



## **PROPOSED WORK PROGRAM**

**Of the**

## **URBAN INFRASTRUCTURE NETWORK and FORUM**

### **Objective:**

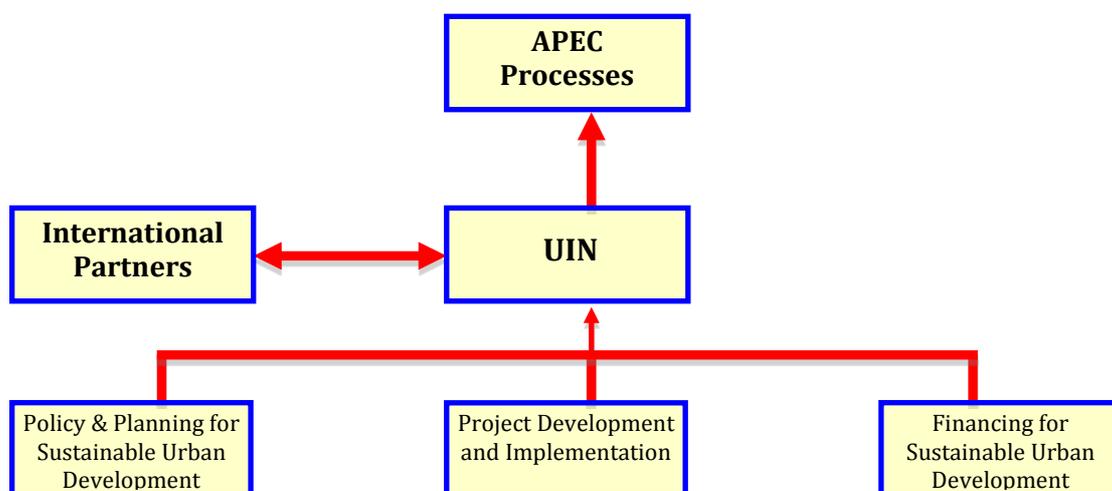
To develop a holistic guide for governments at the national and sub-national level in helping them manage the varied and complex challenges in enhancing and building sustainable cities. This will be achieved by the establishment of an Urban Infrastructure Network comprising experts from industry, academia, think tanks and officials from various levels of government which will develop guidelines based on best practices relating to urban policy and planning, project development and implementation and financing. The guide will be presented to regional government leaders and sub-level government leaders and will form the basis of action plans which will be proposed by the UIN to assist economies of the region in developing, planning and financing urban infrastructure.

### **Structure**

The core elements of the Urban Infrastructure Forum and Urban Infrastructure Network (UIN) structure are determined first, by the needs of cities and the agencies charged with managing them on a sustainable basis, and second, by the need for the UIN to have practical policy and investment outcomes.

The first Urban Infrastructure Forum endorsed the establishment of the UIN and the three primary areas of its focus: Policy and Planning for Sustainable Urban Development; Project Development and Implementation; and Financing. The UIN is designed to take into account existing knowledge sources, communities of practice and to contribute to best practice urban strategies and development.

The proposed initial structure of the UIN is shown below.



It is envisaged that the UIN will take into account in its work existing urban and infrastructure activities currently underway in international organisations such as the Multi-lateral Development Banks (MDBs), ESCAP/ ECLAC and other UN urban programmes, as well as in the development assistance agencies, such as the Australian Aid Programme of the Department of Foreign Affairs and Trade and the UK DfID.

Willing experts involved in the first Forum will form the basis of an Expert Panel advising the proposed UIN workstreams.

It is also important that the UIN takes account of and links to policy and knowledge networks, both to draw on examples of good practice and to promote it. The work of such organisations as Infrastructure Victoria and SMART in Australia, the Planning Commission and the National Institute for Urban Affairs in India, and the National Development and Reform Commission in China will be particularly relevant.

The three suggested work-streams provide the basis of both broader and more focused stakeholder involvement, particularly of the private sector, and of the key UIN outcomes discussed below.

### **Objectives of the UIN**

The Urban Infrastructure Network must produce outcomes of practical value for cities. The objective of the Network is thus to enable cities to better address the key development and infrastructure constraints to sustainable development: in particular to encourage investment in energy efficient commercial and industrial development (including 'smart cities'), and in infrastructure such as public transport, housing, water and waste water/ sanitation, waste management, health, education, power and communications. The holistic framework to be developed by the UIN will ultimately be presented to government leaders at national and sub-national levels as a practical guide on managing urban infrastructure.

The work program and work-streams presented in annexure 1 have been devised to address the challenges of urban level infrastructure provision as identified by Forum participants. The aim of each work-stream will be to maximise the participation of those experts who have volunteered their involvement including, where appropriate, the representatives of cities and their relevant community stakeholders.

The work-streams are intended to encompass as broad a range of stakeholders as possible, but specifically each will endeavour to secure active participation from:

- A coordinator who will liaise with the UIN Secretariat and representatives of other stakeholders;
- Government stakeholders who can propose ways to develop better enabling frameworks and regulatory guidance (efforts should be made to involve representatives of 'developed' and 'developing' member economies);

- Advisors in the field covered by the work-stream; and
- Representatives of corporations, associations and academia active in the field covered by the work-stream.

The work-streams will be assisted by the UIN Secretariat at the Australian APEC Study Centre at RMIT University which will provide for support to:

1. communications among members of work-streams and across work-streams;
2. documentation of work-stream output and the provision of relevant data on easily accessible web-site ; and
3. dissemination and promotion of outputs in APEC policy fora.

## **Annexure 1 – Work Program and Work-Streams**

Based on the outcomes of the first Forum, the Work Program of the UIN will be structured to address key aspects of implementing sustainable urban development. The process adopted will enable the Network to obtain a better understanding of key concepts and to undertake basic diagnostics that will:

- underpin subsequent work to develop a holistic planning framework and action plan for urban infrastructure development; and
- make the case for more effective national and international support to the sustainable development of cities.

### ***Work-stream 1: Policy and Planning for Sustainable Urban Development***

#### **Key theme: Sustainable economic development of cities**

Coordinator – Mike Lindfield

#### **Objectives**

- to identify innovative action to improve the built form of the city;
- to develop programs of bankable infrastructure projects in support of that form;
- to develop a responsive approach to enhancing the resilience of cities to natural disasters, with a distinct focus on housing; and
- to foster a ‘smart’, ‘green’ and inclusive urban economy.

#### **Outcomes**

The work-stream will focus on identifying effective techniques for the analysis of cities from a sustainability point of view and good practice in the development of institutions to provide policy on, and plan, such actions.

#### **Work Program First Quarter 2015:**

1. It is proposed that the key institutions engage in:
  - urban policy development and urban economic development; and
  - city planning and the integrated planning of infrastructure delivery

to be identified and documented in an organigram showing relationships (or two such diagrams as appropriate) and with a brief statement of mandate.

Target Date: end February 2015.

Based on available data the work-stream should document estimates of the economic role of cities in the national economy. In particular, the share of national product, exports and employment, as well as key relevant data relating to housing, education, health services and soft infrastructure. Core national and state/ provincial urban policy documents and programs providing support to city planning systems should be documented as to their objectives, their scope

against needs and , with approximate budgets (in the case of support programs) describing time periods.

Target date: end March 2015.

2. A brief subjective assessment of:
  - the performance of each institution and program (backed where possible with any available quantitative assessments) with respect to:
    - Planning the provision of the soft<sup>1</sup> and hard, social and economic infrastructure to support sustainable economic development of cities (perhaps using competitiveness and other rankings as appropriate);
    - Planning for climate change; and
    - Building the capacities of city managers to manage such planning;
  - the constraints to better performance of existing institutions and programs, for example improved monitoring and evaluation, ease of access to land acquisition and
  - remaining 'gaps' in such institutions and programs e.g. lack of policy on urban economic development or inability to plan for the delivery of affordable housing should be undertaken.

Target date: end April 2015.

### ***Workstream 2: Project Development and Implementation***

**Key themes: project structuring and appraisal; the design of project development facilities, project procurement and the efficient design of infrastructure facilities and O&M processes with a focus on identifying and disseminating good practice and practical examples**

Coordinator – Joe Lufkin

#### Outcomes

The work stream will focus on identifying and documenting effective techniques for enhancing existing urban hard and soft infrastructure, building project development and implementation capacity capable of delivering best practice in the structure of organisations involved and in their operation.

#### Work Program First Quarter 2015:

1. It is proposed that the key institutions related to infrastructure provision (national, provincial/ state and local) of a major city in each participating APEC country, engage in:
  - urban infrastructure (including social and economic infrastructure) project development, and
  - infrastructure service delivery

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<sup>1</sup> Meaning systems such as early warning systems for flooding.

identified and documented in one or more diagrams showing relationships, and with a brief statement of mandate and size (geographic coverage, staffing and budgets – separating out capital expenditures).

Target Date: end March 2015.

2. Core national and state/ provincial programs in each APEC economies providing support to:
  - urban project development, and
  - subsidies for urban service delivery,

should be identified and documented as to objectives, their scale against needs (if possible) and approximate budgets (describe time periods).

Target date: end April 2015.

3. A brief assessment of:
  - the performance of each institution and program (backed where possible with any available quantitative assessments) with respect to:
    - Providing the soft and hard, social and economic infrastructure to support the sustainable economic development of cities
    - Assessing and planning remedial infrastructure for the cities' climate change vulnerability; and
    - Building the capacities of city managers to manage for climate change readiness and sustainable economic development.
  - the principal constraints to better performance of existing institutions and programs; and
  - remaining 'gaps' in such institutions and programs e.g. inability to deliver infrastructure and housing projects (including affordable housing) in a timely manner

should be undertaken.

Target date: end April 2015.

### ***Workstream 3: Financing for Sustainable Urban Development***

#### **Key theme: project finance and mobilising long term finance**

Coordinator – Ken Waller

#### Outcomes:

The work-stream will focus on identifying effective techniques for financing investments needed to underpin and enhance the sustainability of APEC cities, the enabling frameworks for such finance and the key capacity development actions needed to enable cities to effectively use such techniques and to put the required frameworks in place.

## Work Program First Quarter 2015:

1. It is proposed that the key institutions engaged in urban infrastructure finance:
  - national and state/ provincial government programs including those implemented through development finance institutions and government-owned banks (including both social and economic infrastructure);
  - private sector finance including banks, infrastructure funds and pension funds; and
  - city-level infrastructure financing systems for a major city
  - capital market instruments available to mobilise urban infrastructure financing

be identified and documented in one or more diagrams showing relationships and with a brief statement of mandate and size (geographic coverage, staffing and asset structure – separating out infrastructure financing where appropriate).

Target Date: end March 2015 for organisational structure and end April 2015 for quantum of funds flows.

2. A brief assessment of:
  - the performance of each institution and program (backed where possible with any available quantitative assessments) with respect to:
    - Effectiveness of financing the soft and hard, social and economic infrastructure to support the sustainable economic development of cities;
    - Accessing international and national funding to address climate change vulnerability; and
    - Building the capacities of city managers to manage financing programs both in general and, in particular, related to climate change readiness and sustainable economic development
  - the constraints to better performance of existing institutions and programs; and
  - remaining 'gaps' in such institutions and programs eg inability to finance affordable housing

should be undertaken.

Target date: end April 2015.

### **Work Program for all Work Streams May 2015 – May 2016:**

1. Prospective meeting of work streams in the region (date and location TBC) to review initial outcomes of the above analysis undertaken by each work-stream and to consider the structuring of a draft holistic planning framework.
2. Work-stream participants will be invited to meet in Melbourne in the week beginning **10 August 2015** (exact date of meeting TBC) in conjunction with the third ABAC meeting, to consider a draft first report on the holistic planning framework. (The draft holistic planning framework report will be presented to the ABAC Finance and Economics Working Group (FEWG).
3. Work-streams will develop proposals for draft policy action plans for the holistic planning framework over the **August 2015 - October 2015** period.
4. Second biennial forum of the Network to be held in **early 2016** (location TBC) to discuss ways forward for policy implementation of the holistic planning framework and action plans as well as financing proposals to enable the work of UIN to continue.