



Future of Cities: Creating a Vision

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Keeping a city vision on track

Several high-level observations can be made about how to implement the vision for a city, based on lessons learned by cities around the world.

1

Establish geographic, demographic and thematic priorities.

Remember that various areas and types of activity are not isolated from one another. Interactions between initiatives or program areas may support or hinder the ability to implement a new vision. If a plan focuses on energy, for example, it is important not only to avoid becoming distracted by a waste recycling program or the national energy policy but also to consider the impact these other areas of activity can have on the city's approach to implementing its vision.

2

Build in wide and repeated consultations on the plan.

Make sure to confer with the appropriate people, and do so frequently. Too often, a city vision fails because people don't feel any ownership of it.

3

Give key decision makers and influential stakeholders a seat at the table.

Some city plans fail because the most influential stakeholders are not at the table. Campaign groups and businesses, for example, may work together to establish a plan for the future of the city but not involve property owners, transport providers and the city council.

4**Know where the money is coming from.**

Some plans can be so aspirational that they become unrealistic. Have a clear plan and cost out the early stages. Nevertheless, the savings and/or new revenue generated from these initial projects mean that a long-term plan does not need to be fully costed at the outset. The success of early projects may also encourage further investment as the plan progresses, making new funding streams available.

5**Focus on feasible projects and actions.**

Some cities fail to convert ideas into a practical plan of action as they try to move forward. A good vision will help make this conversion from the theoretical to the real easier.

6**Once a plan is launched, stick to it for several years.**

In large, dynamic cities, especially those with many stakeholder groups, it can be tempting to reinvent plans and policies constantly. Sometimes, the time spent on planning could have been better spent on implementation.

7**Review progress regularly and adapt your course as needed.**

Sticking to a plan does not mean following it blindly. Select key performance indicators (KPIs) that will make it possible to monitor the inputs, outputs and impacts of the plan. This topic is covered in the measurement module of *The future of cities* report.



KPMG

Seven Principles for Sustainable Cities

1

Attract young wealth creators

A profile of young wealth creators

- 20–34 years old
- scientists, engineers, entrepreneurs, designers, artists
- able to develop new businesses
- consider sustainability and environmental issues important
- interested in physical fitness, outdoor pursuits, technology, artisanal food and drink

2

Undergo constant physical renewal

The KPMG in the UK's *Magnet Cities* report examined several cities and determined that the state of both the housing stock and the urban core is central to any physical renewal process. It is not enough to create good-quality homes and work spaces. Renewal must also generate gathering areas, public spaces, parks and iconic structures that help associate the city with an identity.

3

Define the city identity

Global cities have clear identities

- Austin is quirky.
- Monte Carlo is affluent.
- Berlin is cool.
- Manchester is for music.

4

Connect to other cities

The Bilbao example

Bilbao was once accessible only by slow local trains. Although an international airport helped to bring in tourists, it did little for locals. Investment in a high-speed train link connecting Bilbao, Madrid and Barcelona dramatically improved access to the city, which boosted numbers of both domestic and foreign tourists.

5

Cultivate new ideas

The Bristol example

Students make up approximately a tenth of the population of Bristol, which has two universities. The student population of more than 40,000 represents a huge pool of young talent that attracts businesses to the area.

Bristol is also home to world-class academic research, business activity and technological innovation, with the potential for increasing economic investment through science and advanced engineering. Aerospace engineering, information and communication technology and creative technologies form a particularly significant cluster of activity that attracts a highly skilled young workforce. That results in further innovation and productivity, as like-minded companies set up offices in the city.

6

Stimulate investment

Sources of funding

Private investment: The business community can be persuaded to create investment vehicles for emerging technologies and start-ups.

National government: Support from the national government is often needed to finance large infrastructure projects.

Direct taxes: Local residents and businesses can be taxed directly to pay for investment in the city, such as a 1 percent sales tax levy voted for by Oklahoma City residents.

Levies: Service users or beneficiaries of a service (not always the same groups) can be subject to levies, which can then be used to repay loans or bonds.

Assets: Public assets can be leased or sold to enable investment elsewhere.

7

Develop strong leadership

"The city must not succeed only for the benefit of the few, at the expense of the many."

**George Ferguson
Mayor of Bristol**

It is also important, however, that city leaders stick to their vision even when faced with hostility, because compromises can produce a bland city without any true identity. The process is about finding a vision that delivers a better quality of life for all residents and distributes benefits fairly.



Obrigado!

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