework for urban management in Delhi consists of a multiplicity of agencies, at both central and state levels, responsible for various aspects of planning, land management, urban infrastructure and its management. The institutions/agencies involved in performing city level functions include Central Government Agencies and State Government Agencies.</p> <p>Owing to multiplicity of organizations there is a lack of coordination and no common data base for management. In addition there are conflicting and overlapping jurisdictions e.g. There are three different agencies which are responsible for storm water drainage in the city</p>

<p>5.6 In the spirit of increased intergovernmental relations, is your city aligning its planning policy with national and provincial priorities (such as spatial development or economic competition)? If not, what are the main difficulties?</p>	<p>As the city is dependent heavily on the fiscal transfers from the higher levels of government i.e. both the State and the Centre, and the City Plan ultimately becomes an integral part of the National plan, the City has to adjust its priorities also keeping in view the National and State level priorities. Judicial Activism has also forced Cities in India to reprioritise their plans particularly relating to issues of environment etc. The City of Delhi had to reprioritise its plans for Solid Waste Management, River Cleaning Programme, Spatial Plan (Master plan) and many other areas including introduction of CNG for city public transport vehicles etc.</p>
<p>6. Content of the plan</p>	
<p>6.1 Were you formulating binding decisions or general orientations?</p>	<p>Specific Targeting with investment plans aim at formulating binding decisions. However, there are many a time slips which result in shortfalls and gaps in meeting the targets/ goals.</p>
<p>6.2 Could you list 3 maximum 10 of the most important projects you carried out in your city? Please indicate for each the most relevant field of outcomes :</p>	<p>1.URBAN INFRASTRUCTURE AND GOVERNANCE This covered Water Supply, Sewerage, Road Network and Transportation System, Storm Water Drainage , Solid Waste Management, Heritage and Conservation, City Environment, And Urban Governance.</p> <p>City becoming more liveable.</p> <p>2. Basic Services for the urban poor include up gradation of slums by providing secure tenure, water and sanitation, primary health care and basic education, street lighting and drainage.</p> <p>Overall city life is improving with enhanced livelihood opportunities for the urban poor</p> <p>3. Public transport : Mass Rail Transit System for the City of Delhi is getting completed by 2010.</p> <p>City Bus service has improved thus reducing pressure on individual transport such as cars and motor bikes etc.</p>

7. Investment and Implementation	
7.1 To what extent does the strategy help direct the capital and operating budget of your city?	The strategy has helped in attracting FDI and also generating greater interest of the donors as well as the bilateral and multilateral stakeholders.
7.2 Please indicate the sources to finance your plan, first in its creation and then in its implementation:	<p>JNNURM investments of the national and state governments are helping the city in implementing the strategy.</p> <p>Private sector investments in building activity as well as in other economic sectors is fast growing.</p>
7.3 Has the strategy been helpful to channel public and private investments on urban infrastructure, services and housing (e.g. urban renewal or new developments)?	As stated in 7.2, the strategy is directing these investments in improving the city infrastructure.
8. Sharing of experiences	
<p>8.1 If you would reinitiate the process by today, what would you repeat, what not?</p> <p>Please recall two interesting singular lessons that might interest other cities/ association?</p>	<p>Participation of all stake holders in preparing the strategy.</p> <p>Most cities got the CDS prepared with the help of consultants who used templates of other cities in preparing CDPs in a short time but in the process lost vision for the city as such. This needs to be totally avoided.</p> <p>Building capacity of the local government itself in the planning process.</p>
<p>8.2 Does your city/ organization intend to support another local government, from your country or abroad? Which one(s)?</p> <p>Has your city been itself influenced by the experience of another national or local authority? Which one(s)?</p>	<p>City-to-city cooperation should help.</p> <p>Peer Review by other cities and also sharing of knowledge will help improving the strategy.</p>
8.3 Is your city participating in any strategic planning association/network? Which one(s)?	The city is partnering with several European cities for learning in many areas.

8. Response of the city of Moscow, Russia

Introduction	
1. Are you following a City Development Plan or another kind of urban development plan?	The main document for the development of Moscow is the Master Plan which sets out the development strategy of the city for the period of 20 years. The Master Plan of Moscow city development for the period to 2020, currently in force, is based on materials worked up within the period of 1989-1998 and approved by the Moscow Government's resolution (1999) and the Moscow city Statute "On the Master Plan of Moscow City Development (Major town-planning directions of Moscow city development)" (2005).The Master Plan of Moscow is now undergoing actualization up to the year 2025.
2. Why did you create a CDS?	In 2005 the program of top priority measures of the Master Plan of Moscow City Development was accomplished. On December 30 th , 2004 a new Town Planning Code of the Russian Federation which specified new requirements to the development of the city master plan was put in force. The change of conditions for social and economic as well as territorial development of the city and the accrued problems called for the actualization of the current Moscow city Master plan. For this reason in December of 2005 the government of Moscow made a decision to actualize the Master Plan up to the year 2025.
3. Who is responsible for the strategy and do you have more than 1 plan?	The actualization of the Master Plan of Moscow City Development is realized under the direction of the city mayor Iouri Luzhkov. It was decided to develop a strategy for the development of Moscow up to the year 2025 (issues of social and economic development).
1. General context	
1. Has your city/ association recently undergone political, economic, spatial or sociological changes which raised your awareness concerning planning	The fundamental economic and territorial changes took place in Moscow during the last decade. The rapid growth of construction volume

processes? Could you briefly describe them?	made protection of the social interests of the urban residents necessary. The information support of the planning processes got better. The 2002 census of the population allowed to update the information on the number of Moscow residents and the structure of population.
2. Is your country (and city) undergoing a decentralization process, aimed at empowering institutional and technical capacities of Local Governments?	Yes, this is true for the Russian Federation as a whole and for Moscow city as well.
3. What are the planning competences of local governments (urban planning/budget planning)? Are planning tasks and institutions of local and national governments related?	Local authorities take part in the discussion and preparation of the project of the Moscow city Master plan and projects of area planning. They submit their comments and proposals to the City Commission. Yes, they are interrelated.
If your city is still in the process of defining a CDS, please go directly at the end of the document. If CDS or other strategic plans were already carried out in your city, please continue to answer the next sections.	For cities without CDS
2. Policy and leadership	
1. Did you enforce a vision statement reflecting unique and singular values of your city? Did it help you to make strategic choices?	Yes, we did. Yes, it did.
2. Did political lobbying (up/down; internal/external) and leadership play a role in the implementation of your plan?	
3. Establishment of a diagnosis and objectives	
1. When and why did your city realize the necessity to establish a diagnosis to identify the main problems?	After the approval of the Master plan by the Government of Moscow in 1999 the system for monitoring of Master plan realization was established. Beginning from 2000 analysis of the urban planning situation is carried out annually, the report on the key problems in the period ahead being submitted to the Government of Moscow by the city

	<p>chief architect.</p> <p>The change of conditions for social and economic as well as territorial development of the city and the accrued problems called for the actualization of the current Moscow city Master plan.</p>
<p>What were the objectives of the City Development Strategy?</p> <p>Which ones were achieved, which ones not?</p> <p>Which achievements were unexpected?</p> <p>Which were too ambitious?</p>	<p>During the period of realization of the Master plan a program for the reconstruction of five-storey and old housing resources was successfully realized.</p> <p>Not achieved objectives: to limit the number of motor vehicles, to provide for the rapid development of high-speed transport off the streets, to enlarge green areas, to increase the number of the objects of sport and culture.</p> <p>Unexpected achievements: annual growth of housing construction, reorganization of industrial areas in the central part of the city</p> <p>Too ambitious objectives: development of tourism, in particular construction of the necessary amount of three star hotels</p>
<p>4. Did your city set up proper targets and specific indicators in order to measure the necessary performance? Which one? Could you attach it?</p>	<p>Annually the chief architect of the city presents a report to the Government of Moscow on the results of realization of the Master plan and the main indicators.</p> <p>Monitoring system of realization of the Master plan includes about 50 indicators in the following ten sections: environmental protection, development of green areas, development of public areas and social infrastructure, reconstruction and development of housing areas, reorganization of production areas, development of transport infrastructure, development of engineering infrastructure, number of population, number of employed population, provision of the city with detailed project documentation.</p>
<p>4. Definition of an action plan</p>	
<p>1. Could you describe the most important methodological instruments you employed and why they were useful to carry out the strategy?</p>	<p>Analysis of the urban planning potential of the city territory is the most important methodological instrument. It includes assessment of visual and space relations, provision with transport,</p>

	environmental limitations, development of social infrastructure, prospective quality of residential areas and housing resources, etc.
2. Which role did the private sector play in the definition of the action plan?	The action plan is being under elaboration now.
3. How were the other city actors (experts, urban dwellers) involved in the planning process (involved in meetings, consultation, oral participation, written participation...)?	Over 50 leading experts in different fields participated in the preparation of the project of the Master plan. Several exhibitions have been organized. Public hearings have been organized in 10 administrative regions and 123 districts with participation of residents and land owners. The draft Master plan was considered by Moscow State Expertise, was submitted to the approval of the departments and committees of the Government of Moscow. Round-table discussions are being organized at the Public Chamber of the Russian Federation with participation of different public organizations
4. In which steps of the process were they involved? What were the objectives of the promotion of citizen participation?	They were involved in the process of elaboration of the project of actualized Master plan of the city of Moscow up to the year 2025
4. Did the strategic plan generate new/specific institutional structures (such as agencies for strategic planning or economic promotion)? Could you shortly describe it?	Research and Design Institute of Moscow City Master Plan was founded in 1951. It carries out works in the following fields: <ul style="list-style-type: none"> - transport and engineering infrastructure development; - natural complex development; - conservation and regeneration of historic and cultural heritage of Moscow; - social infrastructure development; - reorganization of industrial areas; - residential building and development of residential areas; - development of the legislative basis of urban planning.
5. In the spirit of increased intergovernmental relations, is your city aligning its planning policy with national and provincial priorities (such as spatial development or economic competition)? If not, what	Yes, it is

are the main difficulties?	
5. Content of the plan	
1. Were you formulating binding decisions or general orientations?	The Master plan contains both binding decisions and general orientations
2. Could you list 3 maximum 10 of the most important projects you carried out in your city? Please indicate for each the most relevant field of outcomes:	Hotel siting plan Complex program of reconstruction of five storey and old housing resources Construction of motor highway within the city (the so-called Third ring) Construction of new Business Center "Moscow City" Special regimes and regulations in the zones of protection of historical and cultural heritage Restoration of the objects of cultural heritage in the historical part of the city and garden and park monuments
6. Investment and Implementation	
1. Please indicate the sources to finance your plan, first in its creation and then in its implementation	Budget of the city
2. Has the strategy been helpful to channel public and private investments on urban infrastructure, services and housing (f.e. urban renewal or new developments)?	Yes, it has been helpful
7. Sharing of experiences	
1. If you would reinitiate the process by today, what would you repeat, what not? Please recall two interesting singular lessons that might interest other cities/association?	It's too early to review as the development of the Master plan up to the year 2025 will be completed only at the end of 2009 1) Organization of international conferences and city exhibition devoted to the draft Master plan 2) Organization of public hearings in the form of video conferences

<p>2. Does your city/ organization intend to support another local government, from your country or abroad? Which one(s)?</p> <p>Has your city been itself influenced by the experience of another national or local authority? Which one(s)?</p>	<p>Moscow is connected with more than 40 regions of Russian Federation. Moscow Mayor Yuri Luzhkov is the President of International Capitals and Cities Assembly which united a lot of cities from RF and the former Soviet Union republics.</p> <p>The experience of Saint-Petersburg was taken into account in the process of elaboration of Moscow development strategy</p>
<p>3. Is your city participating in any strategic planning association/network? Which one(s)?</p>	<p>Metropolis, Metrex, UN Habitat, International Capitals and Cities Assembly</p>
<p>If you want to recommend any issue to be addressed in the paper, please feel free to contact us.</p>	

9. Response of the city of Cologne, Germany

Introduction	
<p>1. Are you following a City Development Plan or another kind of urban development plan?</p>	<p>In Cologne, there are two ways of planning: the economic strategic planning process and the urban strategic planning, embodied by two different Commissions in the City Council (CC).</p> <p>The Master plan is combining the approaches and projects concerning infrastructure. There is no integrated strategic urban development plan combining both areas.</p> <p>Furthermore the city has a vision 2020, the plan for the Regionale 2010, a concept for external relationship, a concept for retail in Cologne, development of living quarters.</p> <p>It has to be stressed that in former times Cologne had a strategic development plan, but today the tendency is giving way to integrated development concepts for quarters, such as "Integrated concept for Development of Mühlheim". Also the concept of "meeting demographic change in Cologne" has to be mentioned as important tool in this category.</p>
<p>2. Why did you create a CDS?</p>	<p>The Master plan of Cologne was created to develop a consistent spatial development plan combining single infrastructure development plans in a consistent way. A strong emphasis was put on the development of the city centre.</p>
<p>3. Who is responsible for the strategy and do you have more than 1 plan?</p>	<p>The department of urban development is responsible for the Master plan which is serving as guideline (but is not legally binding) and is a very powerful instrument regarding urban development. The economic strategy has been designed by the department of economic development and the private sector. Some of the strategy outcomes were inserted in the Master plan (city of Science).</p>
<p>1. General context</p>	

<p>1. Has your city/ association recently undergone political, economic, spatial or sociological changes which raised your awareness concerning planning processes? Could you briefly describe them?</p>	<p>Cologne is trying to respond to many concerns: the rise of unemployment, the increasing influence of the migrants, the need to tackle racism, the necessity to integrate people with handicaps, the restructuring of the economy and the financial resources affected by the crisis, the apathy of citizens regarding local politics. Planning schemes may be able to tackle these issues. Furthermore industrial conversion from heavy industry to service sector has been an important topic in the last 30 years. One very important topic is the demographic change in Cologne (age and structural change within population).</p>
<p>2. Is your country (and city) undergoing a decentralization process, aimed at empowering institutional and technical capacities of Local Governments?</p>	<p>Decentralization is effective in Germany and cities have a strong autonomy in the planning field. The process is thus very much internal, with a strong emphasis on participatory processes.</p>
<p>3. What are the planning competences of local governments (urban planning/budget planning)? Are planning tasks and institutions of local and national governments related?</p>	<p>Planning is a core competence of German municipalities and Master plans are developed constantly on the long term. Cities like Cologne depend too much on taxes and on local economy. Collaboration with the federal government has to improve, for example through "Finanzausgleich" (equalization payments). Currently there a financial development plans due to the economic crisis. We have financial support by all government levels (EU- national, Länder) such as "Städtebauförderung". Currently the city is implementing the NFK (New communal financial management), it was completely new to have to value the assets, such as streets, bridges etc. The European territorial model of decentralization is becoming more and more important. This paradigm aimed at empowering strong centres (cities) which will then echo development strategies in their basins.</p>

<p>If your city is still in the process of defining a CDS, please go directly at the end of the document.</p> <p>If CDS or other strategic plans were already carried out in your city, please continue to answer the next sections.</p>	For cities without CDS
5. Policy and leadership	
1. Did you enforce a vision statement reflecting unique and singular values of your city? Did it help you to make strategic choices?	The 2020 vision for Cologne was the initiative of the Chamber of Commerce and the public launch was a great success. This was the occasion to set up working groups (on different topics) with citizens. (Regionale 2010 is a project which defines city development projects and the best and more advanced ones will qualify for additional funding by NRW.
2. Did political lobbying (up/down; internal/external) and leadership play a role in the implementation of your plan?	Even if the mayor of Cologne is deeply involved in each strategy, it is hard to identify him as the only representative of the strategy. Still, he stands for certain projects.
6. Establishment of a diagnosis and objectives	
1. When and why did your city realize the necessity to establish a diagnosis to identify the main problems?	The Master plan identified the main problems, The strategy is more inclined to propose projects and tried to see how far economic and urban planning can be mixed. The participatory budget as well helped to identify weak points.
. What were the objectives of the City Development Strategy? Which ones were achieved, which ones not? Which achievements were unexpected? Which were too ambitious?	More information will be send by Cologne. There are objectives concerning the provision of housing.
3. Did your city set up proper targets and specific indicators in order to measure the necessary performance? Which one? Could you attach it?	Need to check but the few indicators which were developed were related to the energy field (e.g. reduction of emissions) and driven by the national and international commitments of Germany.

4. Definition of an action plan	
<p>1. Could you describe the most important methodological instruments you employed and why they were useful to carry out the strategy?</p>	<p>The Master plan gave the opportunity to set participatory roundtables (with politicians, citizens, experts) about various topics, such as mobility, sustainable development... The implication of the final beneficiaries was really important for the success of the Master plan.</p> <p>The development of a retail concept. The development of a call centre.</p> <p>Of growing importance in Cologne is the tool called "integrated planning approach", where the urban functions after analysis deemed as deficitary are dealt with in their interdependencies.</p>
<p>2. Which role did the private sector play in the definition of the action plan?</p>	<p>The private sector was active in proposing new items through the strategy of the Master plan. Many firms were involved in the process.</p> <p>There were also initiatives to involve the beneficiaries for financing, e.g. through share granting (solar system in schools).</p>
<p>3. How were the other city actors (experts, urban dwellers) involved in the planning process (involved in meetings, consultation, oral participation, written participation...)? In which steps of the process were they involved? What were the objectives of the promotion of citizen participation?</p>	<p>Through the participatory process, citizens were directly involved and became interested in the strategic planning initiatives. Roundtables in neighbourhoods to discuss strategic projects but also to debate solutions to main necessities, such as playgrounds, green spaces, street cleaning were well attended. This new form of democracy allows the citizens to keep on eye on what is occurring.</p>
<p>4. Did the strategic plan generate new/specific institutional structures (such as agencies for strategic planning or economic promotion)? Could you shortly describe it?</p>	<p>Within the City council, an agency was designed to deal with the commitments of private companies concerning the Master plan. A one-stop agency became orientation point for private firms especially useful for firms from outside the region or international).</p>
<p>5. In the spirit of increased intergovernmental relations, is your city aligning its planning policy with national and provincial priorities (such as spatial development or economic competition)? If not, what are the main difficulties?</p>	<p>The city of Cologne is also working with the Region Cologne/Bonn for big projects, such as airports or highways, as well as IT. Cologne is trying to promote this "trademark" of the Region through big fairs or through the media but inter-regional planning is not yet a</p>

	<p>reality. The internal competition or mistrust between municipalities in the region is an obstacle. F.e. Cologne is the largest city and also holds the trade fair centre. Other municipalities feel to promote more the success of Cologne than their own strategies when cooperating.</p> <p>There is a concept of interregional spatial planning in place.</p>
<p>5. Content of the plan</p>	
<p>1. Were you formulating binding decisions or general orientations?</p>	<p>The Master plan is the plan with binding decisions because it is a by law and also projects public activities and investments. The strategic plan currently refers to the city centre and is, after discussion in parliament and with communities, integrated and even prioritized in the master plan.</p>
<p>2 Could you list 3 maximum 10 of the most important projects you carried out in your city? Please indicate for each the most relevant field of outcomes :</p> <p>Cologne will send an overview. Currently at stage: public spaces, migrant programs and airport</p>	<p>Access to services for the poor</p> <p>Communication with citizens</p> <p><u>Infrastructure</u></p> <p>Institutional accountability</p> <p><u>Mobility or transport or other services</u> (Construction of the Metro)</p> <p>Positioning and marketing</p> <p>Private sector engagement</p> <p>Public Income</p> <p>Social inclusion</p> <p><u>Sustainable urban development</u></p> <p>Others ,which?_____</p>
<p>6. Investment and Implementation</p>	
<p>1. Please indicate the sources to finance your plan, first in its creation and then in its implementation:</p>	<p><u>Public resources local government + Public national government</u> (mainly for big-scale projects, cooperation between different levels of government)</p> <p><u>Private</u> (mainly for small-scale projects within the city centre, companies have to give funding for</p>

	<p>the creation but also to cover the implementation)</p> <p><u>International</u> (European funding programmes)</p> <p>The Master plan is developed with routine budget of the city, the strategy for inner city was paid by the private sector</p>
<p>1. Has the strategy been helpful to channel public and private investments on urban infrastructure, services and housing (f.e. urban renewal or new developments)?</p>	<p>The strategy has been helpful for the private sector and involved/ mobilized public and broad discussion. Firms or industry are not investing in the implementation. The sector which is giving a concrete perspective to the development of the activities is housing and construction.</p>
<p>7. Sharing of experiences</p>	
<p>1. If you would reinitiate the process by today, what would you repeat, what not?</p> <p>Please recall two interesting singular lessons that might interest other cities/ association?</p>	<p>Lessons can be drawn from the participatory processes and the integration of new dwellers and migrants of Cologne. Many companies are present at the city level and it is thus easier to share experience from this base.</p>
<p>2. Does your city/ organization intend to support another local government, from your country or abroad? Which one(s)?</p> <p>Has your city been itself influenced by the experience of another national or local authority? Which one(s)?</p>	<p>With 23 twinning programmes, Cologne is deeply involved at the international scale (diplomacy, energy). Many city officials, f.e. from South Africa, China, Nicaragua are visiting Cologne to get more insight about its projects, especially energy and IT. Moreover, Cologne is looking into supporting the Desertec project (Club of Roma) to enhance the shift to renewable energy in Middle-East and North African countries.</p> <p>http://www.desertec.org/concept.html .</p>
<p>3. Is your city participating in any strategic planning association/network? Which one(s)?</p>	<p>Besides the UCLG Committee, Cologne is part of the Eurocities network (and its Urban Strategic Planning Committee) and works closely with cities such as Lyon and Paris concerning high speed trains stops. Cologne also has a series of seminar on the topic "The Future of the European City".</p>

If you want to recommend any issue to be addressed in the paper, please feel free to contact us.

The Committee could have a look on the link between urban development and energy.

10. Response of Med Cities

Introduction	
1. Are you following a City Development Plan or another kind of urban development plan ?	Many Mediterranean cities, such as Sfax in Tunisia (Great Sfax Sustainable Development Strategy), Alexandria in Egypt (Lake Maryut Integrated Management) are implementing CDS plans.
2. Why did you create a CDS?	Key question underlined by Joan Parpal. F.e. Sfax decided to create a CDS because of its need for urban renewal after the pushing out of the industrial activities. The political will is in fact crucial in many Mediterranean cities where leadership explained most of the success of the CDS in the region. For Medcities, the question is why they focus on CDS
3. Who is responsible for the strategy and do you have more than 1 plan?	Situations are very different across cities in the region but generally it's the mayors office (TBC) responsibility, and he delegate the CDS to existing or new institutions. Sfax f.e. built a steering committee and a project team to oversee the implementation of the strategy.
1. General context	
1. Has your city/ association recently undergone political, economic, spatial or sociological changes which raised your awareness concerning planning processes? Could you briefly describe them?	The processes of decentralization and empowerment of the local authorities are occurring at very different pace in the Mediterranean basin. The urbanization of cities, the increasing poverty, the local elections? We need to specify this more with you, as your region is uniquely diverse.
2. Is your country (and city) undergoing a decentralization process, aimed at empowering institutional and technical capacities of Local Governments?	See above. Medcities works for the empowerment of the local governments (which are the final decision-makers), but national situations differ very much. In the region, public service authority of LGs is limited , the sustainability of the project is deeply undermined and local governments plan

	beyond their competences and budgets, that remain in national govts. We would need Medcities to highlight some 3 cases
3. What are the planning competences of local governments (urban planning/budget planning)? Are planning tasks and institutions of local and national governments related?	<p>Again, situations are far to be homogenous. In Morocco, local governments are not really empowered and central state representatives strongly influence decision-making, f.e. in the urban planning process.</p> <p>In decision making of service provision (fe privatization process), the role of LGS is very limited to controlling functions without any financial or political influence. However, CDS helps LGs to lobby in national governments for projects. In Sfax, the mayor could integrate some strategic projects into the national strategy.</p> <p>On the relation between economic and urban planning in many countries of the region there is confusion.</p> <p>NB: strategic planning must not be confused with urban planning because it encompasses a broader perspective, through economic competition.</p>
<p>If your city is still in the process of defining a CDS, please go directly at the end of the document.</p> <p>If CDS or other strategic plans were already carried out in your city, please continue to answer the next sections.</p>	<p>For cities without CDS</p> <p>Please let us know a city that is starting , we think of Tripoli</p>
7. Policy and leadership	
1. Did you enforce a vision statement reflecting unique and singular values of your city? Did it help you to make strategic choices?	<p>The vision is crucial to implement a good project and is very much linked to the political will of the local government. For example, Sfax intends to become an innovative, IT-centred, sustainable, sea-oriented city by 2016. The discussion of the project should precede land-use and projects should be taken up into land use plans, not inverted. Strategic projects have to "move" the apparatus...</p> <p>Could you mention some examples for supporting your argument here?</p> <p>Would administration throw overboard some of their core competences?</p>
2. Did political lobbying (up/down; internal/external) and leadership play a role in the implementation of your plan?	<p>A point underlined by Mr Parpal.</p> <p>Lobbying towards the central government, empowerment of the</p>

	private sector are core mechanisms and very helpful to the implementation of the strategy. Lobbying is happening in to direction: up – to the national government, and down- to private sector and citizens
8. Establishment of a diagnosis and objectives	
1. When and why did your city realize the necessity to establish a diagnosis to identify the main problems?	Diagnosis must mainly be about assessing the assets of the city and the limits in its development. F.e. Sfax tried to think in term of inter-communality and human capital, but at the same time tried to integrate the already existing constraints of urban sprawl. This diagnosis was the very first phase of the strategic plan. How much time and resources were dedicated and how was it organized, base lining data?
. What were the objectives of the City Development Strategy? Which ones were achieved, which ones not? Which achievements were unexpected? Which were too ambitious?	It very much depends on the cities. Sfax wanted to target littoral planning, IT activities, port and airport infrastructures, depolluting. Alexandria dealt with solid waste management, as well as Tetouan in Morocco. Could you tell us some ambitions cases?
3. Did your city set up proper targets and specific indicators in order to measure the necessary performance? Which one? Could you attach it?	Sfax set up indicators to measure sustainable development, through an observatory of sustainable development and geographic information system (GIS). We would need more info here, the GIS is also relating baseline data (see above)
4. Definition of an action plan	
1. Could you describe the most important methodological instruments you employed and why they were useful to carry out the strategy?	Many tools are developed throughout the region to improve the strategic planning processes, but we must bear in mind that without any public service authority, the sustainability of the project is deeply undermined. So good instruments would also lead to empower LA. Please give example Please provide insights of the difficulty to prepare sustainable (environmental) development

<p>2. Which role did the private sector play in the definition of the action plan?</p>	<p>Privatizations are numerous in the region but often do not involve the LGs which are then requested to control private service delivery or subsidize services for the poor without any competences nor funding.</p> <p>A good example is the waste management of Alexandria result of the strategy, and funded by World Bank (how was Medcities involved?)</p> <p>Generally, private investment is high in the region and also is following strategies like urban renewal (Tunis, Rabat?) Could you give an example?</p> <p>PPP could also be a good solution, still with an emphasis on public management. Other good example or some bad examples?</p>
<p>3. How were the other city actors (experts, urban dwellers) involved in the planning process (involved in meetings, consultation, oral participation, written participation...)?</p> <p>4. In which steps of the process were they involved? What were the objectives of the promotion of citizen participation?</p>	<p>Along with financial commitments, Mr Parpal pointed out that social capital must be taken into account in order to promote sustainability. F.e., the city of Haifa in Israel raised important personal commitment of their citizens through a vision based on identity.</p>
<p>5. Did the strategic plan generate new/specific institutional structures (such as agencies for strategic planning or economic promotion)? Could you shortly describe it?</p>	<p>As mentioned above, Mr Parpal insisted on the institutionalization processes, especially the setting up of economic promotion/strategic planning agencies.</p> <p>Very different for each city.</p>
<p>5. In the spirit of increased intergovernmental relations, is your city aligning its planning policy with national and provincial priorities (such as spatial development or economic competition)? If not, what are the main difficulties?</p>	<p>One of the main expected outputs from strategic planning at the local level is to obtain national changes. This is a big challenge for any network, that cannot easily commit to long term political lobbying. Concept of Timing (between national and local, or also between city to city) is different and it is sometimes hard to combine strategies at both levels.</p>
<p>5. Content of the plan</p>	
<p>1. Were you formulating binding decisions or general orientations?</p>	<p>How much is this relevant in the region? Have the LGS any chance by laws or urban land use plans that are binding? Please inform</p>
<p>2 Could you list 3 maximum 10 of the most important projects you carried out in your city? Please indicate for each the most</p>	<p>Access to services for the poor</p> <p>Communication with citizens</p>

<p>relevant field of outcomes :</p> <p>For example Sfax for its Greater Sfax Sustainable Development Plan Could you inform which projects have been approved implemented?</p>	<p>Infrastructure</p> <p>Institutional accountability</p> <p>Mobility or transport or other services</p> <p>Positioning and marketing</p> <p>Private sector engagement</p> <p>Public Income</p> <p>Social inclusion</p> <p>Sustainable urban development</p> <p>Others ,which?_____</p>
<p>6. Investment and Implementation</p>	
<p>1. Please indicate the sources to finance your plan, first in its creation and then in its implementation:</p>	<p>Public resources local government</p> <p>Public national government</p> <p>Private</p> <p>International – how much? By grant or credits?</p>
<p>1. Has the strategy been helpful to channel public and private investments on urban infrastructure, services and housing (f.e. urban renewal or new developments)?</p>	<p>Joan Parpal raised the example of urban renewal, an important field of action for many cities in the Mediterranean. Similar to BCN, also historical cities in the region have mobilized private investment (housing, tourism or production?) As a project which needs public attention, credibility and commitment and funds, city renewal can benefit from a global strategic plan.</p>
<p>7. Sharing of experiences</p>	
<p>1. If you would reinitiate the process by today, what would you repeat, what not?</p> <p>Please recall two interesting singular lessons that might interest other cities/ association?</p>	
<p>2. Does your city/ organization intend to support another local government, from your country or abroad? Which one(s)?</p> <p>Has your city been itself influenced by the experience of another national or local authority? Which one(s)?</p>	<p>Concerning Medcities activities, Mr Parpal pointed out that sharing experiences between cities with different legal contexts is a difficult exercise but can also be a positive challenge. The difference in terms of culture must be taken into account (democracy, decentralization</p>

	processes). Finally, despite differences of decision-making, cities are living organisms and thrive to survive economically and socially.
3. Is your city participating in any strategic planning association/network? Which one(s)?	MedCities brings together 27 cities from the Mediterranean basin and promotes strong peer-to-peer exchanges. http://www.medcities.org/
If you want to recommend any issue to be addressed in the paper, please feel free to contact us.	Strategic planning is build from the territory and its uniqueness towards increasing opportunities for the economic growth.

11. Response of the city of Lille, France

<p style="text-align: center;">1. Introduction</p>	
<p>1.1 Are you following a City Development strategy (CDS) or another kind of urban development plan? Please list them.</p>	<p>Lille Métropole implemented a urban development strategy in 1990, supported by a Master Plan (<i>Schéma de Cohérence Territoriale</i> in French). The creation of this document has lasted 10 years, thanks to a large consensus between local leaders, experts, socio-economic development actors... The updating of this document is crucial to identify the main objectives and to set up priorities. Lille is thus currently working on that project. This overarching document constitutes the spin of a set of other related documents, such as the Local Urban Plan (which gives more precise insights about territories), the Urban Sustainability Development Plan (aimed at implementing the legal framework of the Kyoto Protocol). Other thematic plans are implemented to support the planning strategies: the Commercial Urban Planning Development Scheme, the Urban Transportation Plan, and the Local Housing Programme.</p>
<p>1.2 Why did you create a City Development Strategy (CDS)?</p>	<p>A political reason: to pull the city of Lille up to the rank of big international metropolises. From that, decide which infrastructures and equipments to realize and how to respond to the needs and ambitions of a sustainable and balanced development, still taking into account citizens' expectations.</p>
<p>1.3 Who is responsible for the strategy?</p>	<p>At the political level, the President of Lille Métropole, Martine Aubry, delegated the implementation of the Master Plan to Mr René Vandierendonck, Vice-President in charge of Urban Planning/City Renewal. At the technical level, the Planning and Urban Renewal Direction is currently leading the updating process of the Master Plan, in close cooperation with the Development Agency of Lille Métropole. This updating will take into account the cross-border Eurometropolis territory (France and Belgium), called Lille-Kortrijk-Tournai and created in January 2008.</p>

<p align="center">2. General context</p>	
<p>2.1 Has your city/ association recently undergone political, economic, spatial or sociological changes which raised your awareness concerning planning processes? Could you briefly describe them?</p>	<p>Municipal elections took place in France in March 2008. The replacement of the municipal councils and of the Lille Métropole Board occurred at the same time. Martine Aubry, the new President for Lille Métropole, was elected on a programme declining the planning process. The new strategy has been designed to take into account the difficult context of globalization, as well as the social and economic challenges all big metropolises are deemed to tackle.</p>
<p>2.2 Is your country (and city) undergoing a decentralization process, aimed at empowering institutional and technical capacities of Local Governments?</p>	<p>Yes, the decentralization process has been initiated in 1983, with new competences being delegated to the municipalities (economy, housing, culture). This process is well inserted in the Lille Métropole strategic action plan.</p>
<p>2.3 What are the planning competences of local governments (urban planning/budget planning)? Are planning tasks and institutions of local and national governments related?</p>	<p>These competences stemmed from the 1966 Law on "<i>Communautés urbaines</i>", but also the Solidarity and Urban Renewal Law (2000), the Law on air making the Urban Transportation Plans mandatory in the cities of more than 100.000 inhabitants, the Law on Economic Modernization. Yes, these planning activities are developed in close link with the central state organs and the concerned regional authorities.</p>
<p>If your city is still in the process of defining a CDS, please go directly at the end of the document. If CDS or other strategic plans were already carried out in your city, please continue to answer the next sections.</p>	<p align="center">For cities without CDS</p>
<p>If your city is still in the process of defining a CDS, please answer these questions.</p>	<p align="center">Only for cities without a strategic development plan</p>
<p align="center">3. Leading the project</p>	
<p>3.1 Is your city trying to enhance the ownership of the project? By which means (involvement of senior</p>	<p>The political leadership is strong. The ambition of Lille Métropole goes in hand with its global urban development project.</p>

experiences, political leadership, collaboration with higher levels of government)?	
3.2 Is there an attempt to build on past/existing planning experiences?	The current updating process of the Master Plan is taking into account the past plans, on the basis of regular evaluations and analysis of the socio-economic and human evolutions. One of the main challenges of the updating is the creation of indicators to evaluate the past experiences and to progress in the quantification/qualification of the objectives for the next strategy. Towards this issue, Lille Métropole has a public policies evaluation department.
4. Defining priorities	
4.1 Why did your city realize the necessity to establish a diagnosis to identify the main problems? Was it related to ongoing reforms in your country?	Because, even before thinking about the projects to realize, it is important to underline the strengths and the weaknesses of the Metropolis, capital city of the Nord-Pas-de-Calais region. The city was the most impacted region by the industrial crisis.
4.2 Can you attach the main axes you want to promote in your project? Is it helping you to get a clearer picture of cross-cutting issues?	Sustainable development, through: Housing policy (social mix), employment creation, a new mobility culture, urban sprawl control and preservation of rural spaces (an important component in the Lille Métropole area).
5. Team project	
5.1 Are you mobilizing a team to define and implement your CDS? What is the balance between local and international inputs?	The strategy is widely shared and owned. Five directions are dealing with strategic aspects and operational issues. They are carrying out their expertise and their expectations concerning the investments for the future. The Urban Planning Direction plays the coordinator role.
6. Financing plan	
6.1 Please indicate the sources for your financing plan. Are you aligning it with current budget cycle (how you foresee financing of the strategic projects, as part of annual budgets)?	The implementation of urban documents, such as Master Plan, Urban Transportation Plan... always precede the implementation of the financing plan. During the diagnostic phase, the planning process helps to identify the strategic choices and to think about the means for all the ambitions. The legal

	<p>urban planning documents give a precise reading of the metropolis challenges and related projects. Then, and depending on the project concerned, sources of financing could be a combination of public, local and national resources (f.e. the building of a big municipal soccer stadium, related to the internationalization strategy), European funding (structural funds to open up the deprived areas, tramway). The central question is related to opportunities, which stem from the territorial analysis. It is really important to define the profile of the investments to be carried out, but always with the perspective of a global development strategy.</p>
7. Sharing of experiences	
<p>7.1 Does your city/ organization intend to support another local government, from your country or abroad? Which one(s)?</p> <p>Has your city been itself influenced by the experience of another national or local authority? Which one(s)?</p>	<p>The priority is now the collaboration with the cross-border public authorities (in Belgium) with whom we have initiated a formal cooperation partnership.</p> <p>But the procedures implemented in the case of Lille could be transfer in developing municipalities.</p>
<p>7.2 Is your city participating in any strategic planning association/network? Which one(s)?</p>	<p>Lille Métropole is member of big European cities networks focusing on governance themes, sustainable transport issues or on Urban Management Plans (Eurocities, Polis).</p>
If you want to recommend any issue to be addressed in the paper, please feel free to contact us.	<p>The planning processes are important democratization factors, thanks to the association of different actors in the territory and thanks to the creation of regular surveys and evaluations.</p>

12. Response of the city of Bilbao, Spain

<p style="text-align: center;">1. Introduction</p>	
<p>1.1 Are you following a City Development strategy (CDS) or another kind of urban development plan? Please list them.</p>	<p>Bilbao city has an urban plan drawn up by the municipality which is complementary with the strategic plan for the revitalization of the metropolitan Bilbao developed by the "Bilbao metropolis 30" association.</p>
<p>1.2 Why did you create a City Development Strategy (CDS)?</p>	<p>Bilbao was a city of industrial economy (heavy industry) which, during the 70 and 80, entered in a profound crisis which led to a very high rate of unemployment. To overcome that situation, the city had to suffer a profound metamorphosis with the aim of that new economical activities, from the service sector, could settle down in order to recover employment and in order for the city to convert itself in a post-industrial city.</p>
<p>1.3 Who is responsible for the strategy?</p>	<p>A multi-competences task as the one described required the consultation of the distinct public administrations, on which ones relied the task of developing the named strategy, without prejudice of that a public-private association, denominated "Bilbao Metropoli 30", set itself up, to develop the strategic plan.</p>
<p style="text-align: center;">2. General context</p>	
<p>2.1 Has your city/ association recently undergone political, economic, spatial or sociological changes which raised your awareness concerning planning processes? Could you briefly describe them?</p>	<p>As it has been indicated before, at the end of the last century there were strong economic changes in our model of city, which one had an important sociological impact which main characteristics were: decadence of the industrial system, high rate of unemployment, environmental and urban deterioration, negative migratory rate and, all that, led to important consequences in term of social marginalisation (poverty, drugs, etc.)</p>
<p>2.2 Is your country (and city) undergoing a decentralization process, aimed at empowering institutional and technical capacities of Local Governments?</p>	<p>In Spain, after the dictatorship, an important process of decentralization was built which gave birth to autonomous state. The Basque autonomy, with important own competences, including fiscal one, together with the creation of the society "Bilbao Ria 2000" as a forum of meeting of all the public administrations involved, enabled the</p>

	development of the necessary changes.
2.3 What are the planning competences of local governments (urban planning/budget planning)? Are planning tasks and institutions of local and national governments related?	The competences in urban planning field are basically of local character/level and the corresponding to economic planning lie in the national administration and the autonomous one.
If your city is still in the process of defining a CDS, please go directly at the end of the document. If CDS or other strategic plans were already carried out in your city, please continue to answer the next sections.	
3. City vision and leadership	
3.1 Did you enforce a vision statement reflecting unique and singular values of your city? Did it help you to make strategic choices?	The strategic vision consisting in accepting the end of our economic model, understanding that the crisis we suffered was not cyclical short-term crisis but a structural and definitive one, had been decisive to carry out the urban and social changes which were necessary. Specific values which had Bilbao as enterprising and business society, contributed notably to facilitate the referred transformation.
3.2 Did political lobbying (up/down; internal/external) and leadership play a role in the implementation of your strategic plan?	The strategic plan elaborated by Bilbao Metropoli 30, was drawn up through the participation and collaboration of economical sectors, the administration, university/academic people, professional colleges, etc. which facilitated the implementation of the plan, without prejudice of that the main weight of the actions had to come from the public sector.
4.Establishment of a diagnosis and objectives	
4.1 When and why did your city realize the necessity to establish a diagnosis to identify the main problems?	As it has been explained before, our strategic plan does not come from a theoretical approach to improve the city and its potentialities but from the obligation which could not be postponed in front of the situation of crisis and the

	important unemployment rate, around 30%, in the metropolitan area. In our case the necessity made virtue.
<p>4.2 What were the objectives of the City Development Strategy? Which ones were achieved, which ones not? Which achievements were unexpected? Which were too ambitious?</p>	<p>The main objectives of the strategy were:</p> <ol style="list-style-type: none"> 1. Investment in human resources <ul style="list-style-type: none"> University and post-graduated formation Professional formation Formation and employment Politic of human resources in the company. 2. Metropoli of services in a modern industrial region. <ul style="list-style-type: none"> Framework for the development of advanced services Offer/supply and demand of advanced services Industrial diversification 3. Mobility and accessibility <ul style="list-style-type: none"> Intern mobility Access roads Port and Airport 4. Environmental regeneration <ul style="list-style-type: none"> Atmospheric contamination Cleaning-up of waters Solid urban waste Industrial wastes and decontamination of the soil. 5. Urban regeneration <ul style="list-style-type: none"> Recovery of the urban framework housing collective equipments 6 Cultural centrality <ul style="list-style-type: none"> Cultural market Cultural equipment 7. coordinated management of the public administrations and the private sector <ul style="list-style-type: none"> Planning and management of the territory Administration and public services 8. Social joint coordination <ul style="list-style-type: none"> Joint coordination of efficient methods Optimisation of the resources Satisfaction of situations of existent necessities.

	<p>All these objectives had been achieving in different measures, and are still undergoing processes and not a finalized ones having for effect to make more difficult a definitive evaluation. The main achievements had been materialized in a successful urban transformation developed very quickly. Our best expectative were overcome with the Guggenheim museum effect and the main challenge in which we have to keep working is the one of achieving a society of the knowledge and creativity.</p>
<p>4.3 Did your city set up proper targets and specific indicators in order to measure the necessary performance? Which one? Could you attach it?</p>	<p>In collaboration with the university of Deusto, the association for the revitalization of metropolitan Bilbao (Bilbao Metropoli 30) established a "system of indicators for metropolitan revitalization", with which one the association realizes an annual report of progress. It was also realized a comparison of metropolitan development with other Spanish metropolitan areas. The system of indicators is wide and complex, so it will have to be facilitated by Bilbao Metropoli 30 (www.bm.30.es), but we can still, in short words, established it as follow:</p> <ul style="list-style-type: none"> Social joint coordination Production and income Distribution of the income Work Health. <ul style="list-style-type: none"> Urban space Offer/ supply of land and building Equipments Housing <ul style="list-style-type: none"> Productive framework Investigation and technological development Industrial competitiveness Advanced services <ul style="list-style-type: none"> Frame for the business activity Financial centrality External attraction Job market and work relationships Enterprising spirit <ul style="list-style-type: none"> Accessibility and mobility Capacity of the infrastructures

	<p>Use of the communications means</p> <p>Environment Air water Soil Solid wastes Noise Energy Protection of the environment.</p>
5. Definition of an action plan	
<p>5.1 Could you describe the most important methodological instruments you employed and why they were useful to carry out the strategy?</p>	<p>The methodology used was the classic one for the development of strategic plans and it consist basically in:</p> <ul style="list-style-type: none"> -Exploring the surrounding environment and identify the critical subjects -Extern and intern analysis -Fixation of goals and objectives and development of strategies -Action plan -Implantation <p>For the analysis of each studied subject, a frame was created with an axe of coordination. From this axe was established a measure of the importance of the different elements. This measure was constructed in three levels: low, medium and high and in the axe of abscissa was established the viability in the three same levels.</p>
<p>5.2 Which role did the private sector play in the definition of the action plan?</p>	<p>As it has been indicated, Bilbao Metropoli 30 born as an association integrating the public and private efforts, having in its members both sectors since the beginning.</p>
<p>5.3 How were the other city actors (experts, urban dwellers) involved in the planning process (involved in meetings, consultation, oral participation, written participation...)?</p>	<p>The elaboration of the strategic plan which emanated from Bilbao Metropoli 30 did not develop itself through the participation of inhabitant and residents, but through the participation of the organized society. The representative of the organized society became members of the named association. They gather together basically in the following categories:</p>

	<p>In services companies (Banco BBVA, Telefonica, universidades, Andersen Consulting, Bilbao Plaza Financiera, hotels, EROSKI, etc.).</p> <p>Industrial companies (Iberdrola, Petronor, IBM, Mondragón Corporación, Cooperativa, Dragados y construcciones, Babcock, Wilcox, etc.)</p> <p>Public companies (Cámara de comercio/chamber of commerce, Industria y navegación/industry and navigation, Autoridad Portuaria de Bilbao/port authority of Bilbao, Parque tecnológico/technologic park, Rbotiker, etc.).</p> <p>Administration institutions (Gobierno vasco, Diputación Foral de Bizkaia, Ayuntamientos metropolitanos).</p> <p>Association - Foundation (Asociación de comerciantes/shopkeeper association, colegios profesionales/professional colleges, Cruz Roja/Red Cross, Fundacion ONCE, Caritas Diocesana de Bizkaia, etc.).</p> <p>Communication means</p> <p>Their participation was diverse with meetings, writing, etc.</p>
<p>5.4 In which steps of the process were they involved? What were the objectives of the promotion of citizen participation?</p>	<p>The actors named above participate mostly in the analyses of the situation and in the fixation of goals, objectives and development of strategies.</p> <p>For that stage, it was not realized what we commonly call citizen participation but, as said before, this participation was realized through the participation of the organized society.</p> <p>The processes of public participation were developed in the redaction of the diverse urban forecasting/plans</p>
<p>5.5 Did the strategic plan generate new/specific institutional structures (such as agencies for strategic planning or economic promotion)? Could you shortly describe it?</p>	<p>The development of the concrete actions and their implementation were left to each one of the entities which have competences for those actions.</p> <p>In that sense, the creation of Bilbao Ria 2000 took a special importance. It built itself as a public company including Spanish government, Basque government, the "Diputacion Foral" of Bizkaia and the municipality. The</p>

	association concentrated all competences in urban planning, port planning, rail planning and others planning topics necessary to implement the actions of the urban transformation.
5.6 In the spirit of increased intergovernmental relations, is your city aligning its planning policy with national and provincial priorities (such as spatial development or economic competition)? If not, what are the main difficulties?	As indicated before, the Bilbao Ria 2000 association was the meeting centre of the local, provincial and national priorities. However, its incidence was in economic subjects/competences, but in spatial, urban and infrastructural ones.
6. Content of the plan	
6.1 Were you formulating binding decisions or general orientations?	In order to make the transformation of the metropolitan area of Bilbao a reality, it has been necessary not only the establishment of a strategic frame, but also its implementation through measures and concrete actions.
6.2 Could you list 3 maximum 10 of the most important projects you carried out in your city? Please indicate for each the most relevant field of outcomes :	Establishments of programs of basic income and non contributory pensions. Transformation of the areas damaged by the industrial crisis into spaces of high urban value. Extension of the port of Bilbao and renovation of the airport. Improvement of the road and rail networks Establishment of the subway and the tramway Creation of the BEC (Bilbao Exhibition Centre) Cultural infrastructures (Guggenheim museum, Congress and music centre, new music academy, Libraries, etc.) Decontamination, cleaning-up and ecology recovery of the river.
7. Investment and Implementation	
7.1 To what extent does the strategy help direct the capital and operating budget of your city?	The objectives of the transformation of the metropolitan area of Bilbao had necessarily to be taken into account in the budgets of the public administrations in order to develop the infrastructures and the equipments forecast.

<p>7.2 Please indicate the sources to finance your plan, first in its creation and then in its implementation:</p>	<p>The multi-competences nature/characteristic of the actions, required the combination of budgets from diverse levels of the administration, depending of the subject they were competent for. We also relied on some European helps. There were not corresponding to cohesion funds because our region did not have the right to it. However, we had funds from the FEDER to help to build the infrastructures. In any case, one of the most important sources of financing was the urban plus-values obtained by the transformation of the public areas, which were obsolete, into spaces of opportunity. To lead this transformation, the private sector contributes with investments in housing, commercial and services buildings.</p>
<p>7.3 Has the strategy been helpful to channel public and private investments on urban infrastructure, services and housing (f.e. urban renewal or new developments)?</p>	<p>As said before, the strategy had been useful and necessary to undertake an important urban transformation which is undergoing in the metropolitan area of Bilbao since the last 12 years.</p>
<p>8. Sharing of experiences</p>	
<p>8.1 If you would reinitiate the process by today, what would you repeat, what not?</p> <p>Please recall two interesting singular lessons that might interest other cities/ association?</p>	<p>The experience developed by our process of strategic transformation gave important outcomes in urban and cultural fields, for which it does not exist, in theory, elements that would not be repeated. This does not mean that we do not have to follow new steps in the process. Therefore, with that objectives of progress, we began a second strategic plan not orientated so much in the urban transformation but more in the process/fact of making Bilbao a city of the knowledge and the innovation, in the concept of "creative city", developing also aspects of "city and values", based in the innovation, professionalization, identity and opening.</p>

8.2 Does your city/ organization intend to support another local government, from your country or abroad? Which one(s)?

Has your city been itself influenced by the experience of another national or local authority? Which one(s)?

Bilbao Ria 2000 support Aburrà, metropolitan area of Medellín (Colombia). Without changing the fact that/ Without prejudice of that the strategic plan of Bilbao did not based itself in other concrete model, it participated to the project CITIES of the Metropoli foundation and, in an other hand, "Bilbao Metropoli 30" belongs to the following networks quoted from its web page:

The Bilbao Metropoli 30 association impulses the revitalization of the metropolitan Bilbao through the participation or the collaboration with other local and international organizations between which ones stand out:

AiB (Benchmarking Clearinghouse Association)

Bilbao Metropoli 30 is founder of the AiB created to impulse the use of Benchmarking techniques as a way to improve the competitiveness and the efficiency of organisations.

System Dynamics Society

Is a non profile making international organization dedicated to the study and diffusion of advanced techniques of analysis of dynamics systems.

Uniport Bilbao

In its capacity of member of the directive committee of the port community of Bilbao, Bilbao Metropoli 30 took actively part in the fusion of Uniport Bilbao and the Port community of Bilbao, with the objective of increase the public-private collaboration in the improvement of the competitiveness of the port of Bilbao.

Bolivar's Program

The Bolivar program is an initiative carried by the Inter-American development Bank to increase techniques, legal and financial support to the companies and investigation centres in the formulation of international projects and to make easier the identification of possible members between the more than 20 countries that are participated to the program.

The World Future Society

Is a scientific and educational

organisation to analyse social and technologic change and its influence in the conformation of the future.

Institute for European Affairs (INEA)
Centre of strategic reflection on the process of European integration and its effects on the emerging economy of eastern Europe and Latin-America collaborate with the Bilbao Metropoli 30 Association in the analysis of possibilities of internationalisation of metropolitan areas.

Internet Corporation for Assigned Names and Numbers (ICANN)
Entity charged of the assignation of the internet fields.

The International Institute of Administrative Sciences (IIAS)
Is an consultive intergovernmental organization of the ONU to the modernization and the strategic change of the public administrations

The Internet Society
Is dedicated to the impulse and the coordination of the expansion of the internet network, as of the analysis of its impact of the different areas of the society.

The British Urban Regeneration Association (BURA)
Promote the exchange of experiences on urban regeneration and analyse experiences of revitalization of metropolis of old industrialisation.

Standing Committee on Urban and Regional Statistics (SCORUS)
Organ of the International Statistical Institute (ISI) increase the exchange of knowledge and international experiences on statistic systems and urban indicators.

SPIN-Spain
The association SPIN-Spain is part of the network of SPINes (Software Process Improvement Network) at international level, and its objective is to group and support organisations interested in the improvement of the processes of software, contributing like that the improvement of the quality of the

organisation.

World Development Federation

International organisation which promotes the exchange of experiences between experts in the field of integral processes of revitalization.

International Network for Urban Research and Action (Inura)

Organisation of people linked with the work and the investigation on cities. The network is composed by responsible and investigators of social and environmental groups, universities and local administrations which want to share experiences and take part of similar investigations.

Parekatuz

Is a flexible and open network to all the socio-economic entities of Bizkaia which want to get involved in the social issues for the equality of opportunities between women and men. They incorporate themselves to the network of entities which show dispositions to work in the distinct spaces of open participation, to develop the different actions which prioritise in each of them. The network offers three space of participation, which suppose different levels of involvement of the project: Area of information and following, Commission of work on thematic and individualized technical assistance, where Bilbao Metropoli is.

Xertatu

Is an initiative of the Economic Innovation and Promotion department of the Foral deputation of Bizkaia for the increase of the corporal social responsibility of the companies in Bizkaia. Xertatu wants to be the frame for work and collaboration in the field of social responsibility in the companies (RSE) which unify the different organisations and institutions involved in the promotion of that concept in Bizkaia.

NEW EPOC (Renewing Economic Prosperity in Port Cities)

This project, included in the FEDER-3 Interreg III-C West 2000-2006 program, has as objective the analysis of experiences of port cities in several/varied regions of Europe which had crossed processes of industrial

	<p>restructuring/conversion, as close of mines and port industries, with the social and economic problems which generate. The aim is look for models of compartment, active politics of economic recovery, initiatives and innovated ideas.</p>
<p>8.3 Is your city participating in any strategic planning association/network? Which one(s)?</p>	<p>Without prejudice of/ Without calling into question what has been exposed above, the city of Yokohama (Japan) contacted the city of Bilbao, asking the questionnaire we attach in order to organize an international forum, the one still not concreted.</p>