



IMPLEMENTATION TOOLKIT
OF THE **OECD PRINCIPLES**
ON **URBAN POLICY**



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1 Understanding the OECD Principles on Urban Policy

WHAT ARE THE OECD PRINCIPLES ON URBAN POLICY?

The **OECD Principles on Urban Policy** consolidate the lessons from the past 20+ years of OECD work on cities to guide policymakers in building a smart, sustainable and inclusive urban future. The Principles are organised around three pillars (“3S”), as follows:

Targeting an effective **SCALE** of policy action:

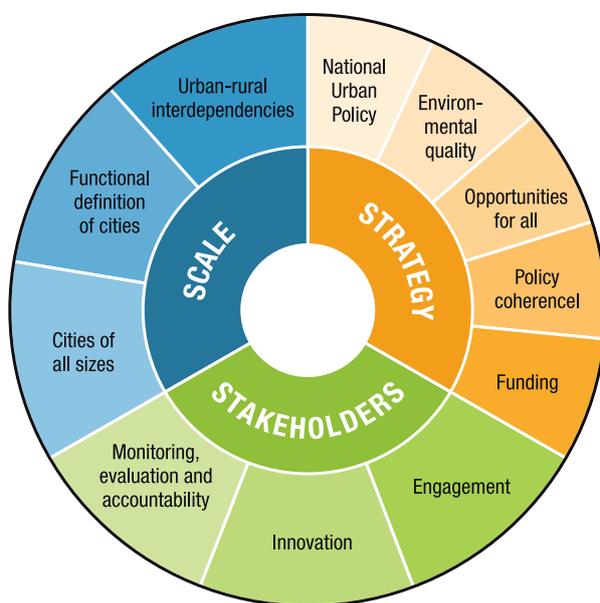
- **Principle 1.** Maximise the potential of cities of all sizes to advance national and global prosperity and well-being over time.
- **Principle 2.** Adapt policy action to the place where people live and work.
- **Principle 3.** Support interdependencies and co-operation between urban and rural areas.

Adopting a coherent, integrated and effective **STRATEGY** to build smart, sustainable and inclusive cities

- **Principle 4.** Set a clear vision for national urban policy that is fit for the future.
- **Principle 5.** Leverage the potential of cities of all sizes for advancing environmental quality and the transition to a low-carbon economy.
- **Principle 6.** Promote inclusive cities that provide opportunities for all.
- **Principle 7.** Foster a national and multi-level urban policy approach that sets incentives to align and integrate sectoral policies to jointly promote development and well-being in cities.
- **Principle 8.** Harness adequate funding for effective implementation of responsibilities for urban policy at all levels of government.

Engaging **STAKEHOLDERS** in a co-designed, co-implemented, and co-monitored urban policy

- **Principle 9.** Promote stakeholder engagement in the design and implementation of urban policy.
- **Principle 10.** Strengthen the capacity of actors in cities to innovate and fulfil their duties effectively, efficiently and inclusively.
- **Principle 11.** Foster monitoring, evaluation and accountability of urban governance and policy outcomes.



The Principles were co-developed in a bottom-up process with a diverse range of stakeholders, including OECD member and partner countries, international organisations, development banks, networks of cities and local governments, research institutes and academia, and the private sector. **Together with the OECD Principles on Rural Policy, the OECD Principles on Urban Policy were officially approved by the delegates of the OECD Regional Development Policy Committee (RDPC) on 1 March 2019, and welcomed by ministers of regional, urban and rural policy as part of the OECD Declaration on Policies for Building Better Futures for Regions, Cities and Rural Areas, at the 4th meeting of the RDPC at Ministerial level on 20 March 2019.**



"...WELCOME the OECD Principles on Urban Policy and the OECD Principles on Rural Policy, as key tools for countries to use for designing, implementing and monitoring policies in each of these areas. They also serve to assess the urban-rural continuum as well as support linkages and co-operation between urban and rural areas. These Principles consolidate the accumulated policy expertise developed by the RDPC and its Working Parties on Urban Policy and on Rural Policy over the past 20 years, and set a path for guiding more inclusive and sustainable growth in the face of global megatrends. In this regard, we invite the RDPC to consider the possibility of transforming these Principles into an OECD Recommendation."



7th OECD Roundtable of Mayors and Ministers (March 2019) Athens, Greece



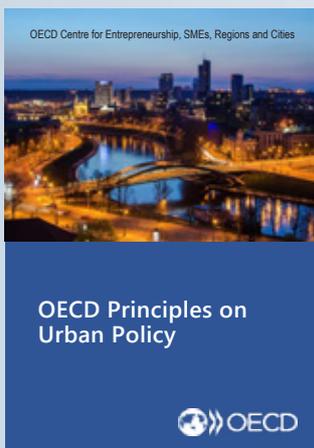
Multi-stakeholder workshop to co-develop the Principles (October 2018) Paris, France



During the 7th OECD Roundtable of Mayors and Ministers held on 19 March 2019 in Athens, Greece, the Principles were welcomed by Mayors and Ministers through the [Athens Multi-Stakeholder Pledge](#), which:

- **Called upon governments from OECD member and partner countries to raise the profile of the Principles** local, national and global levels and to use them to guide decisions and policies, and
- **Invited the OECD to support the implementation of the Principles**, notably by: (i) using them as a framework to help assess urban policy outcomes through Metropolitan Reviews, National Urban Policy Reviews and thematic reports, and (ii) developing user-friendly implementation tools that can facilitate and accelerate the uptake of the Principles, such as checklists, best practice repositories or self-assessment frameworks.

WHAT HAS HAPPENED SINCE THE LAUNCH OF THE PRINCIPLES?



Over the three years since their launch, the OECD Principles on Urban Policy have been widely disseminated internationally. They have been translated into six languages (French, Italian, Japanese, Spanish, Arabic and Russian), which are available on our [website](#). This affirms the OECD's commitment to facilitate and accelerate the uptake of the Principles, as well as to make them easily accessible to countries, cities and regions.

Two videos were produced to promote the Principles: one video explains each of the Principles and another showcases the commitment of Mayors and Ministers to implement the Principles.

Watch video

<https://www.youtube.com/watch?v=XOZFUuuK2No>
OECD Principles on Urban Policy

Watch video

<https://www.youtube.com/watch?v=2LJQugDurdK>
Mayors and Ministers call for their implementation



The OECD Principles on Urban Policy have also been presented and discussed at many national and international seminars to illustrate their benefits and promote their uptake by countries and cities in the design, implementation and monitoring of urban policy. These include, the 10th [World Urban Forum](#) (February 2020, Abu Dhabi), the [European Week of Regions and Cities](#) (October 2020, online), a series of Eurocities Policy Dialogues and the [EUKN-OECD Week of National Urban Policies](#) (June 2021, online).

The OECD has been actively using the Principles as a guiding framework in its analysis over the past three years. For example, the [Global State of National Urban Policy 2021](#) defines some of the key characteristics of National Urban Policy (NUP) around the Principles, including the 3Ss. The OECD also developed new indicators and tools that are relevant for the Principles, such as the webtool [measuring the distance to the SDGs in cities and regions](#), applying the degree of urbanisation, the [OECD Regions and Cities Statistical Atlas](#) and the [Cities in the World](#) web-tool. Another example is the [National Urban Policy Review of Colombia](#) (2022), where the Principles were used to assess Colombia's "System of Cities" policy. In addition, the Principles have served as a framework to guide cities' COVID-19 recovery strategies. For example, the note on [Cities' Policy Responses to COVID-19](#) and policy dialogues on COVID-19 recovery and greater resilience in the [Aix-Marseille Provence \(France\)](#), [Core Cities \(UK\)](#) and [Zuid-Holland \(The Netherlands\)](#) are based on the Principles. Most recently, the OECD supported Poland's effort in updating its national urban policy by analysing how to strengthen the partnerships between urban and rural areas in Poland, using Principle 3 on supporting urban-rural interdependencies.

HOW HAVE THE PRINCIPLES INSPIRED URBAN POLICY IN OECD COUNTRIES?

Since their adoption in 2019, the Principles have been recognised and valued as a source of inspiration for countries, regions and cities to help improve policy and institutional frameworks for urban development. Experiences from a selection of OECD countries are briefly recalled below.

<p>Chile</p> 	<p>In 2013, Chile approved its National Urban Development Policy (<i>Política Nacional de Desarrollo Urbano</i>). Among mechanisms to implement the policy, the country has created a National Council for Urban Development (Consejo Nacional de Desarrollo Urbano - CNDU). More recently, the Ministry of Housing and Urbanism launched a "<i>Cities 2050</i>" programme, which aims to enhance the capacity of cities to develop urban development plans. Its design recognises the OECD Principles on Urban Policy as a key accelerator of the national urban agenda in Chile.</p>
<p>Hungary</p> 	<p>Since 2021, Hungary has been preparing its National Settlement Policy (<i>Nemzeti Településpolitikai</i>), in line with the long-term development goals of the National Development and Regional Development Concept until 2030. The OECD Principles on Urban Policy are a transversal element of the Policy. For example, inspired by Principle 1, the Policy aims to exploit the potential of cities of all sizes by promoting the implementation of local plans through the domestic tender programmes that supplement the EU funds. Hungary is also implementing Principle 3 by launching a special support programme to strengthen rural-urban linkages, in which 61 municipalities are expected to participate. In addition, Hungary is using Principle 7 to make development planning simpler and more transparent, creating the conditions for modern, digital design and integrated planning of settlement development and land use.</p>
<p>Poland</p> 	<p>The Polish government is currently updating its National Urban Policy (2015), which, together with the Strategy for Responsible Development (2017) and the National Strategy for Regional Development 2030 (2019), has paved the way for a new paradigm of development. The updated national urban policy will devote specific attention to less developed and less resilient medium-sized cities, as well as to territories that are at risk of long-term marginalisation. In this respect, Poland is using the OECD Principles on Urban Policy, particularly Principle 3, to leverage the potential of urban-rural linkages.</p>



2 | The Implementation Toolkit of the OECD Principles on Urban Policy: an overview

WHY AN IMPLEMENTATION TOOLKIT?

The COVID-19 crisis has reinforced the importance of the need to reshape urban policies for more resilient, green and inclusive cities, in a shared responsibility across levels of government. The pandemic profoundly affected the health, lives and work of urban dwellers, magnifying many persistent urban challenges such as inequality and environmental issues. It has therefore triggered policy debates on how to repurpose and reboot cities to deliver more sustainable growth and opportunities for all.

As of 2022, cities are entering another unprecedented global crisis whose magnitude still remains largely unknown. Further waves of the pandemic are unfolding across the world, and Russia's large-scale aggression against Ukraine has thrown the strength of the global recovery into doubt. In these times of radical uncertainty, it is more important than ever to leverage the transformative power of cities to keep recovery from the pandemic on track and build longer-term resilience against a myriad of complex and interlinked shocks.

While the OECD Principles on Urban Policy provide a crisis-proof framework to help governments at all levels nurture better and stronger cities that stand the test of time, guidance is needed for governments to put theory into action. Given the complexity of urban challenges and the urgency to address them, it is important to provide hands-on guidance for national and subnational governments on how to use the OECD Principles in order to prepare for, respond to and recover from sudden exogenous shocks, as well as technological, demographic and environmental changes in cities in the long term.

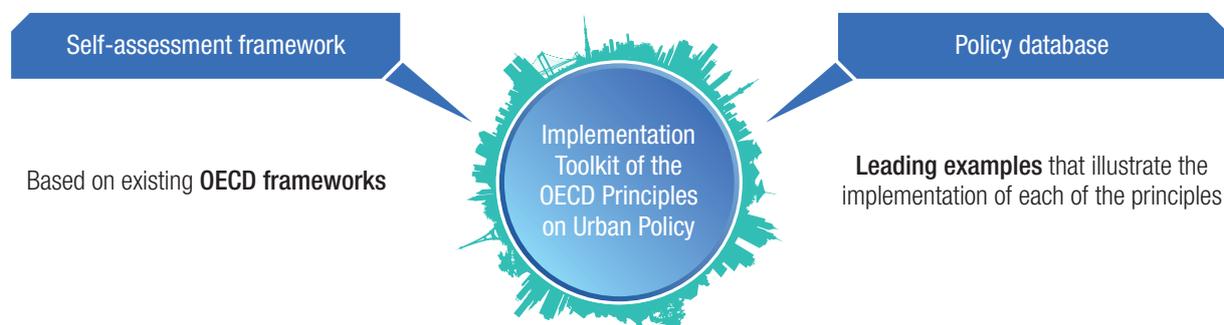
WHAT IS THE OBJECTIVE OF THE IMPLEMENTATION TOOLKIT?

The *Implementation Toolkit of the OECD Principles on Urban Policy*, developed under the direction of the *OECD Working Party on Urban Policy*, aims to facilitate and accelerate the uptake of the Principles as a driver of policy reform and improvement in diverse urban policy contexts. Against the backdrop of current challenges surrounding cities, it seeks to support national and subnational governments in making cities fit to face current and future shocks and opportunities.

The Implementation Toolkit can be used on a voluntary basis by interested countries, regions and cities. It is designed primarily for national governments, but it can also be used by regional and local governments. The Toolkit can provide an opportunity for governments to engage a wide array of stakeholders (e.g. other levels of government, the private sector, academics, NGOs, citizens) to build consensus and shape a common frame of reference for urban policy making.

WHAT DOES THE IMPLEMENTATION TOOLKIT OFFER?

The Implementation Toolkit consists of two interlinked and complementary components: (i) a self-assessment framework, and (ii) a policy database. Rather than a “one-off” initiative, the Toolkit is designed as a “living document”, to be enriched with more tools and examples over time.



Self-assessment framework

The self-assessment framework provides governments with a user-friendly four-step guide to assess the state of play of their urban policy frameworks (“what”), operational mechanisms (“how”) as well as policy outcomes. It allows policymakers to:

- **Understand** their current strengths and weaknesses in implementing the Principles.
- **Identify** potential policy gaps, for example in terms of whether some necessary enabling conditions are missing, what can be improved and how to improve it.
- **Make** informed decisions for policy improvement, supported by concrete evidence.

The self-assessment framework includes a set of guiding questions and indicators. It also points to thematic policy checklists, recommendations and manuals from existing OECD resources. Each component of the framework may be further updated in the future, as new resources become available.

Policy database

The policy database complements the self-assessment framework and offers a selection of (to date) 60+ leading examples on how national and subnational governments are implementing the OECD Principles on Urban Policy on the ground in their own policy making. These examples cover a variety of policy interventions, including national programmes and strategies, legal frameworks and co-ordination mechanisms.

The examples are mainly based on existing OECD work that has been peer-reviewed and approved by the OECD Working Party on Urban Policy. The selection is primarily geared towards OECD countries, but also includes some selected examples from non-OECD countries. The current sample of examples is represented on the following map together with the number of the corresponding principles. It is colour-coded according to the three pillars (“3S”): **scale**, **strategy**, **stakeholders**.



POLICY DATABASE: HOW ARE COUNTRIES AND CITIES IMPLEMENTING THE OECD PRINCIPLES ON URBAN POLICY?

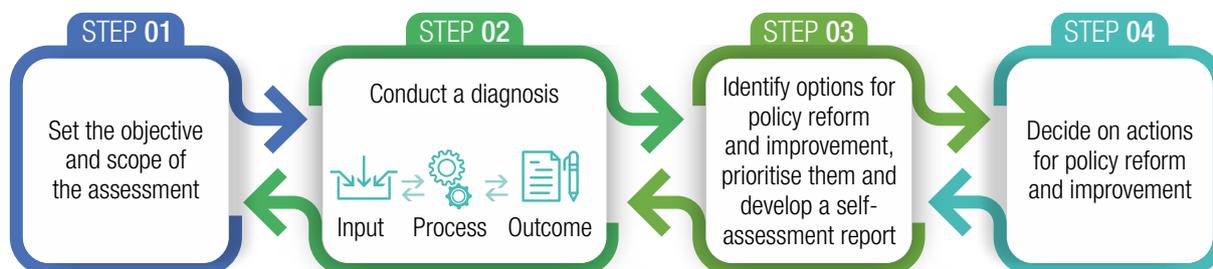


<p>Scale</p> <ul style="list-style-type: none"> Principle 1. Cities of all sizes Principle 2. Functional definition of cities Principle 3. Urban-rural interdependencies 	<p>Strategy</p> <ul style="list-style-type: none"> Principle 4. National Urban Policy Principle 5. Environmental quality Principle 6. Opportunities for all Principle 7. Align sectoral policies Principle 8. Adequate funding 	<p>Stakeholders</p> <ul style="list-style-type: none"> Principle 9. Stakeholder engagement Principle 10. Capacity to innovate Principle 11. Monitoring, evaluation and accountability
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HOW DOES THE IMPLEMENTATION TOOLKIT WORK?

The two elements of the Implementation Toolkit (self-assessment framework and policy database) can be used either jointly or separately. When a government conducts a self-assessment, it may also use the policy database, but the policy database can also be consulted at any time as a source of inspiration, separately from the self-assessment framework.

A self-assessment can be conducted following a four-step approach:



- **STEP 1. Set the objective and scope of the assessment.** The first step for a government to use the Implementation Toolkit is to set a clear objective, which will also determine the scope of assessment (e.g. the assessment can apply either to all or part of urban policies; either to all 11 Principles or a selection of the ones deemed most relevant).

It is desirable to adopt an open and consultative approach to engage a wide group of stakeholders from the onset (e.g. ministries and agencies across levels of government, private sector, academia, civil society, NGOs). The process may also be initiated via internal desk-review engaging stakeholders in a later stage. In both cases, it is critical to identify a national government authority that can be committed to and responsible for the entire process of the assessment.

This institution will need capacity to convene stakeholders, as well as to plan and manage the self-assessment process, which calls for adequate human and financial resources.

- **STEP 2. Conduct a diagnosis.** A set of guiding questions and indicators organised in three categories (i.e. input, process and outcome) is proposed to guide the diagnosis by Principle:
 - **A diagnosis on 'input'** to understand the state of play of existing urban policy frameworks. The proposed guiding questions aim to help identify which policies and legal frameworks are currently in place to support the implementation of the Principle.
 - **A diagnosis on 'process'** to understand the mechanisms currently available to put the policy frameworks identified above in action. The proposed guiding questions aim to help identify what mechanisms/instruments are in place (e.g. monitoring frameworks, incentives) to support the implementation of existing policies and legal frameworks.
 - **A diagnosis on 'outcome'** to understand the performance of the policy frameworks identified above. The indicators proposed in the diagnosis mainly come from OECD databases, including: [OECD Regional and Metropolitan Databases](#), [OECD Regional Well-Being database](#), [webtool on measuring the distance to the SDGs in cities and regions](#), [webtool on applying the degree of urbanisation](#), the [OECD Regions and Cities Statistical Atlas](#), the [Cities in the World webtool](#), and the [World Observatory on Subnational Government Finance and Investment](#). Where possible, indicators applicable to small OECD regions (TL3) or Functional Urban Areas (FUAs) are proposed.

The following materials, also available by Principle, can be used to elaborate the diagnosis:

- **Thematic policy checklists, recommendations and manuals from existing OECD work** can provide complementary guiding questions. For example, policy checklists designed for a specific theme (e.g. water governance) can complement more general guiding questions, thus allowing further in-depth diagnosis.
- **The policy database** can help put the current policy framework in perspective with the frameworks of other countries, regions and cities, and provide inspiration in implementing each Principle.

As in Step 1, it is also desirable to engage a wide range of stakeholders during this step.

- **STEP 3. Identify options for policy reform and improvement, prioritise them and develop a self-assessment report.** Based on the diagnosis conducted in Step 2, options for policy reform and improvement can be laid out. The policy database can be used again as a source of inspiration, although it is important to consider the relevance and replicability of international examples to the specificities of local contexts. A prioritisation exercise could then be conducted to identify key actions to bridge gaps and enhance the effectiveness of urban policy frameworks. Engaging relevant stakeholders in this prioritisation exercise would help build consensus on specific actions and identify collaboration opportunities to undertake the reforms (e.g. collaboration between different levels of government, or public-private partnerships).

A self-assessment report consists of:

- 1) Results of the diagnosis "input-process-outcome"
- 2) Identification and prioritisation of actions for policy reform and improvement

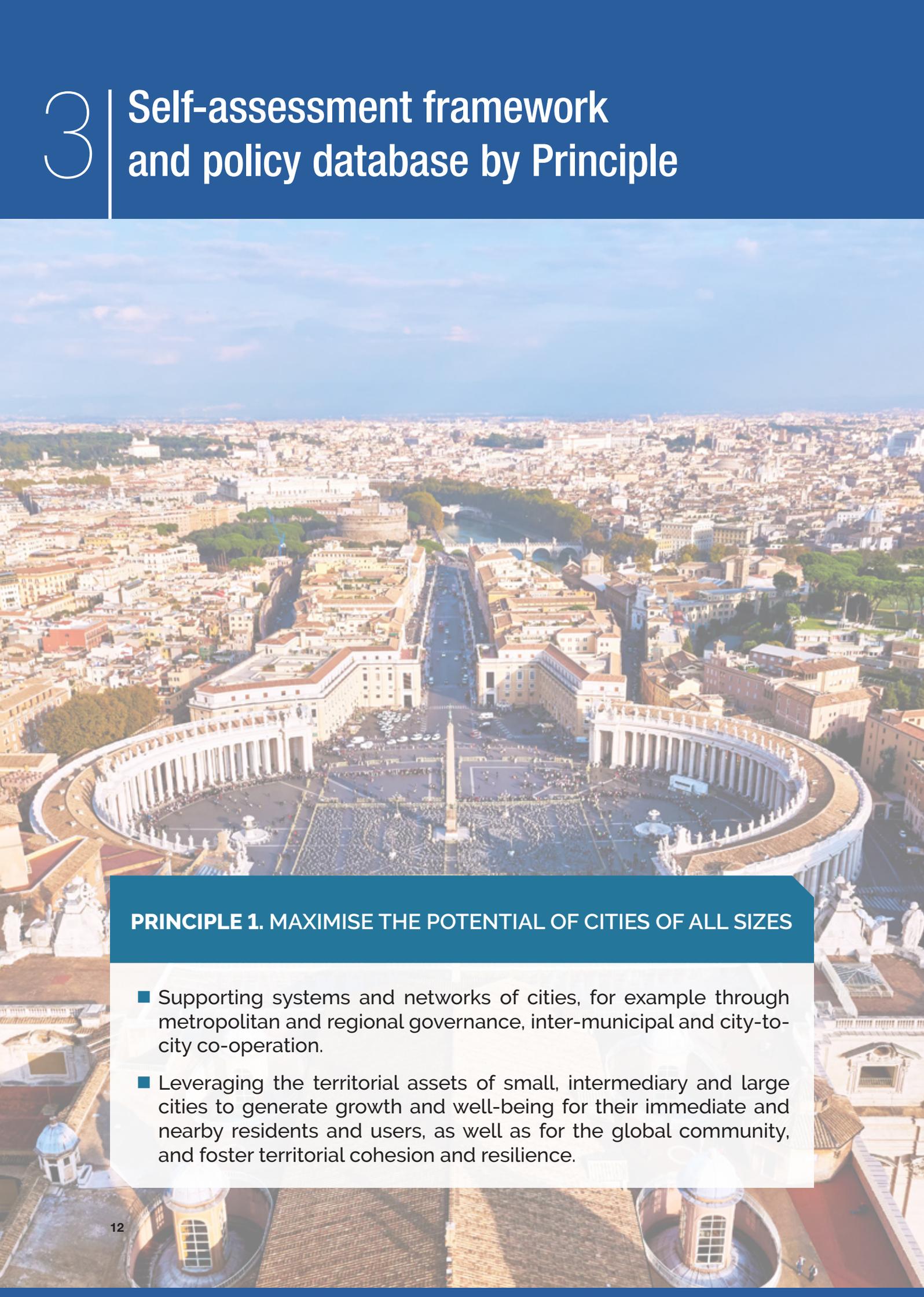
- **STEP 4. Decide on actions for policy reform and improvement.** The self-assessment report can be used as a means for wider dissemination of the OECD Principles on Urban Policy, as well as for feeding evidence into political decision making.

A self-assessment should be a periodical exercise, rather than a one-shot. The self-assessment report generated during step 3 can serve as a baseline to compare against during the next self-assessment.



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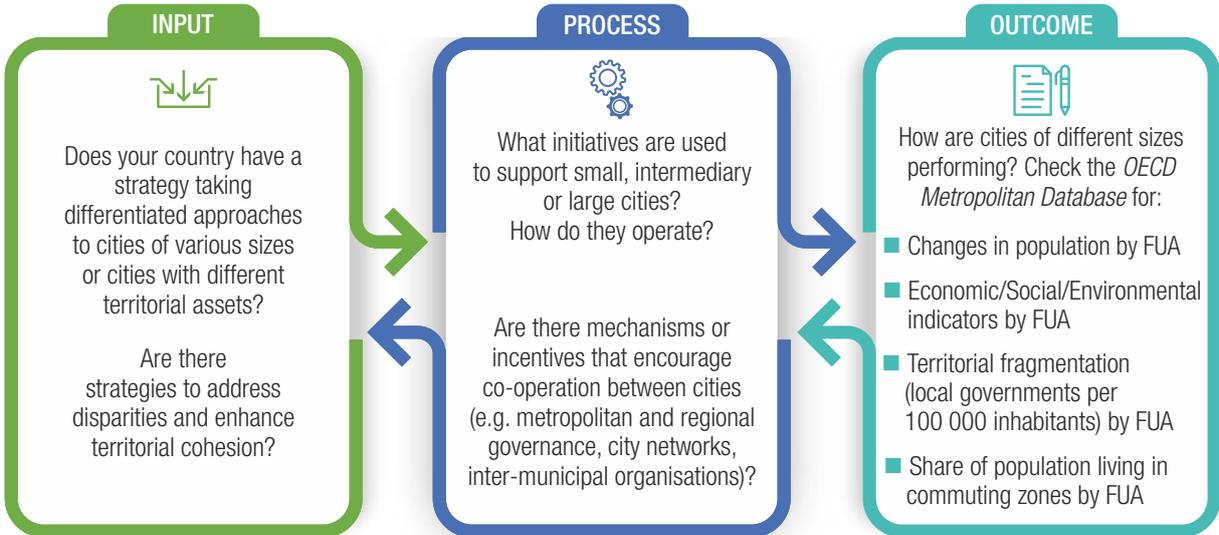
Self-assessment framework and policy database by Principle



PRINCIPLE 1. MAXIMISE THE POTENTIAL OF CITIES OF ALL SIZES

- Supporting systems and networks of cities, for example through metropolitan and regional governance, inter-municipal and city-to-city co-operation.
- Leveraging the territorial assets of small, intermediary and large cities to generate growth and well-being for their immediate and nearby residents and users, as well as for the global community, and foster territorial cohesion and resilience.

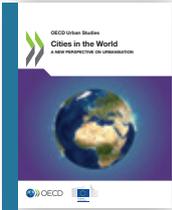
GUIDING QUESTIONS AND INDICATORS FOR DIAGNOSIS



RELEVANT OECD TOOLS TO ELABORATE THE DIAGNOSIS



The degree of urbanisation. The new definitions of 'cities', 'towns and semi-dense areas' and 'rural areas' can help better understand the urbanisation trend, system of cities and how urban settlement patterns have been changing over time, in an internationally comparable manner. *Methodological Manual to Define Cities, Towns and Rural Areas for International Comparisons (2021)* provides the methodology.



Analysis of urban systems and socio-economic performance in *Cities in the World: A New Perspective on Urbanisation (2020)*. The report provides analysis of how urban systems and metropolitan structures affect a country's socio-economic performance, which can be used in the diagnosis. For example, a country can compare its own levels of concentration of population in large cities and regional inequality with those of other countries, as the report argues that a more balanced distribution of metropolitan population helps lower regional inequality.



The OECD Metropolitan Governance Survey, metropolitan governance typology, examples and set of guidelines in *Governing the City (2015)*. The Survey can be applied to assess the current status of metropolitan governance in a country, and the results can be internationally compared with the quantitative dataset of 263 OECD metropolitan areas. Additionally, this report provides guidance for effective metropolitan governance drawing from a diversity of practical experiences in Aix-Marseille (France), Athens-Attica (Greece), Daejeon (Korea), Frankfurt (Germany), Puebla-Tlaxcala (Mexico) and Chicago (United States).

LEADING EXAMPLES



FRANCE: Towards balanced territorial development "Action Coeur de Ville"

Timeframe: 2018-2026 | Scale: National

In France, medium-sized cities with a population between 20 000 and 100 000 inhabitants are home to 23% of the population and concentrate 26% of total employment. These cities are sources of economic, cultural and social dynamism, but they might be less attractive to individuals and businesses, experience degraded housing, or suffer from limited commercial vitality compared to larger cities. Some of these cities have been neglected or devitalised because they have lost their economic base, which calls for specific public action to prevent territorial fractures. Others, although better off, should be supported in the central role they play within their regions.

The "Action Cœur De Ville" national plan, developed for the 2018-2026 period in consultation with elected local officials and key economic actors in the territorial ecosystems, responds to a twofold ambition: to improve the living conditions of the inhabitants of medium-sized cities and to strengthen the role of these cities as a driving force in the balanced development of the country.

The programme concerns 234 cities or pairs of cities, and targets city centres. The plan aims to facilitate and support the work of local authorities, to encourage housing and urban planning stakeholders to reinvest in city centres and to promote the maintenance or implementation of activities in the heart of the city.

More information: France Ministry of Territorial Cohesion <https://agence-cohesion-territoires.gouv.fr/action-coeur-de-ville-42>

GERMANY: Supporting municipalities of different sizes, "Municipalities for Global Sustainability"



Timeframe: 2016-ongoing | Scale: National

Funded through the Federal Ministry for Economic Cooperation and Development (BMZ), the project "Municipalities for Global Sustainability" by the National Service Agency Communities in One World (SKEW) of *Engagement Global* supports municipalities of different sizes in localising the Sustainable Development Goals (SDGs). As part of the project SKEW organises city-to-city knowledge exchanges, capacity building and awareness-raising activities and networking events. It assists municipalities in aligning their local plans to the SDGs to foster an economically, socially and ecologically sustainable urban development locally and worldwide. To that end, SKEW provides a forum for inter-municipal cooperation and engages closely with actors from the federal, regional and local level as well as municipal associations and civil society organisations. Since 2016, SKEW has collaborated with more than 160 municipalities in Germany on the SDGs. For example, the city of Bonn in the state of North Rhine-Westphalia (NRW) received technical support to develop its comprehensive Sustainability Strategy (2019), including from the regional network organisation (LAG 21 NRW) and SKEW. In Bonn, the Department of International Affairs and Global Sustainability and the Department for Environment, Consumer Protection and Local Agenda co-ordinated the work on the strategy, starting with a baseline study evaluating existing policies, concepts, master plans, projects, council decisions and partnerships in terms of their relevance to the SDGs. Twelve relevant fields of municipal action were first identified, six of which were selected as the first priorities for the strategy.

More information: Municipalities for Global Sustainability <https://skew.engagement-global.de/municipalities-for-global-sustainability.html> • OECD (2020), "A territorial approach to the Sustainable Development Goals in Bonn, Germany", OECD Regional Development Working Papers, No. 2020/07, OECD Publishing, Paris, <https://doi.org/10.1787/bbf7e6b1-en>



IRELAND: Guiding development and investment "National Planning Framework 2040"

Timeframe: 2021-2030 | Scale: National

The Irish urban system is dominated by Dublin. Almost 40% of the Irish population resides in Dublin's Functional Urban Area, while second-tier cities tend to lag behind. Additionally, second-tier cities do not provide enough economic functions such as employment and services to their respective regions, which hinders the potential for balanced national and regional development.

In 2018, the National Planning Framework was launched under "Project Ireland 2040" to shape a long-term vision guiding development and investment. While recognising the role of Dublin as the country's main economic engine, the Framework envisages population growth of 50% by 2040 in the largest four second-tier cities (Cork, Limerick, Galway and Waterford), and their scaling-up, both in terms of economic role and services provided and in their quality of life, by means of infrastructure, compact urban development and housing provision.

To implement this strategy, the National Development Plan 2021-2030 has been launched to set priorities in public capital investment according to ten national strategic objectives, which include compact growth, regional accessibility, sustainable mobility, firms, innovation and skills, climate actions, accessibility to public services. Investments prioritise the four second-tier cities to help them meet their target of population growth by 2040.

More information: Ireland 2040 <https://npf.ie/project-ireland-2040-national-planning-framework/>

ITALY: Improving quality and efficiency of urban services: "National Operational Programme (PON) - Città Metropolitane"



Timeframe: 2014-2020 | Scale: National

In Italy, the National Operational Programme for metropolitan cities ("PON Metro"), co-financed by the European Regional Development Fund (ERDF), the European Social Fund (ESF) and the Italian government, aimed at promoting interventions for sustainable urban development in 2014-2020. Specifically aimed at 14 metropolitan areas (Turin, Genoa, Milan, Bologna, Venice, Florence, Rome, Bari, Naples, Reggio Calabria, Cagliari, Catania, Messina and Palermo), the programme sought to support cities in improving the quality and efficiency of urban services, targeting the most disadvantaged sections of the population. Areas of interventions included: the digital agenda; sustainability of public services (energy and environment) and urban mobility; innovation and social inclusion.

PON Metro relied on an innovative and integrated approach. The Managing Authority and beneficiary cities would together select multiple actions to finance for each city, depending on its specific needs. City authorities oversaw financial resources, functions and responsibilities of the implemented actions, while the Managing Authority, the Technical Secretariat and the Working Groups co-ordinated between various government levels.

This participatory model addressed several territorial challenges in a joint and systemic way. Beneficiary cities, the Managing Authority, the Technical Secretariat and the Working Groups were involved in an ongoing dialogue, joint project-designing, multi-level governance and strategic planning. The programme led to positive outcomes addressing housing poverty in targets and territories. However, working situation improvements and target population employability had more limited results.

More information: Italy National Operational Programme <http://www.ponmetro.it/home/programma/cosa-e/>



NETHERLANDS: The power of partnerships "Metropolitan Region Rotterdam-The Hague"

Timeframe: 2015-ongoing | Scale: Metropolitan

In the Netherlands, the Dutch government developed its National Urban Agenda (Agenda Stad) in 2014, in parallel to a series of broad institutional reforms. Following the Agenda, Rotterdam, The Hague and other 21 neighbouring municipalities decided to join forces by forming the Metropolitan Region of Rotterdam-The Hague (Metropoolregio Rotterdam Den Haag - MRDH). The metropolitan level fills the gap between the provincial scale (too large for addressing many socio-economic challenges adequately) and the municipal scale (too small). As one of the only two metropolitan areas (together with Amsterdam) to emerge from the reform with their own new governance arrangements, the creation of the MRDH is a pilot experiment in asymmetrical metropolitan governance aiming to fit policies and governance to specific urban contexts rather than using a one-size-fits-all approach for cities of all shapes and sizes. The creation of the MRDH aimed to strengthen functional and economic integration within the metropolitan area and boost its international competitiveness and quality of life.

More information: Metropolitan Region Rotterdam <https://mrdh.nl/power-partnership>

UNITED KINGDOM: Levelling Up White Paper



Timeframe: 2022-2030 | Scale: National

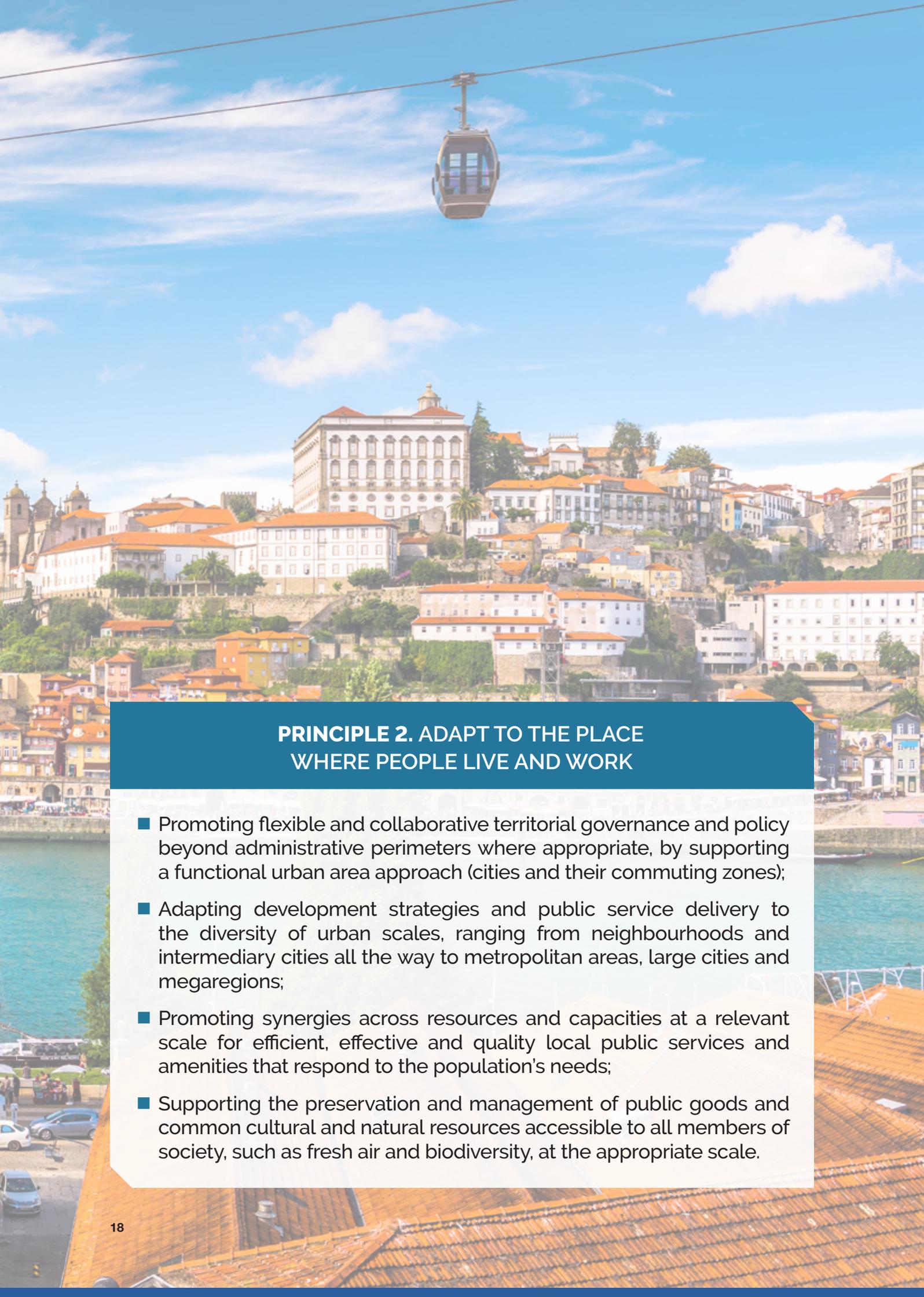
The Levelling Up White Paper, launched in February 2022, sets out an ambitious plan to transform the UK by reducing inequality and spreading opportunity and prosperity to all parts of the country. Enhancing the potential of cities of all sizes along with towns and other communities is an important element of the plan.

One of the aims of the White Paper is to have one globally competitive city in "every area" of the country by 2030. This recognises the need to improve the economies of the largest regional cities outside London and South-East England that underperform compared to major regional cities in much of Western Europe. The White Paper highlights five metrics to measure globally competitive cities, which include job productivity (Gross Value Added per job filled), services trade balance, the share of knowledge intensive service sectors, the percentage of 16–64 year olds with a degree level or above (e.g. BA, BSc, MS, PhD) and city density. Further work will be undertaken to develop and refine these metrics.

The White Paper also includes plans to proactively identify and support 20 cities and towns in England that demonstrate strong local leadership and ambition, and could benefit from regeneration and economic transformation. The cities of Sheffield and Wolverhampton have been chosen to start benefit from a "radical new regeneration programme". This is in addition to support already available to cities and towns across the UK to drive forward regeneration and grow their economies, including the GBP 4.8 billion Levelling Up Fund (LUF), the GBP 3.6 billion Towns Fund supporting 101 cities and towns in England, and the GBP 830 million Future High Streets Fund. The latter fund is regenerating high streets in 72 cities and towns and helping them recover from the COVID-19 pandemic.

More information: <https://www.gov.uk/government/publications/levelling-up-the-united-kingdom>

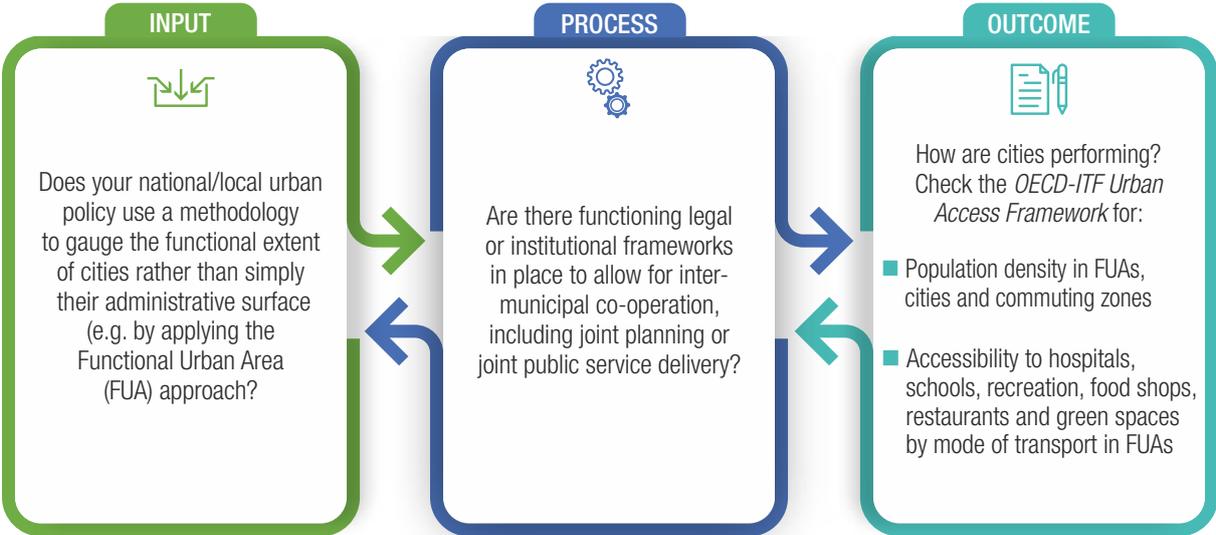




PRINCIPLE 2. ADAPT TO THE PLACE WHERE PEOPLE LIVE AND WORK

- Promoting flexible and collaborative territorial governance and policy beyond administrative perimeters where appropriate, by supporting a functional urban area approach (cities and their commuting zones);
- Adapting development strategies and public service delivery to the diversity of urban scales, ranging from neighbourhoods and intermediary cities all the way to metropolitan areas, large cities and megaregions;
- Promoting synergies across resources and capacities at a relevant scale for efficient, effective and quality local public services and amenities that respond to the population's needs;
- Supporting the preservation and management of public goods and common cultural and natural resources accessible to all members of society, such as fresh air and biodiversity, at the appropriate scale.

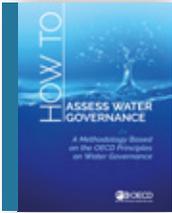
GUIDING QUESTIONS AND INDICATORS FOR DIAGNOSIS



RELEVANT OECD TOOLS TO ELABORATE THE DIAGNOSIS



Applying the concept of Functional Urban Area (FUA) in the diagnosis can help better understand economic and functional extent of cities based on daily people's movements. The OECD Working paper *EU-OECD definition of a functional urban area (2019)* offers a methodology to define functional urban areas and a detailed description of the data needed to apply the concept.



Policy checklist and indicators in the *Methodology based on the OECD Principles on Water Governance (2022)*. This tool offers a framework to analyse the implementation of the OECD Water Governance Indicators and covers several policy areas related to urban development. Some items in the checklist and indicators can be used to complement the guiding questions and indicators presented above. For example, Principle 2 of the OECD Principles on Water Governance states "Manage water at the appropriate scale(s) within integrated basin governance systems to reflect local conditions, and foster co-ordination between the different scales," and the indicators and checklists can also be adjusted to assess whether urban policies are designed and implemented at appropriate scales.

LEADING EXAMPLES



CHILE: Decentralising urban governance: “Regional Urban Development Councils”

Timeframe: 2015-ongoing | Scale: National

Chile established the National Council for Urban Development in 2014 to monitor the implementation of its new National Policy for Urban Development and serve as an advisor and consultant on national urban policy. In 2019, Chile created the Regional Urban Development Councils (RUDCs) to promote the decentralisation process required to foster urban policies with a place-based approach. As of 2021, there are five RUDCs, coinciding with the first democratic election of regional governors. The newly elected regional authorities now oversee the creation of these councils in their regions, since each council adapts to the local context.

The RUDCs advise the regional authority and support regional projects and initiatives by facilitating intersectoral co-ordination for integrated urban planning. They enable regional governance on urban issues, for example by providing access to Chile’s System of Urban Development Indicators and Standards. The RUDCs also promote the democratisation of cities, by bridging the gap between regional realities and national policies. This helps respond to the challenges of decentralisation by supporting the transfer of competencies in urban matters. The RUDCs foster discussion from a place-based perspective and engage actors who have expertise on the reality of each territory.

More information: Regional Urban Development Councils <https://cndu.gob.cl/cdu-regionales/>

NEW ZEALAND: Applying the Functional Urban Area approach



Timeframe: 2021-ongoing | Scale: National

New Zealand’s official data agency “Stats NZ Tatauranga Aotearoa” has developed a FUAs classification, using 2018 Census commuting patterns. As a result of this classification, 53 FUAs were identified and categorised by population size. The FUA classification helped New Zealand officially recognise and define metropolitan areas for the first time. The classification allowed the country to find, for example, that 60% of New Zealand’s population live in metropolitan areas, including in those that are gaining more population: Auckland, Christchurch, Wellington, Hamilton, Tauranga, and Dunedin.

Together with the urban accessibility (UA) classification (published in September 2020), the FUAs classification helped New Zealand create the “urban/rural experimental profile” (UREP), which explores the diversity of social and economic characteristics of people living in all areas along the urban-rural continuum.

In this context, the FUAs classification contributes to official statistical standards and aims to help better understand the heterogeneity of rural areas and small urban areas as well as allow more extensive analysis and reporting.

More information: Stats NZ Tatauranga Aotearoa
<https://www.stats.govt.nz/methods/functional-urban-areas-methodology-and-classification>
Visualisation tool: <https://datafinder.stats.govt.nz/layer/105288-functional-urban-area-2018/data/>



NORWAY: Applying a functional approach to sustainable development in Viken

Timeframe: 2020-ongoing | Scale: National

A frequent challenge in Norway is the reluctance of municipalities to adhere to regional plans, creating geographical mismatches between the administrative boundaries of counties and municipalities, on the one hand, and the spatial coverage of regional state authorities, on the other hand. This leads to a complex system of territorial governance with overlapping functions. In support of regional strategic planning, the SDGs can provide a common language and framework to promote stronger vertical and horizontal co-ordination among territorial stakeholders. In early 2020, the national government of Norway put in place mechanisms to strengthen horizontal and vertical co-ordination to implement the SDGs. These include an action plan, a Coherence Forum and a State Secretary Committee to promote political co-ordination and involvement to advance the SDGs. In order to achieve that objective, the county of Viken applies a functional lens to understand spatial development both within Viken and in relation to the city of Oslo, and to design policies to reflect a more appropriate spatial scale.

More information: OECD (2020), *A territorial approach to the Sustainable Development Goals in Viken, Norway*, OECD Regional Development Papers, No. 03, OECD Publishing, Paris, <https://doi.org/10.1787/dc1b182d-en>

PORTUGAL: Improving water policy co-ordination through Hydrographical region administrations

Timeframe: 2005-ongoing | Scale: National



In Portugal, the 2005 Water Law created "Hydrographical Region Administrations" that are regional public institutes with full executive powers dependent from the Ministry of the Environment and in close articulation with the national agency responsible for water. There are corresponding hydrographical region councils of a consultative nature, which help identify key issues and need to be consulted at various predefined situations. The river basin plans require prior approval of the councils and they are approved by the Council of Ministers; central authorities are also responsible for all matters related to the conventions regulating transboundary basins, although some measures can be delegated to the hydrographical region administrations. The river basin planning also benefits from the adaptation of multi-annual strategic plans to annual budgets. Governments' medium-term priorities also helped the continuity of water policies across political cycles.

More information: Hydrographic Region Administrations <https://apambiente.pt/apa/administracoes-de-regiao-hidrografica>



SPAIN: Planning redevelopment at metropolitan level through Bilbao Metropoli-30

Timeframe: 2018-ongoing | Scale: Local

Bilbao is the 5th largest city-region in Spain. As many old industrial centres, the city suffered from the consequences of de-industrialisation and a poor image; hence the crucial need for implementing a strong redevelopment strategy by mobilising all potential stakeholders. In 1991, the Association "Bilbao Metropoli-30" was formed to carry out strategic planning, research and promotion projects to contribute to the revitalisation of Metro Bilbao. It was founded by private and public enterprises, the local government of Bilbao, the Association of Basque Municipalities, and universities. Bilbao Metropoli-30 oversees the elaboration of the Strategic Plan for the Revitalisation of the Metropolitan Bilbao, and all actions derived from the Plan and entrusted to it. It fosters co-operation between public and private actors with the aim of finding joint solutions to problems of mutual interest that affect Metropolitan Bilbao.

In 2018, Bilbao Metropoli-30 launched a new phase of Strategic Reflection 2035 to be conducted at metropolitan level to make the region one of the top 5 EU regions of similar size and economic development in terms of employment, GDP, education, health care, and care for the elderly. This case exemplifies how service delivery is planned at metropolitan level through the joint work of municipalities and private sector actors.

More Information: Bilbao-Metropoli-30 <https://w3ww.bm30.eus/nuevo-paradigma/vision/>

BRAZIL:

Enhancing water security in Piancó-Piranhas-Açu river basin

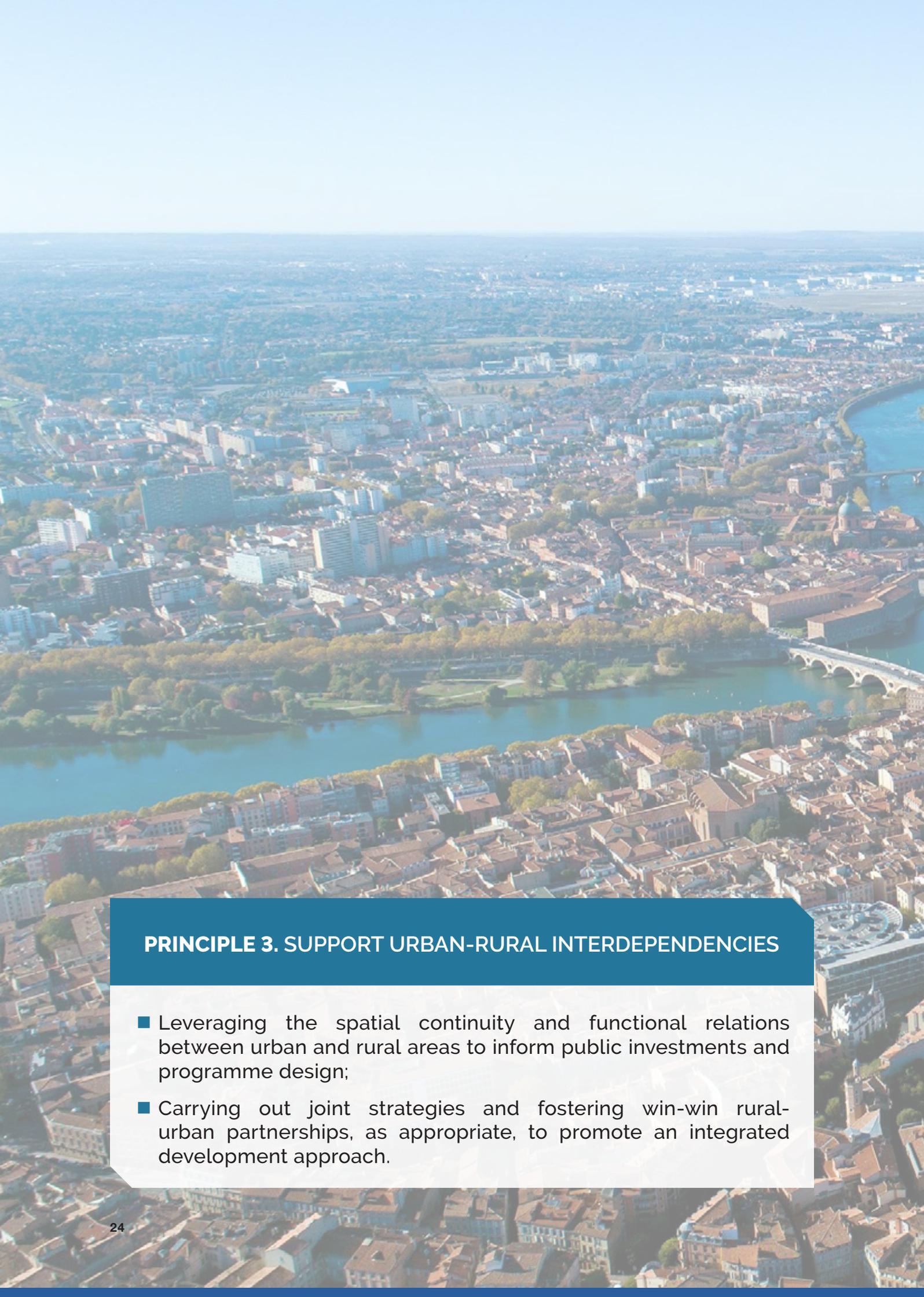


Timeframe: 2009-ongoing | Scale: Regional

In Brazil, river basin committees are deliberative and consultative platforms for water resources management at the relevant hydrographic scale. At present, about 25% of the country is covered by such structures, which are located where the most serious problems occur, with emphasis on pollution problems in the Southeast and scarcity problems in the Northeast. The Piancó-Piranhas-Açu (PPA) river basin cuts across the States of Paraíba and Rio Grande do Norte. As of 2009, a single River Basin Committee governs the PPA river basin, as agreed by the federal level and the two states. The efforts to ensure water security in the PPA river basin are reflected in the Piancó-Piranhas-Açu River Basin Plan and water allocation regimes. Ad hoc commissions ensure the proper implementation of the water allocations and communicate on the state of water resources. To manage the risk of scarcity, water allocation in the basin is based mainly on agreements negotiated between users on an annual basis, which can turn into statutory regulation if the risk of water shortage in a river or reservoir persists.

More information: Piancó-Piranhas-Açu River Basin Committee <http://www.cbhpiancopiranhasacu.org.br>

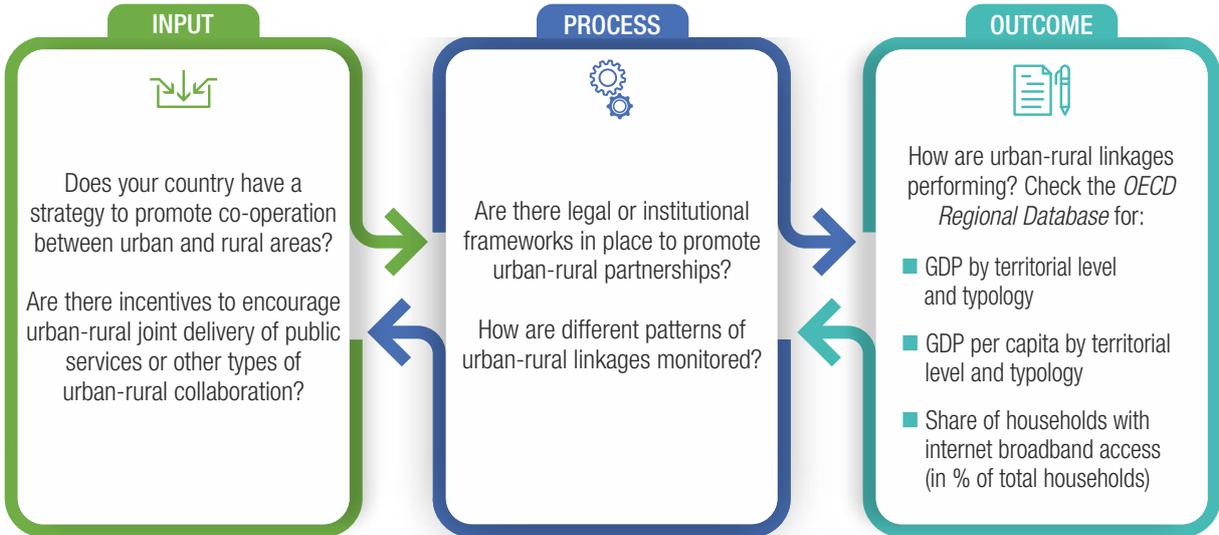


An aerial photograph of a city, likely Paris, showing a dense urban landscape with a river (the Seine) flowing through it. A bridge is visible on the right side of the river. The city extends far into the distance under a clear blue sky.

PRINCIPLE 3. SUPPORT URBAN-RURAL INTERDEPENDENCIES

- Leveraging the spatial continuity and functional relations between urban and rural areas to inform public investments and programme design;
- Carrying out joint strategies and fostering win-win rural-urban partnerships, as appropriate, to promote an integrated development approach.

GUIDING QUESTIONS AND INDICATORS FOR DIAGNOSIS



RELEVANT OECD TOOLS TO ELABORATE THE DIAGNOSIS



Cases and recommendations in *Rural-Urban Partnerships: An Integrated Approach to Economic Development (2013)*. This report offers a framework to analyse the changing relationships between urban and rural areas. It also provides guidance for effective and sustainable rural-urban partnerships for better economic development. The policy recommendations can be used to identify areas where the different assets of urban and rural areas can potentially complement one another. They can also guide countries to identify relevant governance approaches to manage urban-rural partnerships.



A methodology to measure urban-rural linkages and policy recommendations to make the most of urban-rural linkages in *Urban-rural Linkages in Poland (2022)*. This report offers a conceptual framework and a methodology to measure how urban and rural areas are linked (e.g. commuting flows). The policy recommendations include leveraging urban-rural interdependencies, focusing on co-operation mechanisms and the role of community participation, can guide countries to assess their current policies to foster urban-rural partnerships and promote an integrated approach to territorial development and citizens' well-being.

LEADING EXAMPLES



CANADA:

Fostering urban-rural linkages anchor forms in Southern Ontario

Timeframe: 2019-ongoing | Scale: Regional

The Province of Southern Ontario, Canada, hosts more than 46 000 SMEs and employs 1 million workers in knowledge-intensive sectors in the current Waterloo-Toronto-Ottawa start-up tech corridor. However, the success of the major cities has not been shared with rural areas, despite being close to cities and well connected by roads, rails and broadband services. Therefore, the Federal Economic Development Agency for Southern Ontario, which provides funding for major business accelerators, included provisions in funding negotiations to develop urban-rural linkages between the three major business accelerators and other innovation centres serving smaller communities and rural areas across the region. In 2019, the Southern Ontario Scale-up Platform was announced, bringing together the three leading hubs – MaRS, CommuniTech, and Invest Ottawa – into a new partnership to pool their resources and provide tailored services to help high-potential companies scale up. Its aim is to make the programming, advisory services and other support services offered by these three organisations at their urban locations available to entrepreneurs and SMEs located outside the three major cities creating partnerships with local innovation centres. One early result has been the funding that Invest Ottawa is providing to Queens University, in Kingston (population: 117 660, 196 km from Ottawa) to develop their Launch Lab initiative.

More information: Southern Ontario Urban Rural Linkages
<https://www.feddevontario.gc.ca/eic/site/723.nsf/eng/02512.html?OpenDocument>

FRANCE: City-countryside reciprocity contracts to empower metropolitan areas



Timeframe: 2016-ongoing | Scale: National

In 2016, to reduce the gap between urban and rural territories and strengthen linkages across traditional administrative boundaries, the French Ministry of Territorial Cohesion and Relations with Local Authorities launched an experimental initiative called 'city-countryside reciprocity contracts' (*les contrats de réciprocité ville-campagne*). The contracts aim to encourage complementarities and co-operation between rural-peri-urban and urban areas to foster more equal partnerships and empower metropolitan areas. These contracts cover topics ranging from environmental issues and energy transition, shorter supply chains, telemedicine, distance learning, waste treatment to recovery and administrative organisation. The contracts are adaptable to different realities, and provide flexibility on whom to include in the contract. One of the territories selected for experimentation was the metropolis of Brest and Pays Centre-Ouest Bretagne, where the city of Brest and the rural areas of Centre-Ouest Bretagne have been working together to determine investment priorities. In 2016, members met to negotiate win-win partnerships and joint activities to address common challenges. The Brest-Bretagne urban planning agency developed a joint roadmap adopted by the different local assemblies. Financing is ensured through a new budget line in the multiannual framework contract agreed by the central government and the regional authority of Brittany. One year after the reciprocity contract was signed, early results began to emerge in the areas of healthcare, bioenergy, and support for an audio-visual cluster.

More information: France Reciprocity Contracts <https://www.cohesion-territoires.gouv.fr/contrats-de-reciprocite>



LATVIA:

Strengthening linkages between urban and rural areas towards polycentric development "Regional Policy Guidelines 2021-2027"

Timeframe: 2021-2027 | Scale: National

The national regional policy in Latvia is defined by a set of development planning documents: Sustainable Development Strategy of Latvia 2030, Latvian Development Plan 2021-2027 and the Regional Policy Guidelines 2021-2027. All these strategies underline the importance of strengthening linkages between urban and rural areas towards a multi-level, polycentric model of development.

Specific measures are being planned to ensure co-operation between urban and rural areas within the programming period 2021-2027. Such measures include supporting the local economy, the availability and quality of public services, mobility and public space. These measures are based on the recognition that increasing the efficiency of co-operation between local governments can lead to significant gains for all, including in terms of attractiveness.

Urban-rural linkages are not a new policy priority in Latvia as progress has been achieved in past programming periods. For example, between 2014 and 2020, Integrated Territorial Investments (ITIs) co-financed by the EU Structural and Investment Funds were implemented at municipal level, for example to support the local economy, energy efficiency and public services delivery.

More information: Cross-sectoral Co-ordination Centre of the Republic of Latvia
<https://pkc.gov.lv/en/national-development-planning>





POLAND: Enabling urban-rural linkages through supra-local planning “Krakow Metropolitan Strategy 2030”

Timeframe: 2021-2030 | Scale: Regional

In June 2014, of the city of Krakow and the surrounding mostly rural municipalities formed the Krakow Metropolis Association (Metropolia Krakowska). Its objective is to strengthen co-operation for solving common problems and using the potential of local governments, respecting their individual characteristics and autonomy. On 14 December 2021, the Association adopted the ‘Kraków Metropolitan Strategy 2030’, which is the first supra-local development strategy approved in Poland since the reform of the Act on Principles of Implementation of Development Policy in November 2020. The Strategy was elaborated through an extensive process of consultation that involved a large number of participants in meetings, workshops, thematic forums, and the 1st Forum of the Kraków Metropolis where more than 170 participants took part. The Strategy highlights seven areas of co-operation among municipalities: intelligent management (i.e. data management), environment and space (i.e. climate change and spatial planning), mobility (i.e. integrated transport management), among others. The Association will undertake joint actions of strategic importance to be implemented among all municipalities of the area. The Association also performs the function of implementing Integrated Territorial Investments (ITI) in the Krakow Functional Area. Members of the Association are represented at the General Assembly of Members (15 mayors), and are granted broad powers. They also have constant access to information on the current status of ITI implementation.

More information: Krakow Metropolis Association

<https://metropoliakrakowska.pl/en/sectors/about-krakow-metropolis-association>

SWITZERLAND:

Cross-sectoral and multi-level governance for urban-rural linkages “Policy for Mountainous Regions and Other Rural Areas”



Timeframe: 2015-ongoing | Scale: National

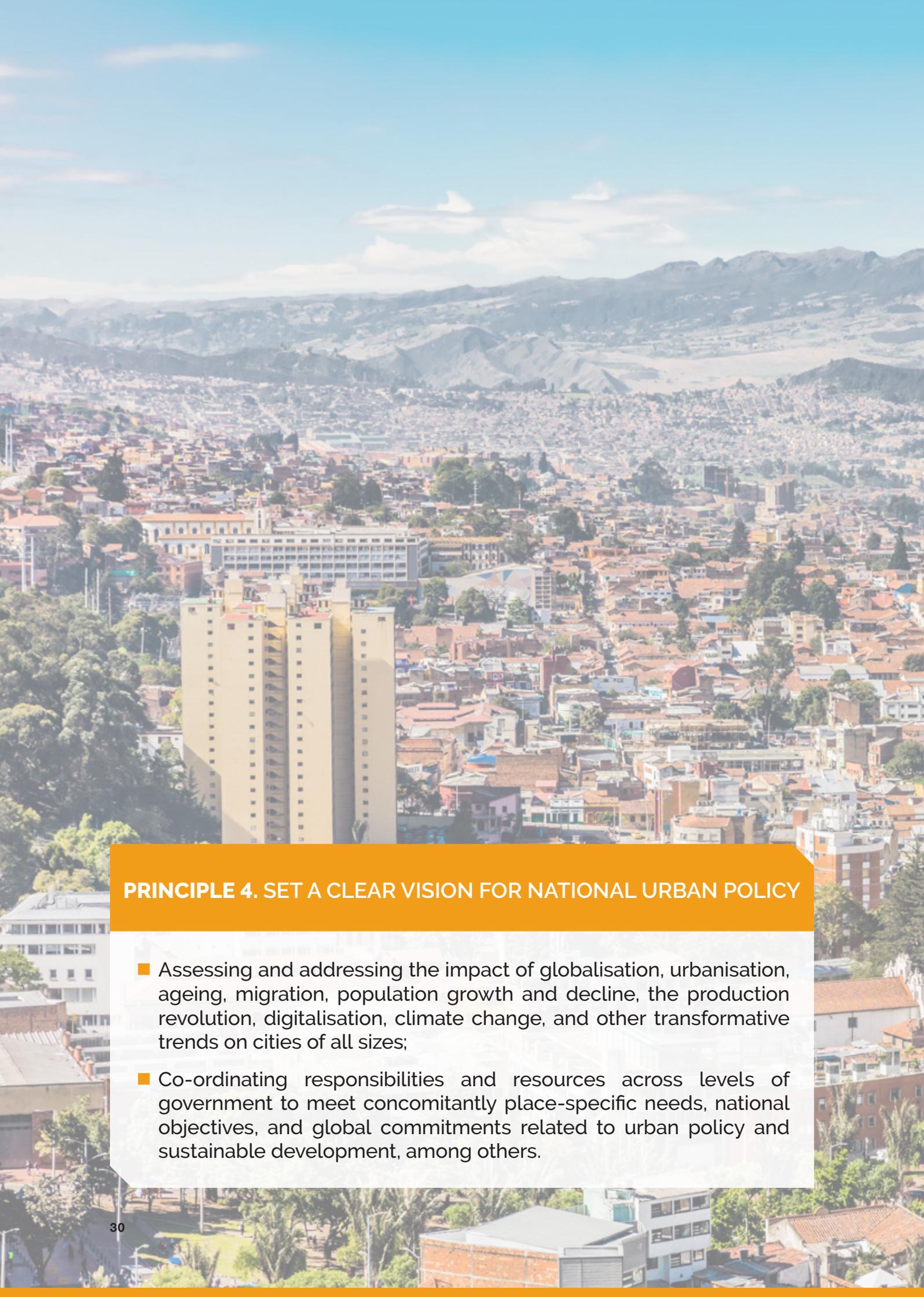
Switzerland has instituted a federal agglomeration policy that is mandated to consider the situation of both urban and rural areas. The policy aims to improve the economic appeal of towns and cities, maintain the level of quality of life, limit urban sprawl, and maintain the heterogeneous mix of decentralised urban areas (polycentrism). In 2015, Switzerland updated this policy and issued at the same time its Policy for Mountainous Regions and Other Rural Areas, which prioritises greater cross-sectoral and multi-level governance co-ordination as well as rural-urban linkages.

The policy recognises four priority areas: i) mobilising local and regional actors to increase awareness of how their policies can contribute to a coherent development of the territory; ii) ensuring greater integration across sectoral policies through increased collaboration across levels of government; iii) deepening the understanding of specific needs of rural and urban areas and clarifying in which concrete aspects co-ordination and co-operation between urban and rural policies can add value; and iv) taking better account of current issues and formulating additional measures where necessary – in view of the increasing territorial impact of certain trends such as digital transformation, demographic change and climate change.

More information: Federal Office for Territorial Development (ARE)

<https://www.are.admin.ch/are/fr/home/espaces-ruraux-et-regions-de-montagne/strategie-et-planification/politique-de-la-confederation-pour-les-espaces-ruraux-et-les-reg.html>

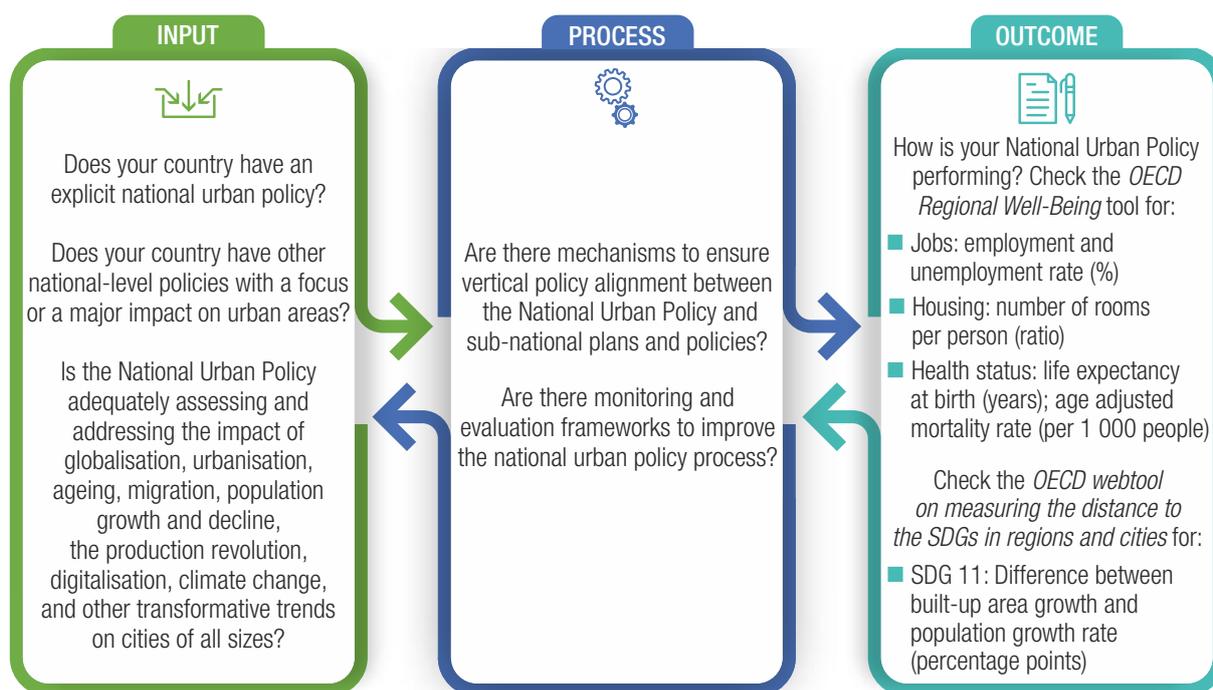




PRINCIPLE 4. SET A CLEAR VISION FOR NATIONAL URBAN POLICY

- Assessing and addressing the impact of globalisation, urbanisation, ageing, migration, population growth and decline, the production revolution, digitalisation, climate change, and other transformative trends on cities of all sizes;
- Co-ordinating responsibilities and resources across levels of government to meet concomitantly place-specific needs, national objectives, and global commitments related to urban policy and sustainable development, among others.

GUIDING QUESTIONS AND INDICATORS FOR DIAGNOSIS



RELEVANT OECD TOOLS TO ELABORATE THE DIAGNOSIS



The National Urban Policy (NUP) Country Survey and 10 key recommendations in the *Global State of National Urban Policy (2021)*. The 40 questions in the NUP survey offer a framework to gain an overall understanding of the various dimensions of an urban policy. For example, a country can analyse the key characteristics of the NUP and understand whether it covers different policy sectors which affect urban areas, or whether the NUP process is engaging a wide range of stakeholders. The 10 key recommendations of the report can also be used as guiding questions. The report also offers a variety of practices of NUPs from 162 countries for inspiration.



Localised benchmark and Checklist for Public Action in *A Territorial Approach to the Sustainable Development Goals: Synthesis report (2020)*. The report and webtool offer a localised benchmark to measure the distance towards the SDGs in cities and regions. It also provide guidance for the use of SDGs in policy design and implementation, including leveraging the potential of synergies across sectoral domains; and engaging stakeholders in policy making.

LEADING EXAMPLES



COLOMBIA: Renewing the National Urban Policy "Cities 4.0"

Timeframe: 2020-ongoing | Scale: National

Since 2020, the Ministry of Housing, City and Territory of Colombia has been working on a proposal for a new national urban policy called 'Cities 4.0' that will guide urban development for the next decade and would substitute or update the current policy 'the System of Cities'. Based on the experience of previous policies, Cities 4.0 aims to consolidate the progress already achieved and take urban development to the next level by promoting inter-sectoral co-ordination and an integral vision of urban development. In line with the OECD Principles on Urban Policy, Cities 4.0 seeks to achieve more sustainable, equitable and productive cities through the establishment of guidelines for programmes, projects and differential actions for cities; as well as the co-ordination of the different levels of government to implement actions that lead to a better quality of life through the strengthening of urban management, the promotion of sustainable habitat, the planning of orderly urban growth, the investment and execution of infrastructure for productivity, and the implementation of innovative urban solutions.

The proposal contemplates five axes around which urban policy should be based: enhancing capacity, sustainability, planning and land use, productivity and innovation. Cities 4.0 can serve as a tool for recovery from COVID-19 by ensuring alignment of sectoral policies, encouraging and facilitating dialogue across levels of government, fostering rural-urban linkages and partnerships, and setting the conditions so that policies can be adapted to the specific needs and features of urban areas. Cities 4.0 can create the conditions for more resilient cities in the country by promoting a national dialogue on how the national government can support local efforts to improve urbanisation.

More information: OECD (2022), National Urban Policy Review of Colombia <https://doi.org/10.1787/9ca1caae-en>

COSTA RICA: Increasing economic and social competitiveness "National Urban Development Policy 2018-2030"



Timeframe: 2018-2030 | Scale: National

Costa Rica's National Urban Development Policy 2018-2030 (*Política Nacional de Desarrollo Urbano*) promotes balanced territorial development by proposing a system of cities and urban development decisions based on this system. Integral to the system is the articulation of a network of intermediary cities to allow sharing best practices and capitalising on them. Fiscal space is considered an important element in the system, as it creates tools to finance and manage urban development, including by modifying the Urban Planning Law. Specifically, the policy focuses on the importance of improving real estate tax and special contributions as the two main fiscal instruments.

The Strategy is accompanied by an Action Plan for the 2018-2022 period, which was developed in close consultation with agencies of the National Council of Urban Planning (CNDU). This includes for example the Ministry of Housing and Urban Settlements, the Ministry of National Planning and Economic Policy, the National Institute of Housing and Urbanism, Costa Rica's Institute of Railroads, the National Company of Light, the Costa Rican Institute of Aqueducts and Sewers, and the National Commission for Risk Prevention and Emergency Care. The Action Plan outlines cross-cutting actions to be carried out jointly by different members of the CNDU (e.g. promote building construction and operation with net and positive impacts on urban environment, increase urban green public space for recreation purposes).

More information: Costa Rica National Urban Development Policy https://www.mivah.go.cr/Biblioteca_Politicas_Politica_y_Plan_Nacional_Desarrollo_Urbano.shtml



FINLAND: Multi-level Urban Policy Committees for co-ordinated urban development

Timeframe: 2020-ongoing | Scale: National

In 2020, Finland appointed an Urban Policy Committee that co-ordinates and develops urban policy activities. The committee aims to strengthen partnerships between the national and subnational governments, which allows to promote the ability of cities to renew and to improve their economic competitiveness, social sustainability and capacity to deal with challenges related to climate change. The committee is chaired by the Minister of Economic Affairs and includes representatives from other ministries, as well as from 22 cities. The committee co-ordinated the development of the 2020 national urban strategy, which considers the broad objectives of the New Urban Agenda. In 2020, the national government also appointed a Committee for Metropolitan Governance in order to target issues related to urban development in the Helsinki metropolitan region. This committee specifically aims to strengthen partnerships between the national government and the Helsinki metropolitan region and to better co-ordinate the capital region's sustainable development. The committee includes relevant ministers and mayors from the Helsinki metropolitan region.

More information: Finland's 2021 Report on the Implementation of the New Urban Agenda
<https://www.urbanagendaplatform.org/sites/default/files/2021-09/Finland%20National%20Report.pdf>

ISRAEL: Strategic Plan for 2040



Timeframe: 2019-ongoing | Scale: National

Israel's Strategic Plan for 2040 addresses issues of housing, employment, transportation, infrastructure and open spaces, as well as the interconnections between them. Israel 2040 complements the National Outline Plan for Construction, Development and Conservation (NOP 35), offering additional co-ordination beyond land-use planning policies. The plan's goals stress the need to accommodate future needs and the dynamic nature of the population and the market. The plan facilitates co-ordination with public agencies. For example, the Water Authority can use the plan to understand where wastewater management facilities are needed, and the Ministry of Transportation can use the plan to better integrate transport planning and employment hubs. The plan is based on population growth scenarios, which were developed by the National Economic Council and the National Bureau of Statistics. Based on these population scenarios, the Strategic Plan sets a target of 2.6 million residential units to be approved in plans by 2040 (including 1.5 million units to be implemented by then). Alongside such housing targets, the plan also addresses the geography of employment, for example by exploring the rise of new sectors and changes in work habits.

More information: Israel 2040 https://www.gov.il/he/Departments/Guides/madr_strategic_plan_2040



NETHERLANDS: National Strategy on Spatial Planning and the Environment

Timeframe: 2019-ongoing | Scale: National

The Dutch National Strategy on Spatial Planning and the Environment (NOVI) offers a long-term vision on the future development of the Netherlands, with a specific emphasis on sustainable environments. It highlights the importance of a climate-resilient, water-robust built environment, accompanied by sufficient, open, green and blue infrastructure to mitigate heat stress and store water. Maintaining such open space requires densification of housing and employment within existing city boundaries.

The strategy developed by the Netherlands pays close attention to the different needs and priorities of urban and rural areas, as well as the demands and preferences of different groups within those communities. The strategy further differentiates Dutch regions according to their energy intensity, economic structure and connectivity to local and global markets. This analysis underscores different opportunities in a low-carbon transition, particularly the scope to generate renewable power and adopt different transport modes.

NOVI outlines seven urban regions to execute the strategy. Spatial decisions address major challenges related to housing, mobility, the energy transition, work locations, climate adaptation and greening. The strategy is the result of intensive collaboration between the national government, provinces, and municipalities. The Ministry of the Interior and Kingdom Relations has overarching responsibility for monitoring progress towards implementation, and the relevance and effectiveness of the strategy.

More information: Netherlands Strategy on Spatial Planning and the Environment
<https://denationaleomgevingsvisie.nl/default.aspx>

POLAND: Renewing the National Urban Policy

Timeframe: 2015-2030 | Scale: National



The Polish national government is working to renew its national urban policy first adopted in 2015. The new National Urban Policy (NUP) 2030 is expected to address challenges such as suburbanisation, the effects of climate change in cities, deficient urban mobility, lack of affordable housing, digitalisation, and the limited co-operation among local governments. The NUP 2030 aims to create compact, green, productive, smart, accessible and inclusive cities. It will propose tools and solutions to facilitate the implementation of local and regional sustainable development policies. The elaboration process is guided by the principle of openness to dialogue and co-operation with various urban development stakeholders. The national government set an inter-ministerial committee for the preparation of the new NUP, chaired by the Ministry of Development Funds and Regional Policy (MDFRP). Sectoral ministries that have an impact on urban policy are members of the committee, as well as representatives of self-governmental associations. The MDFRP co-operates with the Association of Polish Cities to engage and invite cities to submit their proposals and recommendations to renew the NUP. The national government has also invited the Institute for Urban and Regional Development to provide inputs for the new NUP.

More information OECD (2022), *Urban-Rural Linkages in Poland*



SPAIN: Promoting the 2030 Agenda and the New Urban Agenda through National Urban Policy

Timeframe: 2019-2030 | Scale: National

The Spanish Urban Agenda (*Agenda Urbana Española*, AUE) is a non-binding strategic document established in accordance with the 2030 Agenda, the New Urban Agenda and the Urban Agenda for the European Union to pursue sustainability in urban development policies. The AUE was established to facilitate management and direct urban development in Spain. It also constitutes a working methodology and a process for all stakeholders.

This strategy introduces a "Decálogo de Objetivos Estratégicos" a comprehensive set of 30 specific objectives and 291 lines of action, creating a diverse menu for cities and towns interested in implementing their action plans. In a highly decentralised multi-level governmental process, the AUE aspires to draw a common action path on key issues for the sustainability and future of cities and human settlements. The implementation of the AUE has also been key for Spain to advance the SDGs, since it constitutes one of the 10 key lever policies defined in the action plan for the Implementation of Spain's 2030 Agenda. Experiences from its implementation include approaches to address urban complexity involving both traditional urban issues and new emerging issues; a mechanism that facilitates the action of different levels of government in the urban environment; and a common framework for urban monitoring.

More information: Spanish Urban Agenda <https://www.aue.gob.es/>

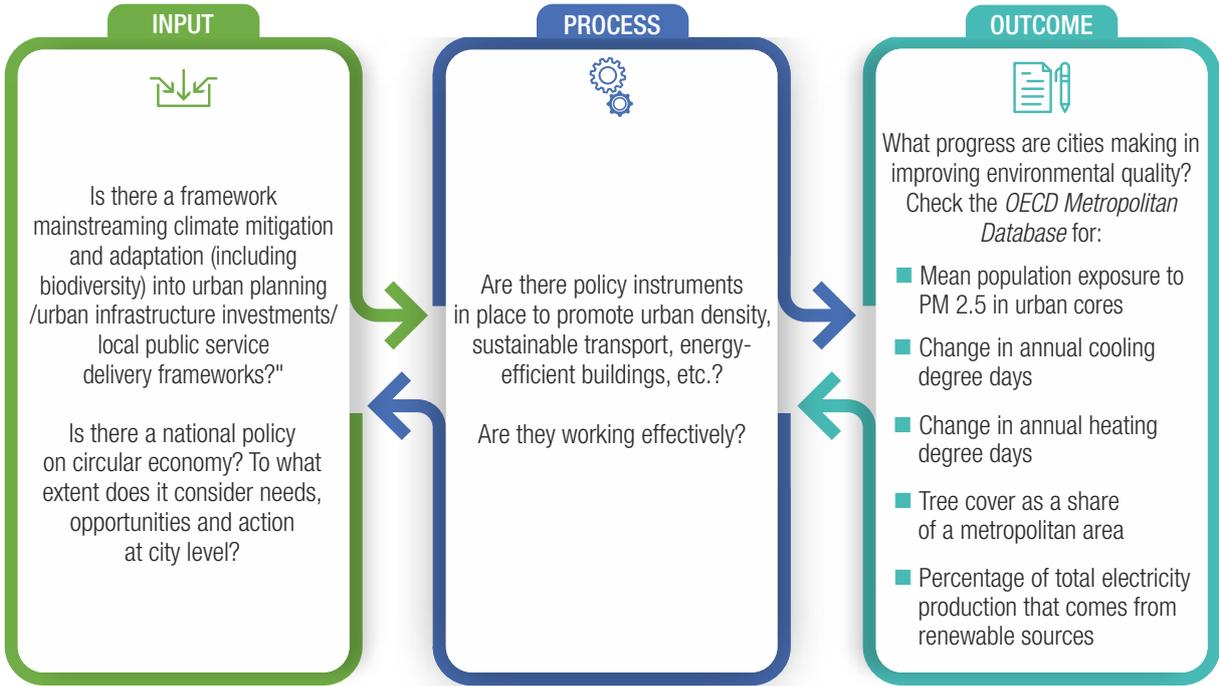




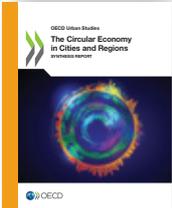
PRINCIPLE 5. ADVANCE ENVIRONMENTAL QUALITY

- Encouraging more efficient use of resources, and more sustainable consumption and production patterns, notably by promoting circular economy in small, intermediary and large cities, including at the neighbourhood level;
- Mainstreaming climate mitigation and adaptation priorities in urban planning, urban infrastructure investments and local public service delivery, notably housing, transport, water, solid waste and energy;
- Addressing negative agglomeration externalities, such as traffic congestion, air and noise pollution, slum development, increasing pressure on natural resources and public services, threats to urban safety;
- Exploiting the potential advantages of urban density and urban form (compact or sprawl) to implement green and nature-based solutions, including green buildings, sustainable public transport, and renewable energy;
- Fostering resilient cities that are well prepared to anticipate, respond to and recover from natural and man-made disaster risks and shocks;
- Bridging climate, growth and inclusion objectives in cities, for example by appraising the distributional effects of climate decisions on vulnerable groups, and setting up accompanying measures.

GUIDING QUESTIONS AND INDICATORS FOR DIAGNOSIS



RELEVANT OECD TOOLS TO ELABORATE THE DIAGNOSIS



Policy recommendations, Checklist for Action and Scoreboard in *The Circular Economy in Cities and Regions (2020)*. These tools can be used to analyse the policy context around circular economy. Although these tools have been designed for cities and regions, certain parts can be adapted to the national context. The report also provides a compendium of circular economy good practices, obstacles and opportunities, analysed through the lens of its 3Ps analytical framework (people, policies and places).



The OECD Survey on Decarbonising Buildings in Cities and Regions, policy recommendations and a checklist for public action in *Decarbonising Buildings in Cities and Regions (2022)*. The OECD survey on decarbonising buildings provides useful questions for self-assessment on subnational policies and challenges, allowing cities and regions to assess current policies by identifying key obstacles and good practices in implementing building policy measures. Some of the questions can also be adapted for national governments. The policy recommendations and a checklist for public action help both national and subnational governments assess the state of play and develop policy options for improvement.

LEADING EXAMPLES



CHILE: Integrating climate change into territorial planning "Climate Change Framework Law"

Timeframe: 2022-ongoing | Scale: National

Since the Paris Climate Agreement, Chile has worked intensively to develop an institutional and legal framework that supports the necessary tools to address the climate emergency. In 2022, Chile approved its Climate Change Framework Law, which, among other objectives, introduces the incorporation of climate change criteria in the strategic environmental assessment of land use and territorial planning instruments. This approach promotes climate governance simultaneously at different scales, encouraging decision-making not only at the central level, but also at the regional and municipal levels.

The law mandates the development of a long-term Climate Strategy, which establishes a clear roadmap with goals and objectives by sector to achieve carbon neutrality by 2050, including in buildings and cities.

One of the strategy's central elements is the elaboration of a Climate Risk Atlas (ARCLIM) at a communal and specific scale, which analyses the risks of climate change for various sectors, including cities and human settlements. This Atlas is available through a freely accessible online platform for consultation and decision making regarding disaster risk management and territorial planning.

More information: Chile's Climate Change Framework Law <https://leycambioclimatico.cl/>

HUNGARY: Green Infrastructure Development and Maintenance Action Plan



Timeframe: 2022-ongoing | Scale: National

In 2016, the Prime Minister's Office of Hungary published guidance to help municipalities elaborate their own Green Infrastructure Development and Maintenance Action Plan (referred to as ZIFFA in Hungary). The ZIFFA is expected to serve as a vision for the development of green infrastructure with concrete programmes and projects, including a green and blue infrastructure inventory. Budapest is one of the first cities that applied the guidance. In 2017, the city adopted the Budapest Long-Term Green Infrastructure Concept, and in 2021, it launched its first ZIFFA (also referred to as Dezső Radó Plan), which aims to put the Concept into practice. The Dezső Radó Plan is aligned with the national Green Infrastructure and Climate Operational Programme (ZIKOP), which provides EU funding opportunities for programmes addressing global challenges locally such as climate change and pollution, as well as for green space development, for the 2021-2027 development cycle.

More information: Green Infrastructure Development and Maintenance Action Plan https://2015-2019.kormany.hu/download/7/19/e0000/M%C3%B3dszertan_Z%C3%B6ld%20Infrastr_%20Akci%C3%B3tervez.pdf



ISRAEL: Promoting Transit-Oriented Development in Tel Aviv Metropolitan Area "Outline Plan for Urban Development around a Mass Transit (TMA 70)"

Timeframe: 2020-ongoing | Scale: Local

A new outline plan in Tel Aviv Metropolitan Area, called TMA 70, establishes a framework for the development of a planned metro network, with 110 stations and 3 lines covering 24 municipalities. The plan, prepared by the national government, aims to harness the planned infrastructure to promote compact, dense, mixed use, walkable and well-connected transit-oriented development (TOD) around the proposed stations. These stations are situated in different locations across the metropolitan area – ranging from the metropolitan Central Business District to suburban car-oriented neighbourhoods, and from affluent places to weaker spots in the metropolitan periphery. The plan provides a system of rules and policies that will ultimately address a diverse range of places, so their application needs to reflect local circumstances, identities and communities.

The plan's uniqueness lies in its scope and pace: it seeks to promote positive change throughout the metropolitan area (including significant change in mobility patterns towards more sustainable methods of transport, promoting walking, cycling and micro-mobility), and it is generated while the population continues to grow and as the already dense country continues to densify. This vision for the future considers a dynamic reality with high local variability.

More information: Israel TMA 70 <https://www.gov.il/he/Departments/Guides/tama70?chapterIndex=1>

KOREA: Combining inclusive growth and sustainable energy consumption in Seoul



Timeframe: 2015-ongoing | Scale: Local

The city of Seoul has managed to combine an inclusive growth strategy with more environmentally friendly energy consumption. The Energy Welfare Public-Private Partnership Programme, launched in 2015, has combined social and climate objectives, aiming to minimise energy vulnerability in Seoul for those most affected by climate change and poverty. The programme aims to increase the energy independence of energy-poor households by providing at-risk communities with home energy upgrades, including energy efficiency improvements, decentralised rooftop solar panels, and LED lights. It also assesses climate-related challenges in Seoul, and supports disadvantaged job seekers through training and employment as energy consultants to assess the energy performance of low-income households.

The programme receives both public funding from the city government for the transition to energy efficiency in low-income households and the training of energy consultants, and private funding from the Energy Welfare Civic Fund, into which citizens and businesses can make both monetary and in-kind contributions. This dual financing ensures the long-term sustainability of the programme.

Between 2015 and 2018, the programme has employed 180 energy consultants who offer energy-saving consulting and tips, and carry out home energy retrofits. In 2015, it has also benefited 1 295 households through financing for retrofits.

More information: OECD (2018), *Inclusive Growth in Seoul, Korea*. Paris: OECD Publishing.
https://www.oecd-ilibrary.org/social-issues-migration-health/inclusive-growth-in-seoul-korea_9789264290198-enjsessionid=gopplWXapqvj-cKwVb7dzHj2.ip-10-240-5-107



MEXICO: Improving mobility, reducing carbon emissions and creating jobs in Mexico City's metropolitan area

Timeframe: 2016-ongoing | Scale: Local

To reduce the inequality gap and drive economic and social development in marginalised areas of Mexico City's metropolitan area, the State of Mexico and local authorities are investing in urban infrastructure and innovative transport systems such as cable car lines. In 2016, the government of the State of Mexico opened the mexicable in the municipality of Ecatepec, the most populated suburb of Mexico City's metropolitan area. The mexicable covers a distance of 4.8km, reduced travelling times from one hour to 17 minutes, and helped reduce CO₂ emissions. In 2021, Mexico City's government opened two aerial lift lines (line 1 is 9.2 km long and line 2 is 10.5 km long) called cablebús in the boroughs of Gustavo A. Madero and Iztapalapa. The areas where these transport systems have been opened used to offer poor mobility options, and they are some of the most densely populated and lowest-income areas in the metropolitan area. Since their opening, the aerial lift lines have been contributing to job creation (e.g. line 1 has created 2 800 new jobs in the Gustavo A. Madero borough since 2021, and line 2 is expected to generate over 1 400 new businesses and 4 200 jobs in the Iztapalapa borough).

More information: OECD (2020), *Improving Transport Planning for Accessible Cities*, OECD Urban Studies, OECD Publishing, Paris, <https://doi.org/10.1787/fcb2eae0-en>

SWEDEN:

Circular Economy in Umea



Timeframe: 2016-2028 | Scale: Local

By 2050, the city of Umeå is expected to reach a population of 200 000 inhabitants, with consequences on housing, use of natural resources and waste production. The city aims to promote a more sustainable use of resources by prioritising the circular economy. This expected growth is an opportunity to move from "business as usual" to a more circular approach, whereby construction materials can be used and reused, energy and water efficiency can increase in buildings, food minimised and innovation promoted for closing loops across value chains.

The municipality promotes better waste management to reduce the amount of waste and increase recycling through awareness-raising campaigns, training activities for its municipal employees and students, and a "pay as you throw" waste tariff. Several initiatives have been implemented targeting different sectors. On energy, the municipal waste and water company Vakin contracted the public provider of energy, Umeå Energi, to transform wastewater for heating and electricity into biogas. On buildings, the "Cradle to Cradle" approach in the building sector has been used to promote the use of recyclable construction materials, later reintroduced into new manufacturing processes. The city set a goal to make all building materials reusable in city-owned properties and sorted before demolition. On food, the Sustainable Restaurants Network (*Hållbara Restauranger*) promotes circular practices to minimise food waste (i.e. buying wholesale products and selling the remaining food of the day at a lower price via applications). The Reko-ing is another circular approach where consumers order food directly from local producers, usually via closed social media groups, and collect their orders once a week.

More information: OECD (2020), *The Circular Economy in Umeå, Sweden*. Paris: OECD Publishing. https://www.oecd-ilibrary.org/urban-rural-and-regional-development/the-circular-economy-in-umea-sweden_4ec5dbcd-en



PORTUGAL: Accelerating the transition towards circular economy in cities “National Initiative for Circular Cities” (InC2)

Timeframe: 2019-2023 | Scale: National

Funded through the National Environmental Fund and drawing inspiration from the European Territorial Co-operation Program URBACT, the National Initiative for Circular Cities (InC2) aims to accelerate the transition of cities to a circular economy by supporting the development of integrated local action plans and the engagement of key stakeholders within local action groups.

Framed by the National Spatial Planning Policy Programme and the National Action Plan for Circular Economy, InC2 fosters processes of co-learning, sharing and knowledge transfer between cities of all sizes and geographic contexts within four national thematic networks.

Inspired by the Urban Agenda for the EU, InC2 aims to improve the design and local implementation of national circular economy policy objectives, by strengthening multi-level and multi-sectoral co-operation and enhancing domestic policy learning and transfers of local best practices.

More information: Cidades Circulares <https://cidadescirculares.dgterritorio.gov.pt/>

UNITED KINGDOM: Tackling climate change through One City Climate Strategy in Bristol



Timeframe: 2018-ongoing | Scale: Local

Following its November 2018 declaration of a climate emergency, the city of Bristol developed and published the One City Climate Strategy (OCCS), which set a shared vision for the city to become carbon neutral and climate resilient by 2030. Bristol also established an independent Bristol Advisory Committee on Climate Change (BACCC) to provide technical expertise to help the city understand the progress and accelerate the strategy. The OCCS is framed around ten themes where climate action is needed to achieve the vision for Bristol by 2030. The ten themes are: transport, buildings, heat decarbonisation, electricity, consumption and waste, business and the economy, public services, natural environment, food, and infrastructure interdependencies.

In 2020, the city announced several programmes aligned with OCCS. The city's approach is built in four pillars: (i) to lead by example with the Council aiming to be carbon neutral by 2025; (ii) strategic investment in the city with a GBP1 billion partnership with the private sector; (iii) enabling action by city partners, such as the One City Climate Ask – an active ask for all businesses and organisations based in the city to declare an ambition to become Net Zero by 2030; and (iv) enabling action by citizens. The 4th pillar includes several projects. The Community Climate Action project, co-ordinated by the Bristol Green Capital Partnership with the support from the Bristol City Council, the National Lottery's Climate Action Fund, and the Centre for Sustainable Energy, focuses on how Bristol's six community organisations can play a leading role in shaping the city's vision. The Black and Green Ambassadors programme aims to empower and celebrate diverse leadership and community action on environmental issues, challenging perceptions, creating new opportunities and working towards an inclusive and representative environmental movement. The Bristol Climate Hub supports residents in making informed decisions to reduce their own household carbon footprints.

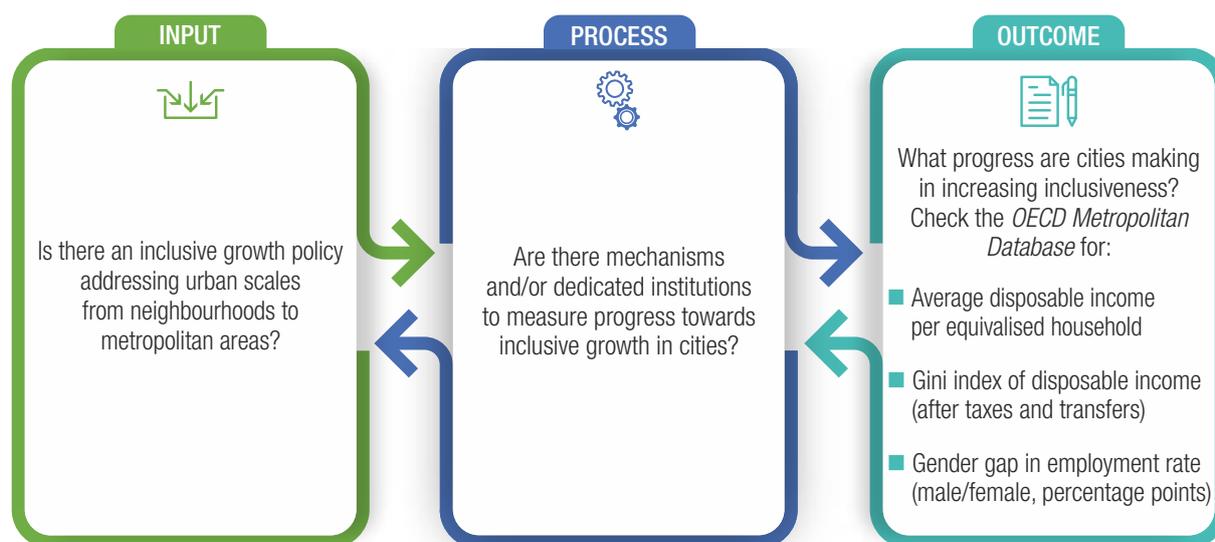
More information: Bristol One City Climate Strategy <https://www.bristolonecity.com/climate/>



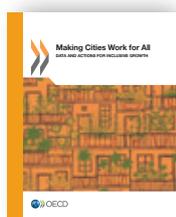
PRINCIPLE 6. PROVIDE OPPORTUNITIES FOR ALL

- Improving access for all urban residents and users – regardless of their gender, age, ethnic background or health status – to drivers of social inclusion, such as local public services, affordable quality housing, transport, education, health, employment and economic opportunities, cultural heritage and amenities, leisure and safe public spaces;
- Supporting national and local inclusive growth policies that help cities cope with demographic change and foster social cohesion at all urban scales ranging from neighbourhoods to metropolitan areas, including policies for gender equality, healthy ageing, and the local integration of migrants;
- Promoting urban identity and culture and a quality living environment for all neighbourhoods, especially the most degraded.

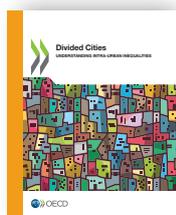
GUIDING QUESTIONS AND INDICATORS FOR DIAGNOSIS



RELEVANT OECD TOOLS TO ELABORATE THE DIAGNOSIS



Policy tools for improving urban residents life prospects in *Making Cities Work for All: Data and Actions for Inclusive Growth (2016)*. This report offers a framework to analyse economic growth, inequalities and well-being at the city level. It also provides guidance for increased collaboration between national and city governments to make cities more prosperous and equitable. It focuses on policy tools for a range of human and social capital (jobs and education) as well as the urban built environment (housing, transport, the environment).



Orientations for policy analysis and multi-level conceptual model of segregation in *Divided Cities: Understanding Intra-urban Inequalities (2018)*. This report provides a framework to analyse spatial inequalities and segregation in cities and metropolitan areas from multiple perspectives. The methodological alternatives can be used for measuring different dimensions of inequality and segregation across cities, in a comparable manner. It also offers guidance for effective public policies that help bridging urban divides.

LEADING EXAMPLES



COLOMBIA: Multidimensional urban safety "Framework Policy of Coexistence and Citizens' Safety"

Timeframe: 2019-ongoing | Scale: National

Urban safety has been a priority issue in Colombia due to the prevalence of fragmented cities with marginalised areas. Since 2010, the national government has issued a national policy of "coexistence and citizens' safety". Since then, the National Statistics Department has conducted surveys among the main cities of the country to widen the information and databases on criminality. In 2019, the national government issued a new Framework Policy of Coexistence and Citizens' Safety to support local governments and tackle violence, criminality and insecurity. Its purpose is to build and maintain the conditions for the exercise of rights and freedoms of public relations, respect for human dignity, and the validity of the social rule of law, in an environment of democratic coexistence, peace and harmony with nature. In line with the OECD Principles on Urban Policy, the Framework Policy rightly considers that urban safety is multidimensional, that policy should be based on evidence, information and planning, and that all matters of the policy of coexistence and citizen safety are dependent on each other.

More information: OECD (2022), National Urban Policy Review of Colombia <https://doi.org/10.1787/9ca1caae-en>; and Colombia's Framework Policy and Ministry of Interior https://www.mininterior.gov.co/sites/default/files/politica_marco_de_convivencia_y_seguridad_ciudadana.pdf

JAPAN: Towards a inclusive and sustainable ageing society in Fukuoka "Advanced-Health City Strategy"



Timeframe: 2017-ongoing | Scale: Local

With longer life expectancies and declining birth rates, Japan is on the verge of becoming a "super-ageing" society on a globally unprecedented scale. Fukuoka is one of the few cities in Japan experiencing population growth, but this growth is skewed toward the elderly population aged 65 years or older. The elderly population is estimated to reach 24.8% by 2025 and 31.0% by 2040. The working-age population (aged 15–64 years) has virtually levelled off, and the young population (0-15 years) is expected to decline. The city also anticipates an increase in the number of people requiring nursing care due to dementia and other illnesses. In response to this fast-rising challenge, Fukuoka launched its Advanced-Health City Strategy in 2017 and is promoting the Fukuoka 100 Project, named after the era of the 100-year life. The project aims to help residents achieve both physical and mental health in their familiar environments. In addition to government, the Fukuoka 100 Project involves experts in fields such as health, medical treatment and nursing care, as well as private enterprises, universities and citizens. Fukuoka aims to become a role model of an inclusive and sustainable ageing society, where both the individual and society as a whole can achieve happiness not only through medical and nursing care, but also through social participation and community development for the aged, and by improving health.

More information: The 100 Fukuoka Project <https://100.city.fukuoka.lg.jp/en/pdf/project.pdf>



SLOVAK REPUBLIC: Improving public spaces “Bratislava Social Hubs”

Timeframe: 2016-2019 | Scale: Local

In 2019, the mayor of Bratislava launched a call for architectural proposals, marking the first of a series of design competitions aimed at transforming some of the neglected squares and neighbourhoods in the wider city centre into lively hubs of social interchange, accessible for all citizens.

As an architect, the mayor recognises the value of public spaces and the need to design them in a way that makes them safe, inviting and usable for all citizens. He also helped found the Urban Interventions Initiative, an independent architectural programme that focused on creating small and creative concepts that generated more than 900 projects to improve public spaces in twenty Slovak and Czech cities.

This call culminated in a three-year long grassroots project that studied the design, dynamics and utilisation of the neighbourhood in question and proposed guidelines for its inclusive transformation. The project is under the umbrella of the newly established Metropolitan Institute of Bratislava (MIB) that studies public space, urban planning and development, urban transport, data policy and analytical activities, participation and communication, greenery and environment, as well as strategic planning.

More information: OECD Champion Mayors Website
<http://www.oecd-inclusive.com/champion-mayors/mayor/champion-mayor-matus-vallo/>





TURKEY: Responding to the refugee crisis "Gaziantep Model"

Timeframe: 2019-ongoing | Scale: Local

The city of Gaziantep is hosting more than half a million refugees. It is using the 'Gaziantep model', a response that involves co-operation between the central government, local authorities, UN agencies, and NGOs, to provide direct support to refugees and ease the integration process within the host community. The city's migration policy has a humanitarian approach and focuses on a conflict-sensitive strategy to mitigate tension. Using this policy, the city aims to ensure the welfare of refugees and host communities following the strong belief that improving the welfare of the disadvantaged will enhance the welfare of society as a whole.

Gaziantep opened the first school for Syrian students in Turkey in 2012. The city has provided more than 50 000 Syrians with free medical care, organised Turkish language and education classes for more than 10 000 minors, and established industrial zones close to the border in which public-private ventures can employ Syrians.

More information: Gaziantep Model

<https://turkey.un.org/en/28717-gaziantep-declaration-calls-transition-emergency-resilience-approach-migration-and>

UNITED STATES: Revitalising struggling areas through the 'Choice Neighborhoods' programme



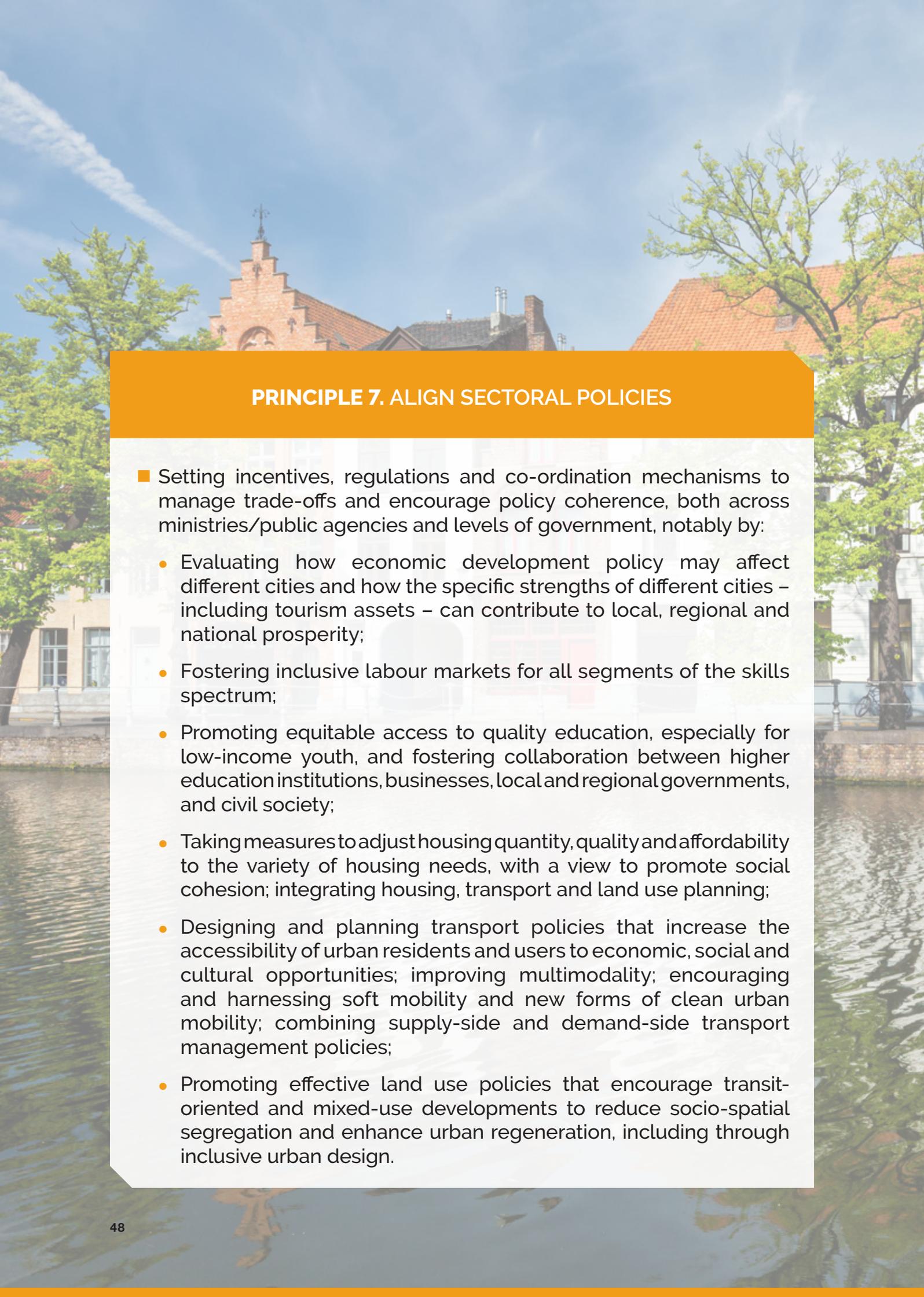
Timeframe: 2010-ongoing | Scale: National

In 2010, the US Department of Housing and Urban Development (HUD) implemented a programme called "Choice Neighborhoods" to support, with public and private funds locally driven strategies that address struggling neighbourhoods. HUD's long-running competitive grant programme provides flexible resources for local leaders to help transform high-poverty, distressed neighbourhoods into mixed-income neighbourhoods with affordable housing, safe streets, and good schools. Local leaders, residents, and other stakeholders, such as public housing authorities, cities, schools, police, business owners, non-profit organisations, and private developers, work together to create and implement a plan that revitalises distressed social housing and addresses the challenges in the surrounding neighbourhood. Since its early implementation, the programme aims to replace distressed public and assisted housing with high-quality mixed-income housing that is responsive to the needs of the community. Its approach is to create essential building blocks of healthy and strong communities to fuel revitalisation with a focus on expanding access to opportunity and ending poverty concentration. Each 'Choice Neighborhood' grantee must develop a 'Transformation Plan' that addresses housing, people, and neighbourhood objectives. Grantees are expected to develop performance metrics based on these objectives. The more than a decade experience shows that the Transformation's Plan's success requires broad civic engagement.

More information: United States Choice Neighborhoods

https://www.hud.gov/program_offices/spm/gmomgmt/grantsinfo/fundingopps/fy2021_choice

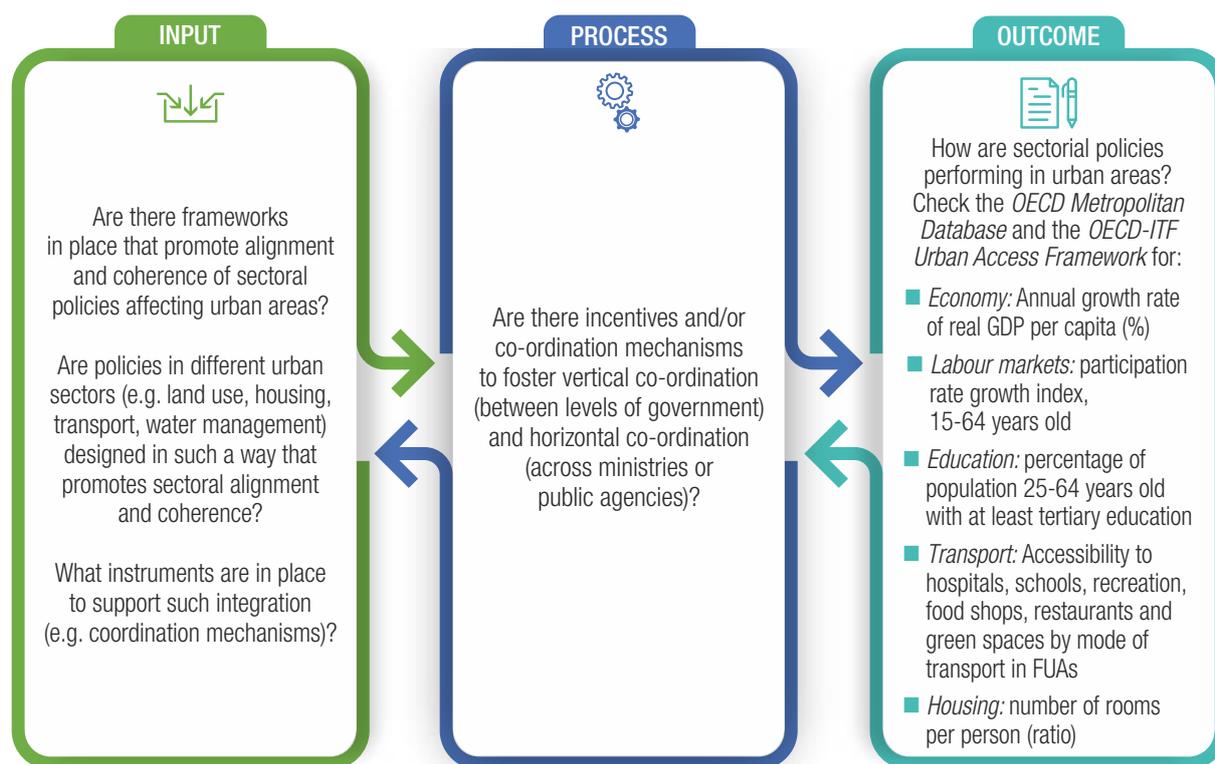




PRINCIPLE 7. ALIGN SECTORAL POLICIES

- Setting incentives, regulations and co-ordination mechanisms to manage trade-offs and encourage policy coherence, both across ministries/public agencies and levels of government, notably by:
 - Evaluating how economic development policy may affect different cities and how the specific strengths of different cities – including tourism assets – can contribute to local, regional and national prosperity;
 - Fostering inclusive labour markets for all segments of the skills spectrum;
 - Promoting equitable access to quality education, especially for low-income youth, and fostering collaboration between higher education institutions, businesses, local and regional governments, and civil society;
 - Taking measures to adjust housing quantity, quality and affordability to the variety of housing needs, with a view to promote social cohesion; integrating housing, transport and land use planning;
 - Designing and planning transport policies that increase the accessibility of urban residents and users to economic, social and cultural opportunities; improving multimodality; encouraging and harnessing soft mobility and new forms of clean urban mobility; combining supply-side and demand-side transport management policies;
 - Promoting effective land use policies that encourage transit-oriented and mixed-use developments to reduce socio-spatial segregation and enhance urban regeneration, including through inclusive urban design.

GUIDING QUESTIONS AND INDICATORS FOR DIAGNOSIS



RELEVANT OECD TOOLS TO ELABORATE THE DIAGNOSIS



Actions to adapt cities' institutional frameworks in *Improving Transport Planning for Accessible Cities (2020)*. This report provides a framework to analyse several dimensions of an efficient transport management, which can be used for the diagnosis. For example, a country can use the analyses made throughout the report to explore urban density, land use policies, connectivity and balances between modes of transport. It offers recommendations to apply a holistic approach, a sound institutional framework, as well as to seek to reliable sources of funding and increased community engagement.



Policy recommendations in *Housing policies for sustainable and inclusive cities (2020)*. This paper offers a framework to analyse housing markets in cities by outlining drivers of housing supply and demand as well as the composition of the housing markets and its segments: homeowners and renters, single- and multi-family homes, market and below-market price segments. It can be used to get inspiration from national housing policy instruments from around the world. It also provides a set of short-, medium- and long-term policy recommendations to align national housing policies with the goal of delivering more sustainable and inclusive cities.

LEADING EXAMPLES



AUSTRIA: A multi-sectoral approach to spatial planning development

Timeframe: 2021-2030 | Scale: National

Spatial Planning in Austria involves a multi-sectoral approach, with responsibilities shared among the federal government, the provinces, the cities, and the municipalities in accordance with their respective defined roles. This approach is the result of The Austrian Conference on Spatial Planning (Österreichische Raumordnungskonferenz – ÖROK), founded in 1971 as a political body to improve planning co-ordination. Its members include representatives of the federal government, governors of the nine provinces (Länder), the president of the Austrian Association of Cities and Towns, the President of the Austrian Association of Municipalities, and the economic and social partners (in an advisory capacity). Every ten years, ÖROK revises the Austrian Spatial Development Concept (Österreichisches Raumentwicklungskonzept – ÖREK), as a steering instrument for Austrian spatial planning and development. The plan is designed to address the spatial diversity of Austria's cities and regions. ÖREK is a voluntary agreement that primarily serves as a basis for implementation, laying out common goals and principles among the multi-sectoral actors. The most recent plan, ÖREK 2030, focuses on the impact of climate change and achieving decarbonisation. It also acknowledges overcoming the effects of the COVID-19 pandemic. ÖREK 2030 defines three fundamental principles that guide decision-making: Austria's spatial development must be climate-friendly and sustainable, it must serve the common good, and it must be just.

More information: ÖREK 2030

https://www.oerek2030.at/fileadmin/user_upload/Dokumente_Cover/OEREK2030-in_brief.pdf

BELGIUM: Green Transition Employment Services in Flanders Region



Timeframe: 2017-ongoing | Scale: Local

VDAB, the regional public employment service of Flanders, implemented an array of Active Labour Market Policies (ALMP) focused on the green transition to help vulnerable workers develop relevant employment skills through training modules. Important sectors involved in green transition initiatives include chemical product manufacturing, basic metal manufacturing and energy production. For example, in the construction sector, programmes include sustainable building techniques and energy efficiency methods. VDAB also established a building centre to co-ordinate with employers in relevant sectors and develop training curricula. VDAB aims to offer more flexibility to its regional employment offices to deliver services, and these reforms have enabled greater autonomy for local leaders. District offices can forge their own partnerships with local labour market actors and develop their own strategies according to the local economic and sector-based context. In 2010, these sectors represented 16.7% of employment in Flanders and upwards of 18% in West Flanders. Local offices can anticipate these risks and develop strategies with local companies and unions to ensure processes and workers adopt more sustainable methods. These partnerships complement VDAB's large-scale job matching programme and Flanders-wide programmes, as well as VDAB's links with Belgium's federal employment service.

More information: OECD (2017), *Boosting Skills for Greener Jobs in Flanders, Belgium*, OECD Green Growth Studies, OECD Publishing, Paris, <https://doi.org/10.1787/9789264265264-en>



CANADA: Metro Vancouver pursuing integrated goals through transport investment

Timeframe: 2019 – ongoing | Scale: Regional

In Canada, Metro Vancouver's (MV) Regional Growth Strategy, under review since 2019, calls for more density near transit hubs and urban centres to reduce reliance on cars, promote neighbourhood walkability and house the one million newcomers expected by 2040. This involves retrofitting the suburbs of some municipalities that are highly car-oriented and lack public transit infrastructure. To address the situation, the Regional Transportation Strategy, called 'Transport 2050' and adopted in January 2022, includes five goals for regional transportation: convenient, reliable, affordable, safe and comfortable, and carbon-free. To respond to residents' top priorities such as climate change and affordability, and create more transport options, Transport 2050 seeks to put frequent transit within a short walk of most homes and jobs; dedicate more streets to walking, biking, rolling, and transit; and promote electrified and shared bikes, scooters, and cars. In MV, regional planning and transport authorities have long worked to expand the transit-oriented locations to make the transit and affordable housing connection. They have focused on integrating land use and transport planning to reduce car dependency and greenhouse gas emissions. The case of MV shows that pursuing accessibility is a long-term continuous investment process, and that local development planning, land use planning, and transport policy need to be co-ordinated based on a regional/metropolitan approach.

More information: Metro Vancouver Transport 2050 <https://www.translink.ca/plans-and-projects/strategies-plans-and-guidelines/transit-and-transportation-planning/regional-transportation-strategy#read-transport-2050>





CHILE: Micro Settlement Programme – inclusive and participatory housing strategy to foster urban regeneration

Timeframe: 2020–ongoing | Scale: National

In June 2020, the government of Chile launched the Micro Settlement Programme “I am staying here” (*Programa de Micro Radicación ‘Aquí me quedo’*). The programme is a housing strategy that was born from the observation of how people solve their housing problems through the *allegamiento*, i.e. living with their relatives in their homes (the *allegados* issue), which illustrates the increasing housing deficit and overcrowding in Chile that became more apparent during the COVID-19 pandemic. Such settlements concentrate in old suburbs in the fringes of the capital city, in small plot settlements that were largely provided to low and middle-low income households several decades ago as part of the national housing policy. It is estimated that 6 250 hectares could be densified in 466 of such districts that have good access to urban services across the country. The Micro Settlement Programme seeks to implement a densification process in those plots, as an alternative to traditional housing policy programmes that often tend to build new social housing in peripheral locations. Households benefitting from the Micro Settlement Programme do not have to move to another place and can remain at the heart of their family and social networks, who are often essential to their daily life. Additional housing can be built in the plots, as well as micro condominiums. The programme adopts a comprehensive approach of urban inclusive regeneration that involves residents’ participation. The programme also includes interventions in public spaces and subsidies for homeownership and rental housing.

More information: Chile’s Micro Settlement Programme

<https://fau.uchile.cl/noticias/166649/pequenos-condominios-la-gran-solucion-para-el-allegamiento>

MEXICO: A new approach to meeting housing needs “National Housing Programme 2019–2024”



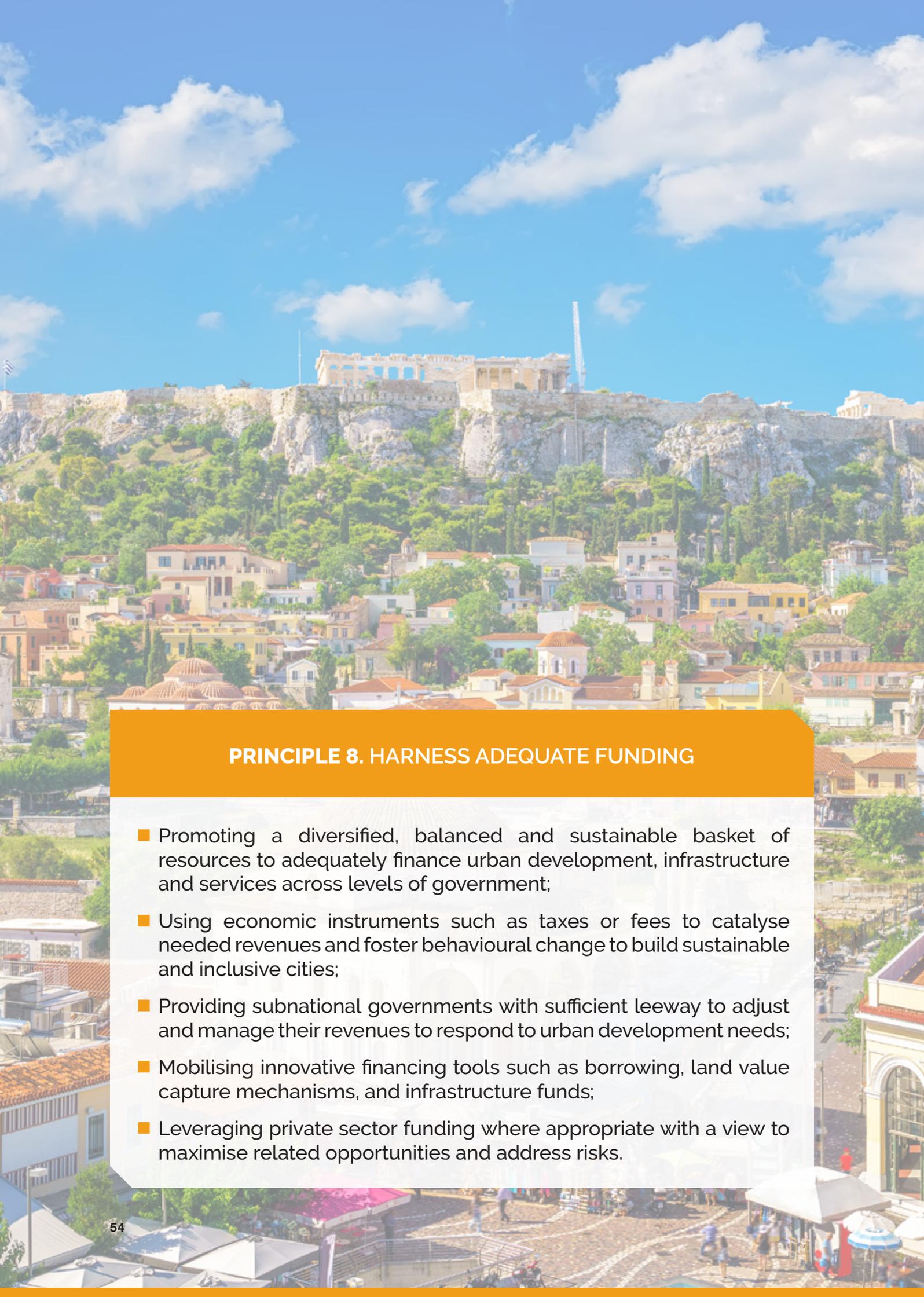
Timeframe: 2019–2024 | Scale: National

The National Housing Programme 2019–2024 (PNV), which drives Mexico’s housing policy, aims to provide affordable, high-quality housing, particularly for low-income households, while advancing environmental objectives and land use reforms. Moving beyond the federal government’s longstanding focus on promoting homeownership and housing development, it includes measures to improve the quality of units, promote rental housing, assist the social production of housing in low-income areas and promote housing cooperatives. It also redefines “affordability” as the ability to not only buy or rent a house but also to cover the costs of living, and it seeks to diversify finance mechanisms. In addition, the PNV seeks to simplify and harmonise the housing policy framework, facilitate co-ordination through covenants across levels of government and with the private and social sectors, and use information and communication technologies (ICTs) to optimise processes. The PNV is fundamentally different from past approaches in two ways: it favours home improvements over new construction, and it encourages families and communities to build their own homes instead of relying on large-scale construction by developers. Both changes make housing programmes more responsive to actual demand. The shift away from large-scale projects, meanwhile, favours the social production of housing, mainly by low-income people, who can benefit from support to build higher-quality dwellings – though still at a lower cost than profit-oriented developers.

More information: Mexico National Housing Agenda

https://urbantransitions.global/wp-content/uploads/2021/03/Compact-Connected-Clean-and-Inclusive-Cities-in-Mexico_An-agenda-for-national-housing-and-transport-policy-reform.pdf

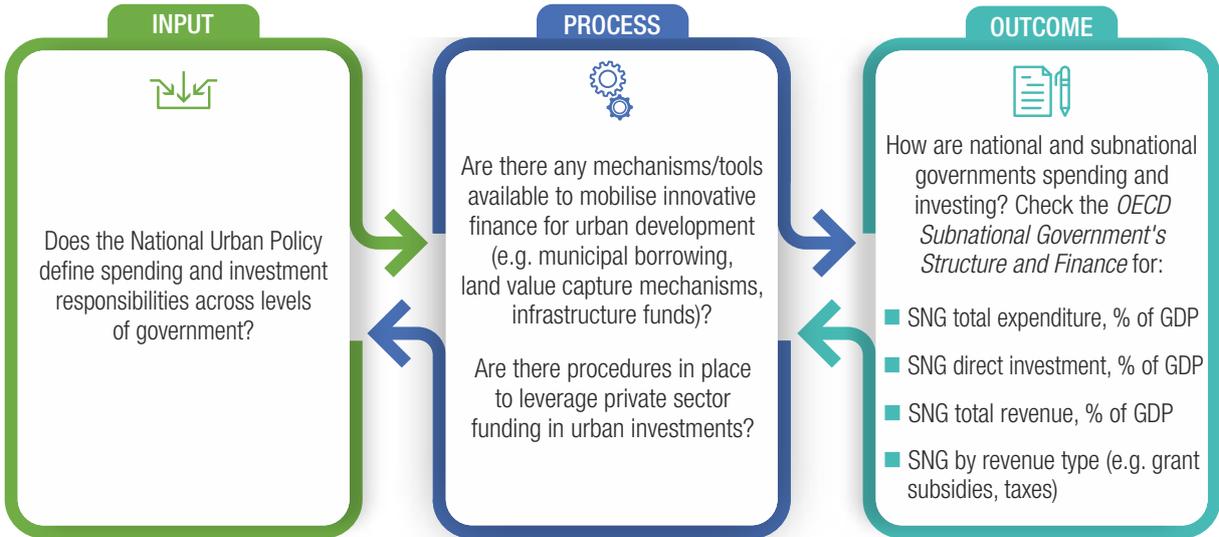




PRINCIPLE 8. HARNESS ADEQUATE FUNDING

- Promoting a diversified, balanced and sustainable basket of resources to adequately finance urban development, infrastructure and services across levels of government;
- Using economic instruments such as taxes or fees to catalyse needed revenues and foster behavioural change to build sustainable and inclusive cities;
- Providing subnational governments with sufficient leeway to adjust and manage their revenues to respond to urban development needs;
- Mobilising innovative financing tools such as borrowing, land value capture mechanisms, and infrastructure funds;
- Leveraging private sector funding where appropriate with a view to maximise related opportunities and address risks.

GUIDING QUESTIONS AND INDICATORS FOR DIAGNOSIS



RELEVANT OECD TOOLS TO ELABORATE THE DIAGNOSIS



Self-assessment section of the *Effective Public Investment Toolkit (2019)*. This tool can help governments assess the strengths and weaknesses of their public investment capacity, with a focus on the sub-national level. The proposed indicators can be used at city, regional and national levels.



Comparative data on regional government accounts in *Online Pilot Database on Regional Government Finance and Investments (2020)*. This tool can be used to analyse and compare regional government expenditure, revenue, investment, and debt, over the 2010-2016 period across 494 regional governments in the OECD and the European Union.

LEADING EXAMPLES



AUSTRALIA: Improving communities' resilience against natural hazards

Timeframe: 2022-ongoing | Scale: National

The "Preparing Australian Communities Program – Local" supports locally led projects that improve the resilience of urban and rural communities against natural hazards. The programme follows the National Disaster Risk Reduction Framework, which sets three goals to be achieved by 2030: reduce existing disaster risk, minimise creation of future disaster risk across all sectors, and equip decision makers with the capabilities and information they need to reduce disaster risk and manage residual risk. The programme's first round collected proposals from local governments, community organisations, businesses and other organisations, and resulted in funding 158 projects, totalling AUD 150 million aimed at improving the resilience of communities against bushfires, flood and tropical cyclones, through planning, awareness and capacity building, and infrastructure. Planning includes an assessment of risk, vulnerability, resilience and disaster risk reduction activities, investment/business case, or technical feasibility, such as an assessment of tree resilience to cyclones in the City of Karratha. Some projects also focus on awareness and capacity-building campaigns around increasing disaster risk and resilience. Infrastructure projects target the delivery of built and/or natural infrastructure, including new developments as well as upgrades, such as protective infrastructure against floods in the City of Busselton.

More information: Preparing Australian Communities – Local Programme
<https://recovery.gov.au/preparing-australian-communities-program-local>

DENMARK: Partnership for Green Public Procurement



Timeframe: 2006-ongoing | Scale: National

In 2006, Denmark's Ministry of the Environment and Food, together with the three largest cities (Aarhus, Copenhagen and Odense), established the Danish Partnership for Green Public Procurement (GPP). The partnership now includes 12 municipalities, 2 regions and 1 water supply company, representing 13% of Denmark's annual public procurement in Denmark (approximately EUR 5.5 billion) and 30% of the total procurement volume of Danish local governments. The partnership aims to develop joint, mandatory procurement objectives and criteria that have major positive impacts on the environment, ensuring a certain level of co-ordination in GPP actions from the largest public sector procurers. These criteria can also function as a guide for municipalities, where incorporating environmental requirements in the procurement process is less developed. The partnership also establishes working groups that share knowledge between the cities to solve joint procurement challenges and develop specific criteria within different product areas. Relevant materials are available on an online platform for easy peer learning. In addition, by sharing consistent sets of green criteria, the partnership enables the market to respond to sustainability demands from public purchases. Finally, the national government has developed a webpage, the Responsible Procurer, where procurers can find green criteria, based on EU GPP criteria and other national recommendations, ready to be integrated into tender documents for a number of product areas and Total Cost of Ownership tools for selected product areas.

More information: OECD (2021), *OECD Regional Outlook 2021: Addressing COVID-19 and Moving to Net Zero Greenhouse Gas Emissions*, OECD Publishing, Paris, <https://doi.org/10.1787/17017efe-en>.



FRANCE: Developing Green Budgeting – Paris Collaborative

Timeframe: 2019-ongoing | Scale: National

Green budgeting, a form of priority-based budgeting, is a practical, decision-making tool that national and subnational governments can use to align their revenue and expenditures with their climate and environmental objectives. There is no one-size fits all approach to green budgeting. A recent survey conducted by the OECD shows that green budgeting is defined and implemented in a heterogeneous way across all 14 OECD countries that practice it, with approaches attuned to national contexts. Among OECD countries, France stands out for having both national and subnational green budgeting practices. At the national level, France began green "budget tagging" in 2019 to enhance transparency and improve evidence-based decision-making. The Ministry of Finance and the Ministry of Ecological and Inclusive Transition work jointly to tag current and capital expenditures across the entire central government draft budget based on their impact on the six environmental domains of the EU Taxonomy: climate adaptation, climate mitigation, biodiversity, pollution abatement, water resource management, and circular economy. The impact of each expenditure item is evaluated using a graded scale ranging from very favourable to unfavourable. By tagging expenditures in the draft budget, elected officials can use the evidence gathered to prioritise green expenditures and reduce harmful expenditures during budget deliberations. Several French regions, departments and cities have started to develop green budgeting practices inspired by the French national government's green budget tagging methodology, which has been adapted to regional and municipal budget characteristics.

More information: Paris Collaborative on Green Budgeting, OECD
<https://www.oecd.org/environment/green-budgeting/>

GREECE:

Land Value Capture



Timeframe: Ongoing | Scale: National

Land value capture is a set of instruments that governments can use to recover the increase in land values resulting from public actions, such as public infrastructure investment or zoning changes. Examples of instruments include developer obligations, infrastructure levies and land readjustment. Land value capture is most commonly deployed in urban areas where land is more valuable and infrastructure maintenance often requires additional revenue.

In Greece, developer obligations are important instruments for local governments to obtain the land necessary for public infrastructure and services. Because the inclusion of land in an urban plan is considered to increase its property value, landowners whose property is included in plans for new development or expansion are charged. These obligations may consist of cash payments or land provisions for public roads, utilities, schools, parks or public space. They are designed to compensate the cost of greater public infrastructure and services use resulting from development. Local governments typically receive the revenues; however, if the national government funds the public works that private development requires, it recoups the land value increase. In new development, land provisions obtained through developer obligations cover around 80% of the public space that urban plans require for public infrastructure and services.

OECD (2022), Global Compendium of Land Value Capture, OECD Publishing, Paris, France.
<https://doi.org/10.1787/4f9559ee-en>



JAPAN: SDGs Public-Private Partnership Platform for Regional Revitalisation

Timeframe: 2018-ongoing | Scale: National

Engaging the private sector in implementing the 2030 Agenda is a priority of the Japanese government. Therefore, the government launched the SDGs Public-Private Partnership Platform for Regional Revitalisation in August 2018. The platform's primary goal is the promotion of the SDGs in Japan and the advancement of regional revitalisation (i.e. curbing population imbalances between Tokyo and regions with a declining population). To achieve that objective, the platform brings together different actors and knowledge from the private sector and local governments working on the SDGs and regional innovation. It also sets up subcommittees to discuss projects and proposals raised by its member organisations, for example, a subcommittee on regional innovation and social investment promotion. The platform membership has grown to more than 3 300 private companies and more than 800 local governments. In addition, the Cabinet Office of the Japanese government also created an expert research panel to report on the importance of the SDGs for regional revitalisation finance. In this group, a wide variety of stakeholders collaborate to generate cash flow through business activities to achieve the SDGs for regional revitalisation while seeking to resolve regional issues and reinvest the profits in regions that are subject to population decline.

More information: OECD (2021), "A territorial approach to the Sustainable Development Goals in Kitakyushu, Japan", OECD Regional Development Papers, No. 15, OECD Publishing, Paris, <https://doi.org/10.1787/12db268f-en>.

SPAIN: Sustainable bond issuances in the Autonomous Community of Madrid



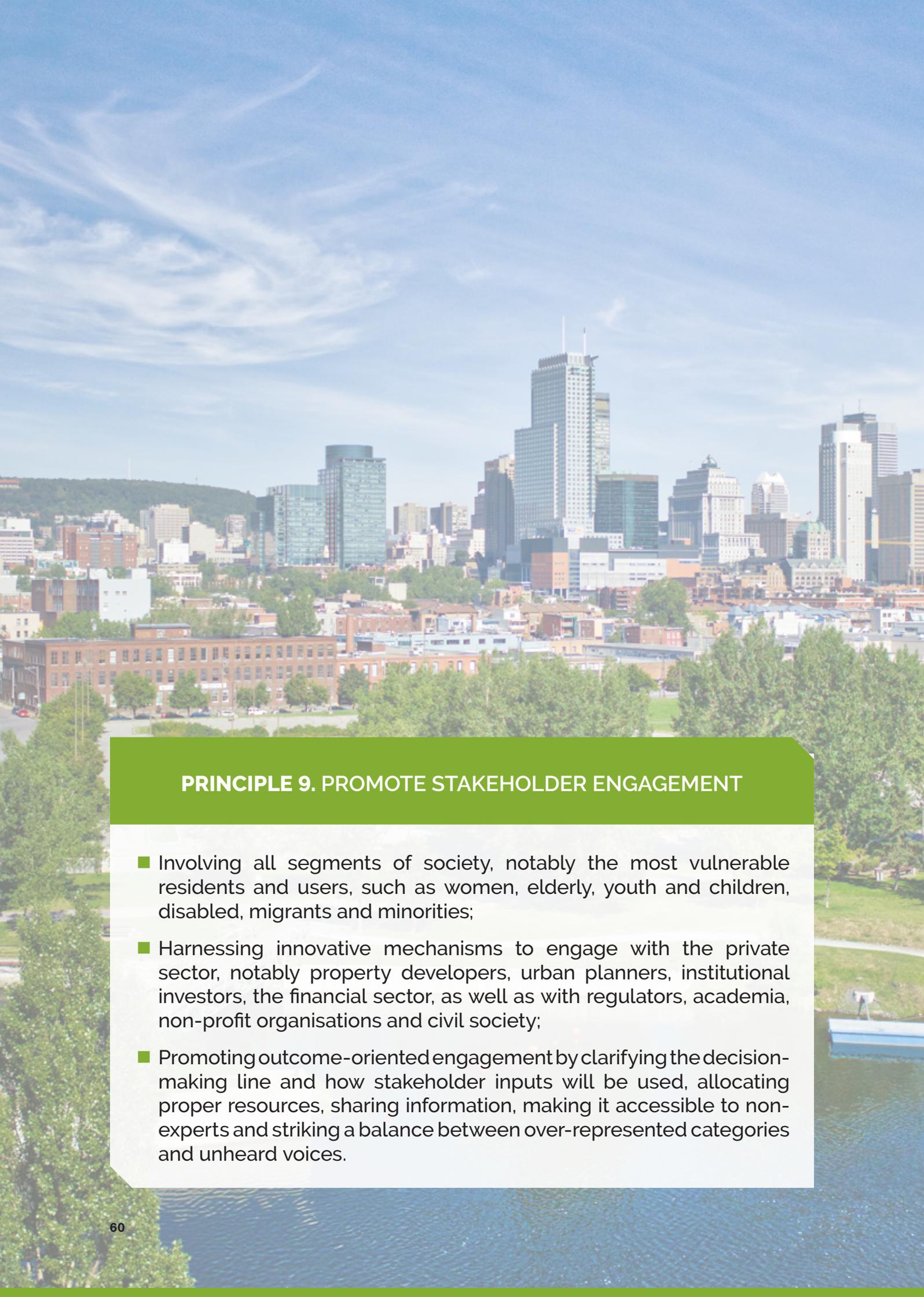
Timeframe: 2016-ongoing | Scale: Local

Green bonds and similar instruments such as climate bonds, environmental impact bonds, social bonds or sustainable bonds, constitute a promising source of finance for sustainable and social infrastructure investments for subnational governments, especially regions and large cities, when they are allowed to borrow on the capital markets and have sufficient capacities. Subnational governments are increasingly active in the green bond market (USD 11.6 billion issues in 2019 by local governments vs. USD 3.7 billion in 2014), but there is significant room for scale-up. Subnational governments accounted for only 4.4% of green bond issuance in 2019. The Autonomous Community of Madrid is a pioneer in sustainable bond issuances for social projects in Spain and the EU. The Community of Madrid has issued sustainable bonds annually since 2016 to fund a mix of social and environmental projects related to the provision of affordable housing, education, and healthcare, as well as for social inclusion and climate change related expenditure. Expenditure priorities are linked to the region's climate change plan (Plan Azul) and Strategy for Social Inclusion. Examples of projects funded using the proceeds of past issuances include the provision of free school transport for pupils in special education centres and the repair and maintenance of social housing facilities in the region.

More information: OECD (2021), *OECD Regional Outlook 2021: Addressing COVID-19 and Moving to Net Zero Greenhouse Gas Emissions* OECD Publishing, Paris <https://www.oecd.org/publications/oecd-regional-outlook-2021-17017efe-en.htm>

OECD (2021) *OECD Implementation Handbook for Quality Infrastructure Investment: Supporting a Sustainable Recovery from the COVID-19 Crisis* OECD Publishing, Paris <https://www.oecd.org/finance/OECD-Implementation-Handbook-for-Quality-Infrastructure-Investment.htm>

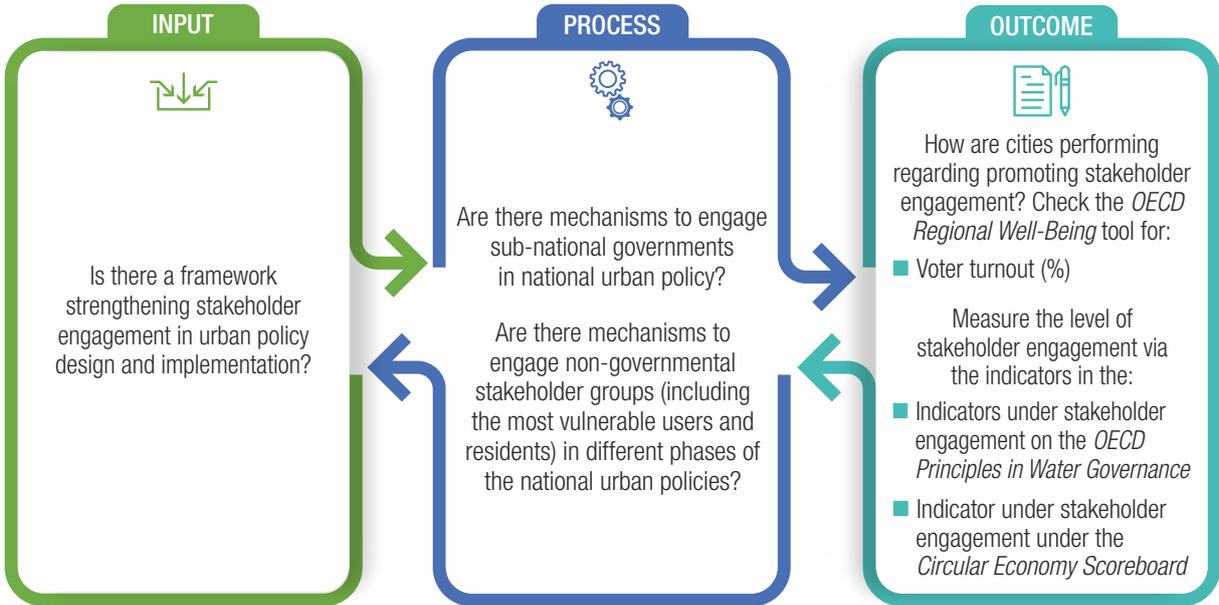




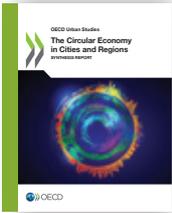
PRINCIPLE 9. PROMOTE STAKEHOLDER ENGAGEMENT

- Involving all segments of society, notably the most vulnerable residents and users, such as women, elderly, youth and children, disabled, migrants and minorities;
- Harnessing innovative mechanisms to engage with the private sector, notably property developers, urban planners, institutional investors, the financial sector, as well as with regulators, academia, non-profit organisations and civil society;
- Promoting outcome-oriented engagement by clarifying the decision-making line and how stakeholder inputs will be used, allocating proper resources, sharing information, making it accessible to non-experts and striking a balance between over-represented categories and unheard voices.

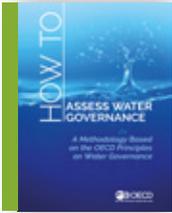
GUIDING QUESTIONS AND INDICATORS FOR DIAGNOSIS



RELEVANT OECD TOOLS TO ELABORATE THE DIAGNOSIS



Scoreboard and Policy Checklist for Action of the Circular Economy in Cities and Regions (2020). The scorecard can be used to self-assess the level of stakeholder engagement, particularly for the design and implementation of circular economy policies. Although it targets circular economy, the tool can be adjusted to other urban policy sectors.



How to assess water governance: a Methodology based on the OECD Principles on Water Governance (2022). This tool offers a framework of indicators to assess stakeholder engagement in water policy design and implementation, which can be used in the diagnosis. Although it targets the water sector, the tool can be adjusted to other urban policy sectors.

LEADING EXAMPLES



CANADA: Montreal's CityStudio

Timeframe: 2019-ongoing | Scale: Local

The co-creation of public policy refers to the active involvement of end-users, or residents, in the policy production process. In the face of social unrest and fiscal austerity from central governments, policy makers have increasingly sought to co-create policy and service delivery with residents in order to assure they are truly benefiting from public investment. Innovation labs enable co-creation by bringing together city staff, residents, start-up entrepreneurs, and researchers to explore creative policy solutions.

Montreal's CityStudio provides an empowering voice to young people, connecting university students with city staff to tackle complex urban issues. The innovation hub matches urban problems identified by city staff with courses at partner universities, providing students a chance to co-create and pilot solutions. The city benefits from students' perspectives and skillsets, while students gain experience in public service, project management, and entrepreneurship.

Final projects are launched by students as pilot projects in their community with results presented at Voila!, a showcase gathering students, city staff, and elected officials in hopes of implementing those that appear most promising. CityStudio Montreal serves as a strong example of how to use strategic partnerships to empower underrepresented groups and improve the community.

More information: OECD (2021), *Innovation and Data Use Capacity in Cities: A Road to Increased Well-being*. Paris: OECD Publishing. <https://www.oecd.org/fr/publications/innovation-and-data-use-in-cities-9f53286f-en.htm>

CANADA: Net-zero energy-ready buildings through shared leadership in British Columbia



Timeframe: 2017-ongoing | Scale: Regional

To achieve net-zero carbon emissions by 2050 at the lowest cost, all new buildings must be so-called net-zero energy buildings. The province of British Columbia gathered multiple stakeholders and cities and introduced innovative province-wide building energy codes. The Energy Step Code provides a roadmap for required levels of building energy performance, allowing gradual interim steps to reach net-zero energy level (20% improvement by 2022, 40% improvement by 2027 and net-zero energy ready by 2032). It clarifies goals for business planning and lead time for builders and manufacturers to explore more energy efficient technologies, practices and products. British Columbia has also created the Energy Step Code Council, a multi-stakeholder advisory body of representatives from provincial ministries, major industry and professional associations, covering more than 55 000 members in the province. The Council has developed implementation guidelines on the Energy Step Code and provided support for both local businesses and municipalities. It also helped small municipalities with less technical capacities to prepare for the next steps. As a result, preparedness in both municipalities and business sector has increased at a rapid rate. The percentage of local governments rated as having "moderate, good or excellent knowledge of the BC Step Code" increased to 88% in 2019 from 61% in 2017, while the share of businesses reporting "feeling prepared for BC Energy Step Code" exceeded 70% in 2019.

More information: OECD (2022), *Decarbonising Buildings in Cities and Regions*, OECD Urban Studies, OECD Publishing, Paris, <https://doi.org/10.1787/a48ce566-en>



CHILE: Urban planning with a people-centered approach in San Pedro de la Paz

Timeframe: 2022-ongoing | Scale: Local

Citizen participation processes for the development of territorial planning instruments are becoming increasingly complex, partly due to the level of technicalities used in their development, which leads to limited engagement and, ultimately, to the creation of deficient instruments.

In order to integrate all individuals (e.g. children, youth, adults, seniors) in participatory processes, Chile's National Council for Urban Development and the Public Integrity and Transparency Commission, supported by financing from the Inter-American Development Bank, developed a municipal-level pilot project to incorporate more accessible language in a call for participation and in participatory workshops. These recommendations for accessible language resulted in an improved understanding of territorial planning and development, appealing to a wider range of citizens. This also led to greater citizen involvement and participation in future events. This new approach emphasised dynamic materials, promoting interactions between people and their territory by facilitating understanding through play. Prioritising citizen involvement helps incorporate new segments of the society such as children into the planning process. It also helps foster social cohesion and improve trust, both among neighbours and with their municipalities.

More information: National Council for Urban Development <https://cndu.gob.cl/modificacion-del-plan-regulador-de-san-pedro-de-la-paz-incorporara-inedito-piloto-de-participacion-ciudadana/>

CZECH REPUBLIC: Participatory Mobility Planning in Prague



Timeframe: 2016-2019 | Scale: Local

The City of Prague aims to enhance citizen engagement through strategic planning and, more specifically, mobility planning. The Prague Institute of Planning and Development (IPR) promotes the engagement of a large number of stakeholders and civil society to help harmonise different views in planning processes, to prevent conflict and to contribute to long-term consensus. This follows the premise that effective public participation can save time, human and financial resources, as well as improve the involvement of marginalised groups in urban planning. The development of the Sustainable Mobility Plan (SMP) and the update of the Strategic Plan exemplify this strategy. The City of Prague and the Central Bohemian Region prepared the SMP through a collective process, conducted in three phases: analysis (2016-17); transport policy with scenario selection (12/2016 – 9/2017); and proposals (9/2017 – 5/2019). During each phase, the group of 'partners' or 'experts' convened workshops to develop the SMP. These included experts from IPR, the municipality of Prague, Prague Integrated Transport Organiser (ROPID), Technical Administration of Roads of the City of Prague, Prague Public Transport Company (DPP), the Central Bohemia Integrated Transport Authority (IDSK), representatives of the Central Bohemian Region, Prague Operator ICT and other transport providers. The Czech branch of the consulting firm Mott MacDonald acted as an external project manager to co-ordinate the collaboration of city organisations and companies. The Joint Assistance to Support Projects in European Regions (JASPERS) provided assistance for using EU funding on major infrastructure projects such as roads, railways, water energy and urban transport.

More information: Huerta Melchor, O. and J. Gars (2020), "Planning mobility in a fragmented metropolitan area: The case of Prague and its suburbs", OECD Regional Development Papers, No. 08, OECD Publishing, Paris, <https://doi.org/10.1787/4cdf2d31-en>



UNITED KINGDOM: Sustainable Glasgow Partnership – Developing the green and circular economy with diverse stakeholders

Timeframe: 2010-ongoing | Scale: Local

The Sustainable Glasgow Partnership aims to position Glasgow as a leading city in the development of the green and wider circular economy. Originally formed in 2010, the initiative led by the City Council helped Glasgow achieve its 2020 target of reducing CO₂ emissions by 30%. By 2030, Glasgow aims to achieve net-zero emissions. The Partnership supports a broad range of projects aimed at improving quality of life, boosting the economy and protecting the environment, including installing LED street lights and climate-friendly infrastructure, creating green jobs and employing large-scale climate-neutral approaches to city transformation. To engage diverse stakeholders, the Partnership's board represents members from the housing, communities, business, universities, and education sectors. The partnership outlines four thematic hubs to address key city challenges with innovative solutions: Greening the City, Green Infrastructure and Transport, Private Sector and Green Economy, and Housing and Heating. In June 2021, the city launched the Sustainable Glasgow Charter, which encourages leading businesses and employers to commit to take action to contribute to a green recovery and reduce the city's carbon emissions.

More information: Sustainable Glasgow Partnership <https://glasgow.gov.uk/sustainableglasgow>

UNITED STATES:

New York City Uniform Land Use Review Procedure (ULURP)



Timeframe: 1976-ongoing | Scale: Local

The Uniform Land Use Review Procedure (ULURP) is a trademark feature of New York City's land use governance, providing transparency and inclusiveness around urban development. ULURP ensures that whenever a developer proposes a project conflicting with the zoning restrictions of a given area, it is subject to public evaluation by residents and city officials. Such projects are subject to a series of consultations at the community district level, followed by binding decisions made by the city council and mayor.

New York City established the ULURP process in response to extensive top-down urban development in the mid-20th century that, while modernising the city, was often undertaken at the expense of its most vulnerable residents. Today, ULURP remains the most powerful democratic tool for New York City residents to impact major decisions among powerful stakeholders. Through Community Boards, they are frequently able to extract concessions from developers in the form of affordable housing, social services, community spaces, or other forms of investment in the community. While New York City's community boards are not infallible, such bottom-up, inclusive planning structures ensure that residents are not cut out of the decision-making process that determines the future of the city centre.

More information: NYC ULURP Explained <https://citylimits.org/zonein/ulurp-explained/>

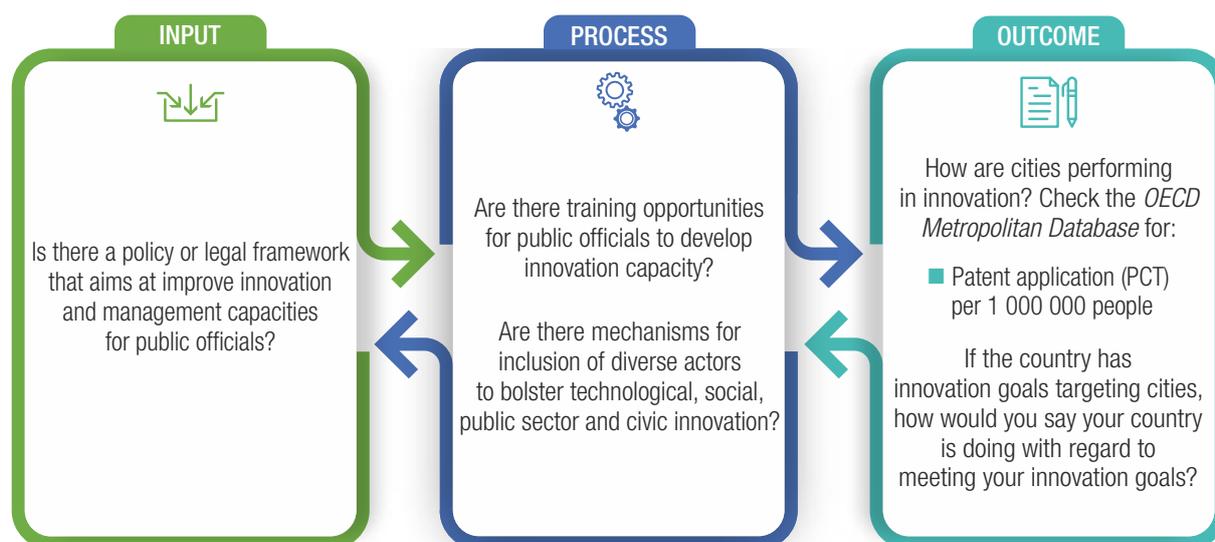




PRINCIPLE 10. STRENGTHEN THE CAPACITY TO INNOVATE

- Reinforcing strategic management and innovation capabilities of public officials at all levels of government to design and implement integrated urban strategies that match the complexity of current and future challenges;
- Encouraging policy continuity and independence from political cycles, including through the professionalisation and capacity development of public workforce at national and local levels where appropriate, for example through merit-based recruitment and promotion processes, fair remuneration, and the certification of competencies;
- Promoting innovation platforms, experimentation and pilot-testing to draw lessons from successes and failures in urban policy, and scale up replicable practices;
- Harnessing the potential of diverse actors, including the private sector, to bolster technological, social, public sector and civic innovation, including through a smart city approach.

GUIDING QUESTIONS AND INDICATORS FOR DIAGNOSIS



RELEVANT OECD TOOLS TO ELABORATE THE DIAGNOSIS



A checklist of measures and survey in *Enhancing Innovation Capacity in City Government (2019)*. This report offers a framework to analyse the outcomes of cities' innovation measures in terms of resident well-being. The checklist and survey can help governments to evaluate their capacity efforts and provide key ideas to guide city leaders through the complexities of strengthening their organisational and administrative arrangements for innovation.



Policy guidance and recommendations in *Innovation and Data Use in Cities: A Road to Increased Well-Being (2022)*. This report provides guidance to city governments at all stages of their innovation and data use journeys, drawing from best practices in over 140 cities. The report is accompanied by a [website](#) that explores how cities around the world are applying innovation methods to tackle their challenges.

LEADING EXAMPLES



HUNGARY: Smart City pilot project in Monor

Timeframe: 2019-ongoing | Scale: Local

Monor is a small city located in the region of Pest. Since 2019, the city has been piloting different projects to become a smart city. These include modernising public lighting by the installation of motion sensors and brightness control, as well as installing cameras to reinforce the security of public spaces. The city has also developed a geospatial platform to optimise the operation of urban properties by collecting spatial data from central registers and local cadastres. Furthermore, the city will develop an online application that will collect and store all the sensor data from different parts of the city, such as data on air pollution and noise. This information will be made publicly available on the municipality's website. The online application will also facilitate the use of data in decision-making around strategic issues. For example, by measuring vehicle traffic and average speed, the city can assess the need for zebra crossings, traffic lights or police control. The project is financed by the central government, costing around HUF 2.5 billion for 2019 alone, while the maintenance cost between 2020 and 2025 will be financed by the municipality.

More information: Smart City Pilot Project in Monor <https://monor.hu/hirek/2021/02/hatekony-terinformatikai-rendszer-epul-ki-az-okos-varos-program-kereteben>

IRELAND:

Dublin Cycling Technology



Timeframe: 2021-ongoing | Scale: Local

Local governments can leverage data to improve residents' well-being in many ways, including informing sustainable urban planning, anticipating future trends and risks, providing more targeted service delivery, and improving policies through evaluation and impact assessment. Partnering and co-creating with the private sector, civil society, academia, or local entrepreneurs through innovation labs and hackathons can empower city governments to benefit from the potential of data in several ways.

Thanks to one of many Small Business Innovation Research (SBIR) challenges, Dublin is using data to improve the cycling experience in the city. This SBIR led to the development of a bike light using sensor technology that gathers data on road surface quality, frequently used routes, and near-miss incidents to improve Dubliners' cycling experience and inform decisions on new infrastructure plans. The initial trial collected data from 200 participants, which could be used to promote greater cycling safety, possibly yielding an increase in cycling, a reduction in accidents, and more sustainable transport practices.

More information: OECD (2021), *Innovation and Data Use Capacity in Cities: A Road to Increased Well-being*. Paris: OECD Publishing.
<https://www.oecd.org/fr/publications/innovation-and-data-use-in-cities-gf53286f-en.htm>



SPAIN: Improving Access for Individuals with Reduced Mobility in Granada

Timeframe: 2020-ongoing | Scale: Local

Public sector innovation and data use can offer numerous paths to more targeted service delivery, the expansion of resources, and increased social inclusion. Granada uses Geographic Information System (GIS) technology to improve access for individuals with reduced mobility to two of its UNESCO World Heritage sites, Albaicin and Sacromonte, both main attractions in the city and an important part of its cultural identity. Based on their mobility profile, users receive 3D visualisation with optimal routes and detailed topographic information about stairs, slopes and pavements. The app is one of the first initiatives undertaken within the Granada Human Smart City framework, which aims to build a more liveable and sustainable city using innovative technologies. The project utilised several technologies including ArcGIS, Application Programming Interfaces (APIs), and aerial photography to map the entire surface of the city. The platform is part of a strategy designed to advance the digitalisation of the city, "Granada 2020: Making the urban human".

More information: OECD (2021), *Innovation and Data Use Capacity in Cities: A Road to Increased Well-being*. Paris: OECD Publishing. <https://www.oecd.org/fr/publications/innovation-and-data-use-in-cities-9f53286f-en.htm>

SWEDEN:

Helsingborg's Investment in Innovation



Timeframe: 2019-ongoing | Scale: Local

Helsingborg was a finalist in the European Capital of Innovation Awards 2020 (iCapital). It earned this title through a range of different programmes and initiatives, such as H22, a framework to promote investment in innovation and sustainable development. The H22 City Expo features hackathons, conferences and experiences, which aim to increase quality of life as cities become smarter and more sustainable. Additionally, to promote collaboration between the government, academia, the private sector and residents, Helsingborg launched The Exploratory City (Den (ut) forskande staden) in collaboration with R&D Helsingborg over the 2019-2022 period to create and test new solutions through research-supported labs. The project aims to enable both the public and private sectors to undergo a research-based learning process and to test new working methods to identify, formulate and address challenges linked to quality of life. The project includes five "Hypothesis Labs" addressing different challenges, including citizens' participation in urban planning and the need to adapt the city to people suffering cognitive problems such as dementia, among others. In 2022, Helsingborg released a publicly-accessible monitoring and reporting tool called "Trend-and-external analysis". The tool is designed to be interactive and flexible to cover specific areas of interest, offering tailored online reports to monitor local and global trends. Some of these trends include dialogue and democracy, digitalisation, climate, mobility and transport, quality of life and business. These innovation programmes contribute to "Vision Helsingborg 2035", a broader strategic initiative launched in 2012 to build a more attractive and sustainable city for both residents and companies.

More information: Helsingborg's Investment in Innovation
<https://helsingborg.se/kommun-och-politik/h22/stadens-innovationer/> and
<https://helsingborg.se/kommun-och-politik/helsingborg-2035/trend-och-omvarldsanalys/>



UNITED STATES: Integrating silos through innovation in Las Vegas

Timeframe: 2016-ongoing | Scale: Local

Tearing down administrative silos and using process innovations to connect streams of work and align goals across city government can help ensure the continuity of public policies and projects in the face of political turnover. Prior to 2015, departments in Las Vegas city government were making budget decisions before generating their strategic plans, leaving them unable to advocate for the funding necessary to achieve their goals. Starting that year, agencies instead solidified their strategic plans months before the annual budget process, allowing them to use their annual plans to justify budget requests.

De-siloing departmental performance reviews had a substantive impact on city agencies' progress toward addressing core challenges. Before the changes, each department met just once or twice a year with the city manager, even though multiple agencies worked on shared issues. Staff usually discussed critical issues in their departments, not broader city goals. The adjustment led to the establishment of four thematic cross-departmental priorities: economic growth, neighbourhood liveability, community risk reduction and high-performing government. Now, instead of one or two individual meetings a year, several departments meet with the city manager at once to discuss specific themes, up to eight times per year. This process innovation remains in place, despite political shifts.

More information: OECD (2021), *Innovation and Data Use Capacity in Cities: A Road to Increased Well-being*. Paris: OECD Publishing. <https://www.oecd.org/fr/publications/innovation-and-data-use-in-cities-9f53286f-en.htm>

UNITED STATES: Municipal Government Innovation in Hillsboro, Oregon



Timeframe: 2019-ongoing | Scale: Local

Employee skill levels and organisational structure are pivotal to expanding public sector innovation capacity in cities, which can in turn improve resident well-being. City administrations can accomplish this goal by prioritising innovation skills and experience in their hiring practices, encouraging experimentation, cross-sectoral collaboration, and risk-taking among existing staff, providing them with ongoing professional development, and creating feedback loops that empower employees to try new ideas, allowing for evaluation and adjustments.

Hillsboro, Oregon demonstrates how municipal government can promote innovation and staff advancement despite resource and budget challenges. Hillsboro's Office of Innovation compensates for the city's small staff and limited resources by encouraging employees from multiple city agencies to take a 30-day leave from their usual posts to form a "Eureka!" challenge team that tackles a specific issue each year. For example, the 2019 team improved access to public services by removing language and digital barriers, while another year's team reduced the city's water consumption by 70 000 USD. This approach has the dual effect of generating an innovation staff within the city's existing budget and training all staff members to think more innovatively within their existing posts.

More information: OECD (2021), *Innovation and Data Use Capacity in Cities: A Road to Increased Well-being*. Paris: OECD Publishing. <https://www.oecd.org/fr/publications/innovation-and-data-use-in-cities-9f53286f-en.htm>



THAILAND: Smart Cities – Promoting Innovation and Advanced Digital Technologies in Chiang Mai

Timeframe: 2016-2036 | Scale: National

Deploying new technologies is one of the keys to innovate city infrastructure. Cities can serve as a testbed for pilot projects and set an exemplary practice for other sectors including the private sector to benchmark. Chiang-Mai, Thailand was selected as one of the pilot provinces for the national government's Smart City project for digital economy. Thai Digital Energy Development (TDED) made partnership with BCPG (local renewable energy provider) and Power Ledger (an Australian blockchain energy solution financial technology company) and launched Chiang Mai Smart City Clean Energy Project which aims to install 12 MW capacity of solar rooftop panels on more than 150 buildings in the Chiang Mai University campus. Chiang Mai University expects to save 18 250 tons of CO₂ emissions annually and this project is estimated to last for 20 years. The solar rooftop panels deploy blockchain technology to ensure secure settlement and energy trade on peer-to-peer trading mechanism. Blockchain technology, used for recording information on a digital ledger, is a promising emerging and enabling technology for P2P energy trading platforms that enhances the security, transparency and traceability of data.

More information: Irvine, K.N.; Suwanarit, A.; Likitswat, F.; Srilertchaipanij, H.; Ingegno, M.; Kaewlai, P.; Boonkam, P.; Tontisirin, N.; Sahavacharin, A.; Wongwatcharapaiboon, J.; et al. Smart City Thailand: Visioning and Design to Enhance Sustainability, Resiliency, and Community Wellbeing. *Urban Sci.* 2022, 6, 7. <https://doi.org/10.3390/urbansci6010007>

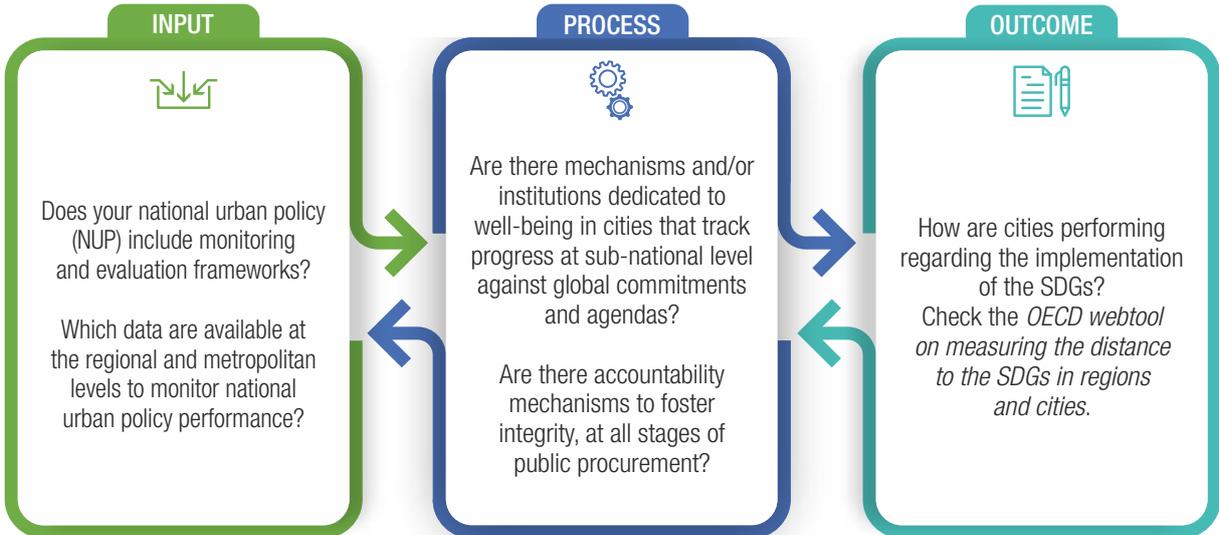




PRINCIPLE 11. FOSTER MONITORING, EVALUATION AND ACCOUNTABILITY

- Promoting dedicated monitoring and evaluation tools and/or institutions across levels of government endowed with sufficient capacity, independence and resources throughout the policy making cycle; and fully involving local and regional governments in these processes;
- Leveraging the potential of data, including smart, big, open and geospatial data, to ground urban policy decisions in up-to-date and quality information and evidence, while safeguarding the privacy of individuals;
- Developing a sound system of indicators, including disaggregated data, to assess and benchmark objective and subjective well-being in cities, track progress at sub-national level against national and global commitments and agendas, and foster evidence-based dialogue with stakeholders for policy improvement;
- Setting up accountability mechanisms that prevent corruption across public and private sectors, promote public scrutiny and foster integrity in urban policy, including at all stages of public procurement in cities.

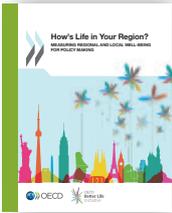
GUIDING QUESTIONS AND INDICATORS FOR DIAGNOSIS



RELEVANT OECD TOOLS TO ELABORATE THE DIAGNOSIS



Localised benchmark and Checklist for Public Action in *A Territorial Approach to the Sustainable Development Goals: Synthesis report (2020)*. The *webtool* measures the progress towards achieving the SDGs in cities and regions. It also provides guidance for the use of SDGs in policy design and implementation, including leveraging the potential of synergies across sectoral domains; and engaging stakeholders in policy making.



Data and methodology to measure well-being in *How's Life in Your Region? (2014)*. The OECD Regional Well-being *webtool* allows individuals to measure well-being in a region and compare it with 400+ other OECD regions based on eleven topics - income, jobs, housing, health, access to services, environment, education, safety, civic engagement and governance, community, and life satisfaction - central to the quality of our lives.

LEADING EXAMPLES



CHILE: Monitoring urban sustainability "System of Urban Development Indicators and Standards"

Timeframe: 2019-ongoing | Scale: National

One of the objectives of the National Urban Policy in Chile is to create a system for measuring and monitoring the quality of urban development. The National Council for Urban Development collaborated with the Ministry of Housing to develop the System of Urban Development Indicators and Standards (SIEDU) incorporated into the National Institute of Statistics.

SIEDU currently serves to monitor the quality of urban life through 91 indicators for 117 municipalities in 35 cities. SIEDU conducts three periodic measurements each year, shared on a public internet portal, offering data and methodologies free of charge and in a transparent way. Chile is gradually incorporating the SIEDU system into the formulation and evaluation of public policy instruments by ministries, municipalities, and regional governments. SIEDU also serves as a reference for public discussion, offering a clearer overview of the gaps that exist in Chilean cities with respect to different aspects of urban development.

SIEDU has the capacity to adapt each of its measurements to integrate relevant criteria, such as indicators of urban aspects within the health crisis, or indicators of exposure to natural disasters, resilience, and adaptation to climate change. A new product derived from SIEDU indicators and standards is the SIEDU City Deficit Index, a public tool that measures inequality in access to urban goods and identifies priority areas for public investment in Chilean cities.

More information: System of Urban Development Indicators and Standards (SIEDU) <http://www.ine.cl/>

ICELAND:

Data-driven approach to localising the SDGs



Timeframe: 2020-ongoing | Scale: National

In Iceland, the Inter-Ministerial Working Group (IMWG) for the SDGs is responsible for overseeing the country's work on the 2030 Agenda. The Prime Minister has formally acknowledged the critical role of local authorities in implementing the 2030 Agenda and has given the responsibility of developing plans and strategies for the implementation of SDGs to municipalities. For example, the municipality of Kópavogur follows a data-driven approach to localising the SDGs and has developed indices to monitor the implementation process. It has created a databank of around 250 performance indicators to monitor its progress towards the SDGs. The municipality uses the Social Progress Index scorecard (an index that identifies social and environmental aspects of progress based on basic human needs, well-being and opportunity) and the Child-friendly City Index (a dashboard that looks at children's quality of life through the dimensions of education, health, protection, equity and social participation). Additionally, the municipality developed a data warehouse with an information system called Nightingale with around 50 local databases – its first investment in data-driven infrastructure to improve policymaking. Nightingale was developed to strengthen municipal data developments and to link performance indicators to tasks and goals, follow up on the progress of plans and projects, and create composite SDG indices.

More information: OECD (2020), *A territorial approach to the Sustainable Development Goals in Kópavogur, Iceland*, OECD Regional Development Working Papers, No. 2020/05, OECD Publishing, Paris, <https://doi.org/10.1787/eof3c1d6-e>



ISRAEL: In-Site - a new tool for assessing the quality of plans

Timeframe: 2019-2022 | Scale: National

As a dense country with limited land reserves and a high population growth rate, Israel is prioritising the quality of its urban fabric and directing future growth towards urban areas. To improve environmental and spatial quality, Israel formulated guides to target different facets of cities and regions. These facets include sustainable mobility, density, shading, runoff water management, and urban regeneration. The Israel Planning Administration developed In-Site for planners and regulators to have a synergetic tool that binds these different topics together and to put forward a structured method to assess the quality of plans. In-Site lists seven key topics (e.g., density, mobility, social diversity), each of which is then elaborated through a series of guiding questions. Planners are asked to explain if and how the proposed scheme addresses each question, and in case a topic is not being addressed, to justify why. The guiding questions are broad enough to allow flexibility and differentiation between different places, cities and communities.

For example, one of the topics targets climate preparedness and low carbon cities, including questions regarding renewable energy production in buildings and cities, runoff water management, urban nature, and green infrastructure.

More information: In-Site https://www.gov.il/he/Departments/General/tool_view

KOREA: Urban Regeneration New Deal



Timeframe: 2017-2022 | Scale: National

The Korean government has been promoting a five-year Urban Regeneration New Deal with 534 projects supported by an investment of KRW 50 trillion (about USD 40 billion) since 2017. To access this fund, cities are evaluated along the following criteria: population trends, number of businesses, and number of old buildings. Credit card payments and population data derived from mobile phone locations were also used to evaluate and monitor almost in real time the mobility of residents in those areas. The Korean government collected these data from existing open-source public information. In a recent study, credit rating data and mobile phone locations were used to estimate income and expenditure in different types of businesses, which allowed a more in-depth analysis on the spatial inequalities across neighbourhoods.

More information: Korean Urban Regeneration Analysis Index
<https://www.city.go.kr/portal/notice/opensys/contents02/link.do>



ARGENTINA: Well-being Indicators in Cordoba

Timeframe: 2018-2021 | Scale: Regional

The province of Córdoba worked with the OECD to build local capacity and knowledge to integrate well-being indicators into their strategic plans, including for SDG monitoring. This process of measuring regional well-being to design and implement better development policies, led by the provincial government, involved co-ordination with national level institutions, for example INDEC – the national statistics organisation of Argentina, as well as local authorities, including representatives from municipalities. The project leveraged conventional data sources such as household surveys for objective and subjective well-being indicators, as well as unconventional data sources, employing satellite imagery to measure air pollution. The indicators were disaggregated by urban agglomeration, comprised of four main cities within the province, and when possible by age and gender. The indicators have been used to provide an overview of well-being in the main cities of the province and also for stakeholder engagement. The provincial government led a bottom-up dialogue involving most sectors of society to define and prioritise actions towards the SDGs.

More information: OECD (2019), *How's Life in the Province of Córdoba, Argentina?*, OECD Regional Development Studies, OECD Publishing, Paris, <https://doi.org/10.1787/97f189b1-en>.



4 | Further reading

- OECD Principles on Urban Policy:
<https://www.oecd.org/cfe/Brochure-OECD-Principles-Urban-Policy.pdf>
- 20 Years of Urban Policy at the OECD:
<https://www.oecd.org/cfe/urban-policy-oecd.pdf3>
- Athens Declaration on Policies for Building Better Futures for Regions, Cities and Rural Areas:
<https://www.oecd.org/regional/ministerial/RDPC-Ministerial-Declaration-EN.pdf>
- Athens Multi-Stakeholder Pledge:
<https://www.oecd.org/cfe/urban-policy-pledge.pdf>
- OECD Principles on Rural Policy:
<https://www.oecd.org/fr/regional/oecd-principles-rural-policies.htm>



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