



1. Introduction

The purpose of these guidelines is to improve the usefulness and positive impact of City Development Strategy (CDS) processes supported by the Cities Alliance. CDSs should sustainably enhance urban performance, measured in terms of: (i) economic growth, linked to improved livelihood opportunities; (ii) poverty prevention and alleviation; and (iii) improved environmental and public health, inclusive of poor and informal urban communities.

The target group for these guidelines is primarily cities in the developing world that are about to start a city or city-region strategising process involving local actors (in government, in the private sector, and in civil society), as well as their international partners (development agencies, international investors, and nongovernmental organisations [NGOs]).

These guidelines have taken into account the considerable bank of experience built up by developing-country cities carrying out CDSs funded by the Cities Alliance over the past five years. A wide range of such activities have been evaluated. These evaluations include those of CDSs for specific cities (available at www.citiesalliance.org), those of experience to date, or those that have put for-

ward guidelines, such as the recently completed guidance framework for design, integration, and application of monitoring and evaluation in CDS processes (Econ Analysis 2005) and the Asian Development Bank guidelines on CDS (ADB 2004). Many cities around the world, whether industrialised, transitional, or developing, have also produced innovative CDS outside the Cities Alliance; examples are Glasgow, London, Mumbai, and Prague.

Much has changed in the external context in which cities have been operating since the 1990s, particularly rising energy prices (for a review of this literature, see Roberts 2004; Kunstler 2005), natural disasters and environmental accidents, global economic imbalances, security and terrorism threats, and declines in urban social capital. The uncertainty is putting a premium on resilience and increasing returns to cities that can handle uncertainty.

There has been new learning in urban strategising, mostly because of networking between cities. Within the academic community, research (and associated output) on the relationship between the characteristics of urban strategic processes and those of urban performance has been disap-



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pointingly limited. Our literature searches have revealed almost no academic research over the past five years on urban strategising, local economic development, and the like, especially research related to urban areas in developing regions. This is a serious loss, given the potential value of reflective, objective research on such an important topic.

The goal of these guidelines is not to prescribe but to inspire improvements in city development and strategising processes. Your use of the guidelines could be selective (as modules), depending on the developmental circumstances of your city. See the Cities Alliance homepage (<http://www.citiesalliance.org>) for further details on concepts and for examples (ranging from best practice to failures) to deepen your knowledge of diverse aspects CDS.