

CITY DEVELOPMENT STRATEGY GUIDELINES: IMPROVING CITY PERFORMANCE

The Cities Alliance is a global coalition of cities and their development partners committed to scaling up successful approaches to poverty reduction. The Alliance brings cities together in a direct dialogue with bilateral and multilateral agencies and financial institutions.

The Cities Alliance members promote the developmental role of local governments and help cities of all sizes obtain more coherent international support. By promoting the positive impacts of urbanization, the Alliance helps local authorities plan and prepare for future growth. The Alliance helps cities develop sustainable financing strategies, and attract long-term capital investments for infrastructure and other services.

The Alliance provides matching grants in support of:

- City development strategies (CDS) which link the process by which local stakeholders define their vision for their city and its economic growth, environmental and poverty reduction objectives, with clear priorities for actions and investments;
- Citywide and nationwide slum upgrading in accordance with the Alliance's *Cities Without Slums* action plan (Millennium Development Goals Target 11), including promoting secure tenure, access to shelter finance and policies to help cities prevent the growth of new slums; and

Although the Alliance and its members developed some early guidelines for the CDS process, there is a strong case for summing up the lessons of these experiences and to put it into a concerted document, which is these guidelines.

Looking ahead, a number of issues need to be changed in the way cities are doing their business. To mention some areas, where the Alliance is going to work actively the coming years; integrating CDS and Citywide slum upgrading, developing repetitive access to financing from domestic sources, finding new tools for expanding the city's role for local economic development, and fundamentally changing the way the city approaches environmentally. A major challenge is to identify ways to increase the flow of domestic long term capital to developing cities in support of their upgrading and city development strategies.

The *main target groups* for these guidelines are the actors involved in the CDS process at the local level, such as mayors and city managers, business community, investors, civil society, international organizations and donors.

The purpose of these guidelines is to improve the usefulness and positive impact of City Development Strategy (CDS) processes supported by the Cities Alliance (CA). The guidelines presented are designed to assist key stakeholders to use City

Development Strategies to maximize the potential of their cities, ultimately measured by improvements in the *standard of living* of residents, especially the poor, *resiliency*, and *competitiveness*.

The guidelines are based on the assessments of CDS processes and products, in the context of contemporary urbanization dynamics. The guidelines have been prepared by Douglas Webster and Larissa Muller¹, in close cooperation with the staff of Cities Alliance.

The assessments focused on CDS processes sponsored by the Cities Alliance, although city development strategies prepared under different auspices were also reviewed. For additional information on Cities Alliance, see: <http://www.citiesalliance.org>

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