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**Sustainable cities and communities —  
Guidance on establishing smart city  
operating models for sustainable  
communities**

*Villes et communautés territoriales durables — Lignes directrices  
pour l'établissement de stratégies pour les villes intelligentes et les  
collectivités*

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CH-1214 Vernier, Geneva  
Phone: +41 22 749 01 11  
Email: [copyright@iso.org](mailto:copyright@iso.org)  
Website: [www.iso.org](http://www.iso.org)

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## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see [www.iso.org/directives](http://www.iso.org/directives)).

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see [www.iso.org/patents](http://www.iso.org/patents)).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see [www.iso.org/iso/foreword.html](http://www.iso.org/iso/foreword.html).

This document was prepared by Technical Committee ISO/TC 268, *Sustainable cities and communities*.

This second edition cancels and replaces the first edition (ISO 37106:2018), which has been technically revised.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at [www.iso.org/members.html](http://www.iso.org/members.html).

## Introduction

This document helps cities deliver their vision for a sustainable future, by providing a toolkit of “smart practices” for managing governance, services, data and systems across the city in an open, collaborative, citizen-centric and digitally-enabled way. It defines a “smart operating model” for cities, which enables them to operationalize their vision, strategy and policies at a faster pace, with greater agility and with lower delivery risk.

This means, in particular, a focus on enabling cities to:

- a) make current and future citizen needs the driving force behind investment decision-making, planning and delivery of all city spaces and systems;
- b) integrate physical and digital planning;
- c) identify, anticipate and respond to emerging challenges in a systematic, agile and sustainable way;
- d) create a step-change in the capacity for joined-up delivery and innovation across organizational boundaries within the city.

Although many of the principles and methodologies established by this document are relevant within specific vertical sectors of cities (e.g. water, waste, energy, urban agriculture, transport, IT), the focus is very much on the issues and challenges involved in joining all of these up into a whole-city strategic approach to the use of smart data, smart ways of working and smart technologies. Central to this document is therefore a strong emphasis on leadership and governance, culture, business model innovation, and the active role played by citizens, businesses and civil society in the creation, delivery and use of city spaces and services.

This document is aimed at city leaders. Much of the guidance can also be helpful to leaders of communities other than at city-scale, including both smaller urban areas and larger, regional-scale initiatives. But the prime intended audience, with whom the guidance has been developed and validated, is city leaders, including:

- policy developers in city authorities – both those responsible for the authority’s service design, commissioning and delivery role, and also those responsible for its community leadership role, in particular:
  - elected leaders;
  - senior executives of local authorities (including chief executives, chief information officers and directors of key departments);
  - senior executives of other public bodies with a city-wide remit;
- other interested parties interested in leading and shaping the city environment, including:
  - senior executives in the private sector who wish to partner with and assist cities in the transformation of city systems to create shared value;
  - leaders from voluntary sector organizations active within the city;
  - leaders in the higher and further education sectors;
  - community innovators and representatives.

In addition to this leadership audience, the document will be of interest to all parties engaged in smart cities, including individual citizens.

The working definition of a smart city used for the purposes of this document is the following:

A smart city should be described as one that ‘dramatically increases the pace at which it improves its sustainability and resilience... by fundamentally improving how it engages society, how it applies