

The Role of Strategic Planning in Achieving Sustainable Urban Development of Cities: Lessons Learned from International Best Practices and Experiences

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Abstract :

Many cities around the world face numerous structural challenges across urban, environmental, social, economic, and other domains. City administrators are in urgent need of advancing toward scientifically grounded methodologies and resilient, effective urban planning systems to address these problems. The significance of this research paper lies in its aim to explore and evaluate strategic planning's capacity to tackle urban challenges and its role in achieving sustainable urban development and enhancing quality of life. It does so by examining the various dimensions of both strategic planning and sustainable urban development, as well as their interrelationship. The paper also analyzes several international best practices in this field and extracts the lessons learned.

The research paper concludes that strategic planning plays a vital role in securing sustainable urban growth, improving residents' living conditions, and elevating overall quality of life. However, this role can only be fully realized when a set of complementary enabling factors is in place, including alignment with the existing institutional framework; robust organizational structures supported by trained personnel and modern technological tools; sufficient funding; and a legal framework that empowers city officials to implement the necessary measures for sustainable urban development.

Keywords: *Strategic planning - Urban strategic planning - Sustainable Urban Development - Quality of Life - International Best Practices and Experiences - City of Barcelona in Spain - City of Córdoba in Argentina.*

INTRODUCTION

Many recent international reports indicate that the world's cities are witnessing major transformations in their urban, demographic, economic, environmental, technological and other structures, which entail enormous challenges, including the large population explosion, increasing urbanization rates, environmental degradation, and others. The United Nations indicates that the world's population is expected to reach about 9.7 billion people in 2050, of which about 68% will live in cities, putting enormous pressure on their housing, services, infrastructure networks and ecosystems ⁽¹⁾. This compels city authorities to adopt well-studied scientific methods and resilient efficient urban planning systems to confront these difficulties and alleviate their effects, attain satisfactory levels of sustainable urban development, and enhance the quality of life.

On the other hand, some reports indicate that about 55% of the world's major cities suffer from a lack of sustainable planning, which contributes to exacerbating many problems such as housing shortage, deficient public services and infrastructure, random urban expansion, environmental degradation and pollution⁽²⁾. In addition to the increase of population densities, crowding rates, unemployment and poverty rates, number of marginalized people, and the absence of social justice and weak cohesion among citizens ⁽³⁾. In addition to the decline of the economy and job opportunities. It also contributes to the loss of the cultural identity of cities ⁽⁴⁾, and makes it more difficult for them to respond to emergencies and crises.⁽⁵⁾

This paper aims to study the strategic planning of cities to determine its role in dealing with their problems, achieving sustainable urban development and enhancing the quality of life. The paper relies on the study and analysis of both strategic planning and sustainable urban development and the relationship between them based on the relevant references and literature. Also, it relies on the lessons

learned from the study and analysis of several best international practices and experiences.

The research consists of five interrelated stages. The first stage focuses on studying and analyzing the sustainable urban development of cities to identify their different features and characteristics. The second stage is related to the analysis of the strategic planning process of cities and its procedures and mechanisms. The third stage focuses on the relationship between strategic planning and sustainable urban development of cities and determining its importance and role in achieving it. The fourth stage is related to study the cases of Barcelona in Spain and the city of Córdoba in Argentina as the best practices and international experiences in strategic planning for the sustainable urban development of cities and the lessons learned from them. The fifth and final stage in which the general results are extracted, and proposals are formulated to ensure the achievement of sustainable urban development of cities through strategic planning.

The research adopts an integrated methodological framework that uses a combination of research methods, each of which covers a part of the research process and integrates its mission with the task of other methods. The first method: descriptive/inductive, through which the various aspects of sustainable urban development of cities are studied and analyzed, and the process of strategic planning of cities is dissected and analyzed. The second method: content analysis, through which the relationship between strategic planning and sustainable urban development of cities is studied and its importance and role in achieving it is determined, in addition to analyzing the best practices and experiences in applying strategic planning in the selected cities. The third method: comparative, through which the results of best practices and experiences are compared to identify points of agreement and differences between them and draw lessons learned. The Fourth Method: Deductive, through which the general results of the research are derived and proposals to ensure the achievement of sustainable urban development of cities through strategic planning are formulated.

1. Sustainable Urban Development

Sustainable development is defined as the use of natural resources to meet the needs of current generations without neglecting the rights of future generations ⁽⁶⁾. Its basic idea is centered on the future of human beings and how to reduce the damage of the present on the future. Sustainable urban development is the direct application of the concept of sustainable development in the field of urbanism. Sustainable urban development is defined as the process of finding a balance between the environmental, economic and social requirements of the city ⁽⁷⁾, especially in light of its continuous expansion over time, which often results in many harmful environmental effects such as environmental pollution and the waste and depletion of renewable resources in a way that nature cannot recycle ⁽⁸⁾. Sustainable urban development is also defined as a comprehensive concept that addresses the challenges of improving the long-term social, economic and environmental conditions of cities by reconciling the future visions of their inhabitants, their needs and current situation ⁽⁹⁾. These visions are translated into a set of policies, programs and projects that directly contribute to achieving sustainable urban development ⁽¹⁰⁾. Several international institutions (including the United Nations and the Organization for Economic Cooperation and Development OECD) have pointed out that achieving sustainable urban development in cities depends on a set of necessary principles to guide cities towards a more sustainable future by integrating environmental, economic and social goals into urban planning and decision-making processes ⁽¹¹⁾. These principles include:

In the Urban Field: These principles include the creation of a sustainable urban environment that rationalizes land use, provides affordable housing, sustainable basic services, green and open spaces, and distributes them equitably to ensure access to all segments of society. It also includes establishing sustainable infrastructure that meet the needs of residents and enhance their quality of life without harming the environment.⁽¹²⁾

In the Economic Field: These principles are reflected in the rationalization of the exploitation of

economic resources to create sustainable economic activities that help increase economic growth rates, increase production, and provide new job opportunities. This helps improve income levels and improve living conditions and quality of life. ⁽¹³⁾

In the Social Field: These principles are reflected in the achievement of justice through a fair and balanced distribution of resources, services and opportunities without discrimination, which supports inclusivity, reduces economic and social disparities, and promotes stability. It is also reflected in the improvement of the social characteristics of the population through initiatives and programs of capacity building and human development. It also appears in strengthening social ties and interaction to raise belonging and ensure community cohesion. ⁽¹⁴⁾

In the Environmental Field: These principles are manifested in the conservation and rationalization of natural resources, the reduction of energy consumption and the expansion of the use of new renewable energies, sustainable transportation systems, and waste recycling ⁽¹⁵⁾. It also appears in the design of urban spaces in a way that does not affect the environment, and the adoption of sustainable building practices, which enhances the opportunities of compatibility with nature, reducing carbon emissions and opportunities for environmental pollution. ^{(17) (16)}

In the Field of Administration and Governance: These principles are manifested in the use of flexible and effective systems for city planning. It is also reflected in the availability of strong institutional frameworks and organizational structures for city authorities, supported by trained human cadres and modern technological. It is also reflected in the availability of sufficient financial resources, and the existence of legal cover to support the adoption of the necessary measures and procedures to achieve sustainable urban development.

In the Technical and Technological Field: These principles are represented in the use of advanced, clean and non-polluting technologies in various fields, such as economic activities, public services, transportation systems, public utilities, waste disposal, energy, building systems, etc. ⁽¹⁸⁾

2. Strategic Urban Planning

Strategic planning is a form of performance-oriented planning, which is taken from the military field and applied in many civilian fields, including business administration and also city planning ⁽¹⁹⁾. Urban strategic planning is defined as the process of interaction between public and private stakeholders in order to develop a city ⁽²⁰⁾. It is also defined as an aspiration to obtain a better urban life in which income, appropriate jobs, and a better cultural, social and health life are available, while providing all needs without financial pressure ⁽²¹⁾. It is also defined as a scientific method used to crystallize the strategic development priorities and goals of the city, identify programs and projects within a certain period of time in line with the aspirations of the residents, and determine the way to reach them in the light of the available resources and potential obstacles ⁽²²⁾.

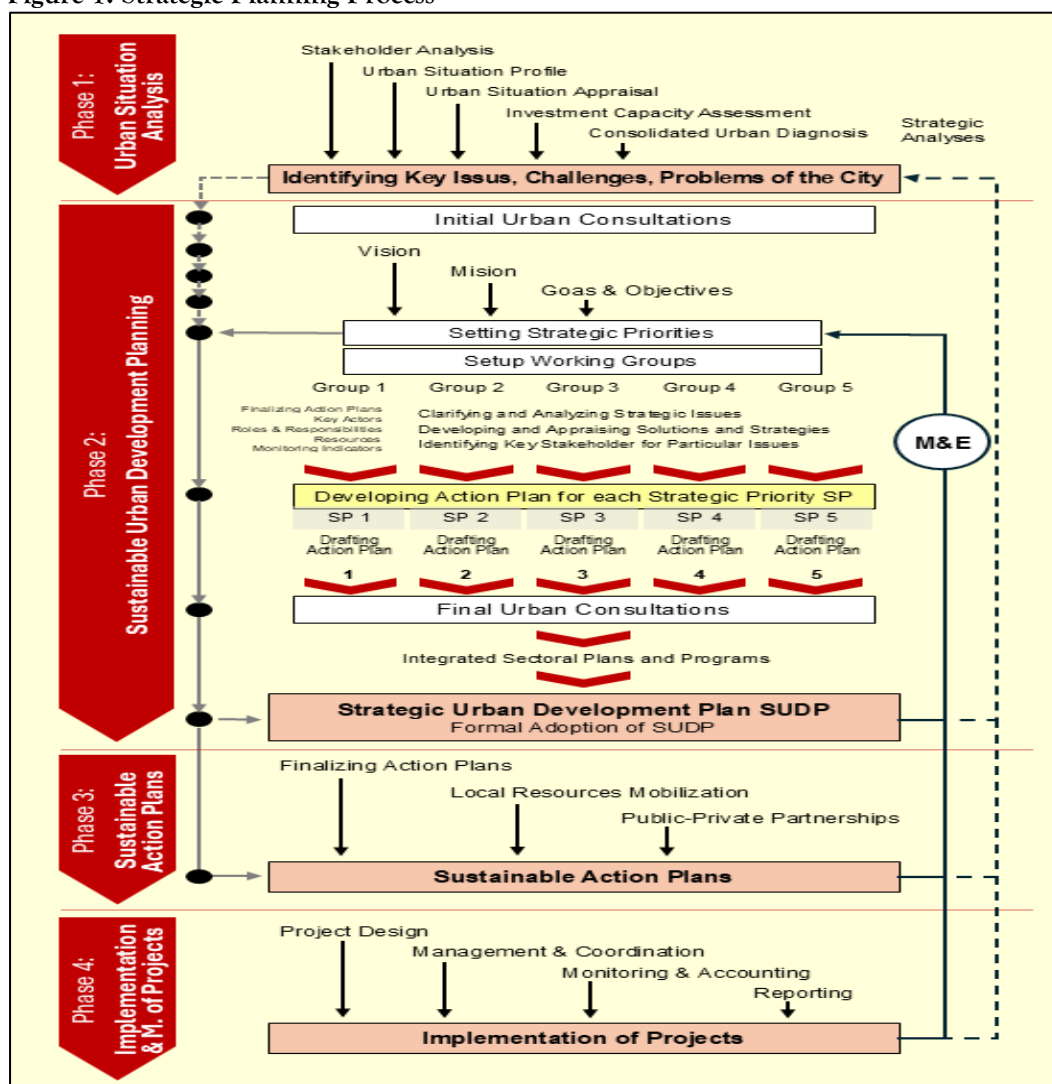
The city's strategic planning methodology is based on four basic phases, including, 1) urban situation analysis, 2) sustainable urban development planning, 3) sustainable action plans, and 4) Implementation and management of projects. Each phase includes many activities, events, and procedures as follows: ⁽²³⁾

The First Phase, Urban Situation Analysis, includes five main activities, namely stakeholder analysis, urban situation profile, urban situation appraisal, investment capacity assessment, and consolidated urban diagnosis: Stakeholder analysis identifies the city's development partners from the public, private and civil society sectors and from diverse professional backgrounds, and assesses their legitimacy, interests, and roles. It also enables them to participate and take responsibility in planning and decision-making, to

ensure that the needs of all groups, especially the vulnerable and marginalized, are met. Urban situation profile is used to collect and organize city data across various sectors, with the aim of providing standardized and easy-to-understand information to support planning, decision-making, and assessment of urban challenges. Urban Situation Appraisal aims to review and analyze the data collected to provide an integrated picture that helps decision-makers and stakeholders understand the urban reality in the city and accurately identify priorities. The Investment Capacity Assessment is used to review potential resources for the implementation of strategic plan projects. These resources include voluntary contributions, grants, in-kind contributions (e.g., machinery, volunteer labor), etc., and the evaluation is used to create a reference database that is consulted when determining the actual resource needs needed to implement specific programs and initiatives. The Consolidated Urban Diagnosis represents the conclusion of the first phase, urban situation analysis. It provides a concise and structured analytical report on the state of the city and its quality of life. It identifies key issues and challenges and the options available to address them, along with institutional capacities. It is used as a tool to build consensus among stakeholders to formulate urban development plans in the city. ⁽²⁴⁾

The Second Phase, Sustainable Urban Development Planning, includes three main activities, namely urban consultations, strategic urban development plan “SUDP”, and plan approval: Urban Consultations is a mechanism for exchanging information and building community consensus through the formation of working groups and consultative meetings. It is divided into two phases: the first is to define the city's vision and priorities, and the second is to formulate action plans and define roles, resources, and timelines for implementation. The Strategic Urban Development Plan (SUDP) is a document that

Figure 1: Strategic Planning Process



Source: Authors, according to UN-HABITAT (December 2007) B

integrates action plans within a unified comprehensive vision, reflecting the aspirations of the local community. It is based on a careful analysis of various aspects and a clear understanding of the problems and resources. It Identify objectives, priorities, projects, and action procedures required for implementation to improve the quality of life and achieve sustainable development. Approval of the Strategic Urban Development Plan (SUDP) transforms it into an official document to act under. Approval is adopted through a series of measures that vary from country to country depending on their political and administrative systems and local conditions. ⁽²⁵⁾

The Third Phase, Sustainable Action Plans, includes three main activities, namely finalizing action plans, local resources mobilization, and public-private partnership: Action plans are the means to transform strategic goals and priorities into actionable steps and actions. These plans are based on an analysis of the urban situation and the directions of the city's vision. The plan provides answers to questions related to the activities needed to achieve the vision and objectives, expected results, implementation resources, follow-up mechanism, and timeline for achieving results. Local Resources Mobilization is a process for monitoring, identification and pooling of available resources, including human, financial, natural and technical resources. This process aims to support the implementation of the action plans and development projects necessary to achieve the city's development vision. It requires strong local governments with the powers to grow their own finances from domestic and foreign sources. Governments can benefit from stakeholder analysis, which provides information on the resources available to different parties and the ability to invest in areas of development. Investment capacity assessments can also be used to identify potential external sources to support investments in future urban projects. Public-Private Partnerships (PPPs) seek to foster collaboration between governments, NGOs, and the private sector, contributing to mobilizing capital to implement development projects in the city in a more effective way than relying on government alone. These partnerships leverage the private sector's expertise in project management, enhancing efficiency. To ensure the success of these partnerships, local governments and the private sector must have the capacity to understand the core principles of the partnership, such as trust and justice, and a strong regulatory framework that defines roles and responsibilities to ensure coordination between the parties for the benefit of the city and its citizens. ⁽²⁶⁾

The Fourth Phase, Implementation and Management of Projects, includes four main activities, namely Project design, management and coordination, monitoring and accounting, and reporting: Project design transforms action plans into a list of developmental projects that can be implemented in various sectors. Each project shall have a detailed document that includes the project idea, feasibility studies, implementation priority, detailed engineering designs, implementation timeline, measurement indicators, and verification methods. Prioritize based on the extent to which each project contributes to the debtor's vision and strategic goals, with the most impactful projects moving on sooner. Management and Coordination include the implementation and management of proposed development projects, their follow-up, and the evaluation of their development impact efficiently and effectively. Working on this task requires assigning individuals and institutional entities to do it ⁽²⁷⁾. This task includes concluding agreements for projects, organizing their implementation, coordinating between governmental, private, private or joint implementing entities, periodic follow-up of projects and implementation rates, calculating performance indicators, preparing reports, monitoring and evaluation ⁽²⁸⁾. The management and coordination process aims to ensure that objectives are achieved, implementation schedules are aligned, and common tools and data are used to avoid duplication, enhancing integration, efficiency, and transparency ⁽²⁹⁾. Monitoring and Accounting are processes that aim to ensure that projects adhere to time, financial and technical frameworks. In Monitoring, progress data is collected in relation to the schedule, budget, technical and social criteria. In accounting, this data is analyzed to determine the extent of the deviation between the planner and the executor, uncover key constraints, and then propose corrective or punitive actions to enhance transparency and accountability ⁽³¹⁾ ⁽³⁰⁾. Reporting focuses on

documenting and presenting the results of the implementation of projects based on monitoring and accounting processes, in which periodic reports are prepared to follow up on the development of implementation processes, review the achievements achieved in the previous periods, and determine what is required to be implemented in the coming periods, the activities to be carried out, and the required budgets⁽²⁷⁾, and these reports are shared with all partners and stakeholders, which creates a sense of achievement among the work teams, a greater sense of ownership among the partners, and enhances the levels of transparency and accountability⁽³⁰⁾.

3. Strategic Urban Planning & Achieving Cities' Sustainable Urban Development

Strategic urban planning is an integrated approach that addresses all issues and has the flexibility to adapt to dynamic variables⁽³²⁾. It is based on scientific tools and methods, and enhances the participation of the community and stakeholders in decision-making, which qualifies it – at least theoretically – to play a vital role in achieving sustainable urban development in the city, as follows:

Strategic urban planning seeks to provide a complete vision of the city planning and development process by answering three basic questions: 1) Where are we? To understand the current situation and the city's systems of work, management, and finance, 2) Where do we want to be? To formulate visions, goals and objectives of development, 3) How do we get there? To develop a roadmap to achieve goals through planning, communication, training, and execution.⁽¹⁹⁾

Strategic urban planning helps in studying and analyzing the current urban situation in the city, identifying the most important issues and challenges it faces in the various fields (urban, economic, social and environmental), and identifying the most important main needs to improve its conditions and improve the quality of life in it.⁽³³⁾

Strategic urban planning provides a general framework, a long-term strategic vision, and specific goals and objectives for the development of the city. It sets priorities for sustainable urban development, considering current challenges, ongoing changes in the city, available development possibilities and potential impacts on the environment.⁽³⁴⁾

Strategic urban planning establishes a comprehensive framework of work programs and projects necessary to address the city's challenges and achieve sustainable urban development⁽³⁵⁾. It also defines the implementation mechanisms and funding sources based on available resources and potential constraints⁽³⁶⁾.

Strategic urban planning aims to establish flexible and transparent governance of city management⁽³⁷⁾ based on the effective participation of all segments of society and stakeholders in decision-making, implementation and follow-up. This includes engaging the population through workshops and surveys to identify their priorities and integrate them into development plans and building public-private partnerships to mobilize funding and transfer technical expertise. Committees with representatives of the Government, the private sector and civil society are also established to monitor implementation, enhancing coordination, integration of resources and commitment to the strategy⁽³⁸⁾. This system contributes to achieving goals such as regulating land use, providing housing, services, infrastructure and green areas⁽¹²⁾, supporting the local economy and clean production, social justice⁽¹³⁾, protecting the environment and reducing the carbon footprint, and leading to sustainable urban development

Strategic urban planning establishes systems and mechanisms to follow up the implementation of the proposed action plans and projects, evaluate their developmental impact on the city's community, provide visions and proposals to develop performance and update plans periodically to ensure the achievement of the goals set for the city's development⁽³⁰⁾.

4. International Best Practices and Experiences

The experience of the city of Barcelona, Spain, and the city of Córdoba, Argentina, will be studied and analyzed. The main purpose is to identify the role of urban strategic planning in achieving sustainable urban development in the two cities, and to draw lessons learned.

Barcelona, Spain

The development of Barcelona's strategic plan (2000–2020) was based on a partnership involving the City Council, the Government of Catalonia, the Polytechnic University of Barcelona, and various research, economic, and social institutions, with the participation of over 870 individuals. Seventeen specialized committees were formed, and 50 workshops were held to shape a vision of the city as sustainable, creative, and a global capital of knowledge. The plan's goals included preserving heritage while promoting urban innovation, achieving functional balance between housing, work, services, and recreation, regulating building densities, enhancing sustainable mobility, expanding green spaces and linking them ecologically, and improving air quality. It also emphasized engaging the local community in decision-making to strengthen public satisfaction and ownership of development projects. ⁽³⁹⁾

The thematic specialized committees in Barcelona adopted a set of strategic pillars to implement the city's development goals. The first pillar focused on enhancing urban mobility by reducing reliance on private cars, expanding public transportation, and creating dedicated bike lanes ⁽⁴⁰⁾. The second addressed the development of Superblocks by increasing green spaces and converting certain streets into pedestrian and cycling paths ⁽⁴¹⁾. The third emphasized green infrastructure and biodiversity through protecting natural sites, connecting parks, expanding green roofs and shaded corridors, and establishing rainwater drainage systems to improve the local climate and urban resilience. The fourth pillar centered on smart city solutions using the Internet of Things to regulate street lighting, monitor waste containers, and install interactive kiosks to gauge citizen satisfaction ⁽⁴²⁾. The fifth pillar promoted participation and governance through semi-annual neighborhood councils, digital platforms for public input, and partnerships with universities, the regional government, and the European Union to support joint funding and innovative urban solutions ⁽⁴³⁾.

Between 2010 and 2020, Barcelona's strategic plan succeeded in improving the air quality index by 18%, expanding bike lanes from 100 km to 300 km, and increasing the share of non-motorized mobility (walking and cycling) from 18% to 35% of daily trips. Green space per capita rose from 10 to 26 square meters, and citizen satisfaction with participation in planning grew from 45% to 72%. The plan also reduced car presence in Superblocks by up to 60% and cut waste container numbers by 20% thanks to smart sensors. Additionally, it attracted €1.5 billion in urban investment and launched 12 projects to combat urban heat through green roofs and shaded corridors. ⁽⁴⁴⁾ ⁽⁴⁵⁾

City of Córdoba – Argentina

Over the past two decades, the city of Córdoba, Argentina, has worked to develop a comprehensive strategic framework to guide its urban, social, and economic growth. This began with the launch of the "Córdoba 2030 Strategic Plan" in 2011, which was updated in 2015 and 2021 to incorporate technological advancements and global sustainability requirements. The plan consists of several main phases. The first phase, "Field Survey and Comprehensive Diagnosis," involved collecting urban, demographic, economic, social, and environmental data, and analyzing the context using SWOT and PESTEL tools to identify key issues such as traffic pollution, urban heat islands, unregulated expansion, and the decline of historic neighborhoods, all documented through digital geographic mapping. The second phase, "Team Formation and Community Engagement," included establishing (Córdoba Public-Private Partnership Board) with representatives from the municipality, provincial government, the National University of Córdoba (UNC), the private sector, and civil society ⁽⁴⁶⁾. It also involved workshops and consultations across 15 neighborhoods, and launching a digital platform for continuous proposal submissions and opinion surveys ⁽⁴⁷⁾. The third phase, "Vision and Goal Formulation," resulted in a vision of Córdoba as a capital of sustainability and cultural innovation by 2030, with goals focused on smart

infrastructure, sustainable mobility, knowledge-based economy, improved quality of life, environmental protection, climate adaptation, and enhanced transparency and participatory governance ⁽⁴⁸⁾.

The fourth phase “Strategic Axes and Development Programs and Projects,” encompassed six key developmental pillars. The first, “Sustainable Mobility,” involved expanding the city’s bike lane network from 150 km in 2016 to 380 km by 2022, and converting 50% of diesel-powered buses to electric ⁽⁴⁹⁾. The second pillar, “Environmental Transformation,” focused on creating a green belt along the banks of the Suñaro River by rehabilitating 12 km of riverfront, planting 50,000 native trees to improve air quality and reduce urban heat islands. The third, “Knowledge Economy,” included establishing the ICT District in partnership with the National University of Córdoba (UNC), featuring a business center and innovation labs to generate employment in software and advanced manufacturing. The fourth, “Smart Governance,” involved deploying sensor networks to manage lighting and waste collection, launching the Córdoba Data Hub platform, and implementing the Plaza Smart project to control lighting, security, and sanitation using IoT ⁽⁵⁰⁾. The fifth pillar, “Heritage Revitalization,” focused on restoring historic building facades and creating a digital audio heritage trail linking archaeological sites. The sixth and final pillar, “Partnerships and Financing,” mobilized resources from the municipal and regional budgets, public-private partnerships (PPP) with local and international firms, concessional loans from the World Bank (IBRD), and European funding through the URBACT program to launch sustainable city schools ⁽⁵¹⁾.

Córdoba’s strategic plan succeeded in reducing public lighting energy consumption by 30%, boosting cycling from 2% of daily trips in 2012 to 12% in 2022—cutting transport emissions by about 18%. Green space per capita doubled from 12 m² in 2010 to 24 m² in 2022, and resident satisfaction with municipal services climbed from 48% in 2015 to 76% in 2021 ⁽⁵²⁾. The plan also drove a 22% growth in technology-sector employment between 2015 and 2022 and attracted 120 startups to the city’s ICT District. Additionally, Córdoba solidified its reputation as a cultural tourism destination, with a 35% increase in visitors to its cultural festivals.

Lessons learned from international best practices and experiences

The study distilled from best practices in strategic planning for sustainable urban development a set of lessons to guide cities worldwide. Barcelona’s experience underscored the need for flexible, effective planning frameworks that respond to local contexts and ensure active, transparent participation by all societal groups in decision-making, financing, implementation, and monitoring. These frameworks rest on a comprehensive strategic vision and clearly defined objectives organized around distinct axes, supported by robust public-private partnerships, and overseen through regular performance indicators. The case also demonstrated that expanding green spaces, corridors, and rooftop gardens; developing shaded cycling and pedestrian networks; installing rainwater drainage systems; and deploying modern technologies such as artificial intelligence and the Internet of Things in housing, services, and infrastructure management were pivotal in improving environmental quality and steering the city toward sustainable urban development.

The experience of the Argentine city of Córdoba demonstrated that strategic planning played a pivotal role in its development. It was grounded in a precise analysis of existing conditions and a scientific diagnosis of challenges using specialized tools, and in crafting a long-term vision with clear, measurable objectives translated into concrete projects. Implementation relied on active engagement of diverse residents and stakeholders, and on strengthening partnerships with government, the private sector, and international institutions to leverage local and global expertise in project management and financing. The experience also confirmed the value of launching limited pilot initiatives before full-scale roll-out, prioritizing environmental projects, and integrating information technology and the Internet of Things into decision-making—measures that collectively advanced sustainable urban development.

5. General results of the research paper

This research paper concludes that sustainable urban development in cities, the enhancement of quality of life, and the improvement of citizens’ living conditions cannot be achieved without prior planning. Strategic planning, as an effective and flexible approach, plays a fundamental and vital role in this process.

It involves analyzing current conditions and diagnosing issues and challenges using precise scientific methods and tools. It also helps in formulating a long-term vision, setting clear objectives and action plans, translating them into a specific list of projects, and identifying appropriate funding sources and mechanisms. Furthermore, strategic planning monitors project implementation based on active participation from all segments of the urban community and through collaboration and partnerships between government, the private sector, and international institutions.

The paper also concluded that strategic planning can only succeed in delivering sustainable urban development when a number of complementary enabling factors are in place. First, the city's and nation's political systems must be democratic, allowing genuine and impactful participation by all social groups in decision-making processes. Second, supportive legal frameworks and political will among decision-makers must exist, along with full coordination with higher levels of government to legitimize strategic planning procedures. Third, cities need strong organizational structures backed by trained personnel, modern technological tools, and sufficient budgets to fund projects. Finally, local authorities require the administrative powers necessary to take all measures and actions required to implement development initiatives.

The paper also concluded that prioritizing environmental projects—such as developing green spaces, corridors, and rooftop gardens—and deploying modern technologies, including artificial intelligence and the Internet of Things, to manage and operate the city's various systems (housing, services, infrastructure, mobility, etc.) plays a crucial role in improving overall conditions and steering the city toward sustainable urban development.

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