



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION



FINANCE CENTER FOR
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BRIDGE FOR CITIES

Belt & Road Initiative:
Developing Green
Economies for Cities

3rd “BRIDGE for Cities” Event

9 to 11 October 2018
Vienna International Centre
Vienna, Austria

ISSUE PAPER NO. 4

Soft Environment for Urban Investments

with a Case on City of Vienna

CitY of  Vienna



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Acknowledgements:

The authors would like to express their thanks to Mr. Ciyong Zou, Director of Department of Programmes, Partnerships and Field Integration at the United Nations Industrial Development Organization, for his guidance and support throughout the writing and editing process. In addition, thanks go to Mr. Kanishka Raj Rathore and Ms. Samantha Pilato for their support in editing and finalizing the report, and to Ms. Sofya Parfenova for her assistance in formatting the report prior to publication.

The contents of this document were further reviewed and enriched by the advice and feedback received from external experts Ms. Margarethe Rammerstorfer, Professor for Energy Finance and Investments, Vienna University of Economics and Business, and Mr. Karl Weinmayer, Researcher, Vienna University of Economics. The authors thank them for their valuable contributions to this report.

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Soft Environment for Urban Investments

with a Case on City of Vienna

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September 2018

TABLE OF CONTENTS

1. INTRODUCTION.....	5
2. CHALLENGES OF SUSTAINABLE URBAN AND INDUSTRIAL DEVELOPMENT	7
3. URBAN INVESTMENT AND SOFT ENVIRONMENT	7
3.1. Urban investment and sustainable development	7
3.2. Urban investment and its influence factors	8
3.2.1 Global Investment Competitiveness Survey	8
3.2.2 Doing Business 2018 - The World Bank	19
3.2.3 Investment attraction factors for eastern European countries	10
3.2. Influencing factors of investment environment.....	11
4. BENCHMARK FOR SOFT ENVIRONMENT DEVELOPMENT	17
4.1. Set a benchmark for urban case study	17
4.2. Vienna's soft investment environmen	17
4.3. Benchmark data of Vienna.....	19
4.4. Benchmark of urban soft environment.....	22
5. CONCLUSIONS AND RECOMMENDATIONS	24
REFERENCES	25
APPENDIX 1: SOFT ENVIRONMENT PERFORMANCE	26

1. INTRODUCTION

As pointed out in previous issue papers, cities are at a turning point (UNIDO, 2016, 2017). More than 54% of the global population lives in cities. In addition, it is expected that more than 60% of the global population will live in cities within the next two decades (UN, 2016). The ongoing rapid urbanization is a huge magnet for talent and investment as more and more people choose to live in cities, making cities the world's major growth engine. At the same time, the urban areas across the whole world are facing more complex and rapidly evolving challenges, such as environmental and societal problems. Rising to these challenges, it is extremely important to build our cities more sustainable and more liveable.

Faced with these common global challenges, the United Nations has raised 17 Sustainable Development Goals (SDGs) within the 2030 Agenda in 2016, which are associated with new investment needs. The SDGs will require a step-change in the levels of both public and private investment in all countries. At current levels of investment in SDG-relevant sectors, developing countries alone face an annual gap of \$2.5 trillion (World Investment Report, 2014).

However, investment incentives mostly focus on economic performance objectives, and less on sustainable development. To attract investment, incentives are widely used by governments as a policy instrument which could be more closely aligned with the SDGs. On the urban dimension, SDG 11 aims to “make cities inclusive, safe, resilient and sustainable”, which is directly connected with cities, with emphasis on comprehensive goals for cities to achieve, along with other goals directly or indirectly affecting the development of a city. Actually, economic growth and prosperity is part of the SDGs` long term target.

In this context, the soft environment of a city becomes a significant aspect both for city development and urban investment attraction. The soft environment is a definition widely used in Chinese social sciences and economics areas. According to A Dictionary of Current Chinese Language, the soft environment refers to the non-physical environment, such as policy, regulations, management, services, human resources and so on. From the perspective of UNIDO (2016), urban sustainable development, urban investment and quality of urban life are closely connected and support each other in development, while urban soft environment is a crucial linkage between these concepts.

In general, the soft environment factors for urban investment can be categorized in two different types: soft company-related, and soft personal factors.

Companies make clearly “spatial” decisions - “location” decisions - and in doing so, determine where they want to carry out production, trade, research or administrative activities. Company-related factors are directly relevant to the competitiveness of a company. This can be, for example, the economic climate of a city or region: how quickly inquiries will be answered, how long the processing of applications will take and how public administration works. It is very important for companies, that regulatory hurdles are not too high. Because time is only one of many important roles, permits of all kinds are the basis for efficient work for every company. At the same time, the image of a city or a region also plays a major role. Other company-related factors include higher education and research institutions, an innovative environment and the performance of business associations.

Similar to companies, private households also make “location” decisions. For example if a household relocates, it is called migration. Private households are usually involved in a complex network of spatial relationships and have a specific job in a specific enterprise or company, buy different products in different shops or attend cultural and entertainment events. One of the most important

relationships of a person is their work in an enterprise, company or office. Since workers and employees are only rarely able to work directly at the location of their home, they are usually forced to bridge the gap between home and the work place - commuting is the result - directly from the tension between the location decisions of private households (place of residence) and companies (place of work). By commuting people, (larger) companies can gather the number of workers in a location needed for production. Depending on the level of economic development, people often decide to take a job in company “x” rather than in company “y” because they prefer to commute to city “u” more than into area “w”. These personal, soft factors are particularly important for employees’ quality of life. This includes the quality of housing, the living environment, the quality of schools and training facilities, the environment and leisure facilities and especially the social infrastructure.

In this sense, this issue paper consequently highlights current issues and challenges and aims to engage readers in further discussion. Issues to be addressed include an analysis of the role that soft environment plays in achieving the Sustainable Development Goals at the city level, how soft environment influences urban investment and urban development and what could be done to improve the soft environment to effectively attract investment for inclusive, vibrant, smart and sustainable urban development. The paper attempts to elaborate these issues in a holistic manner.

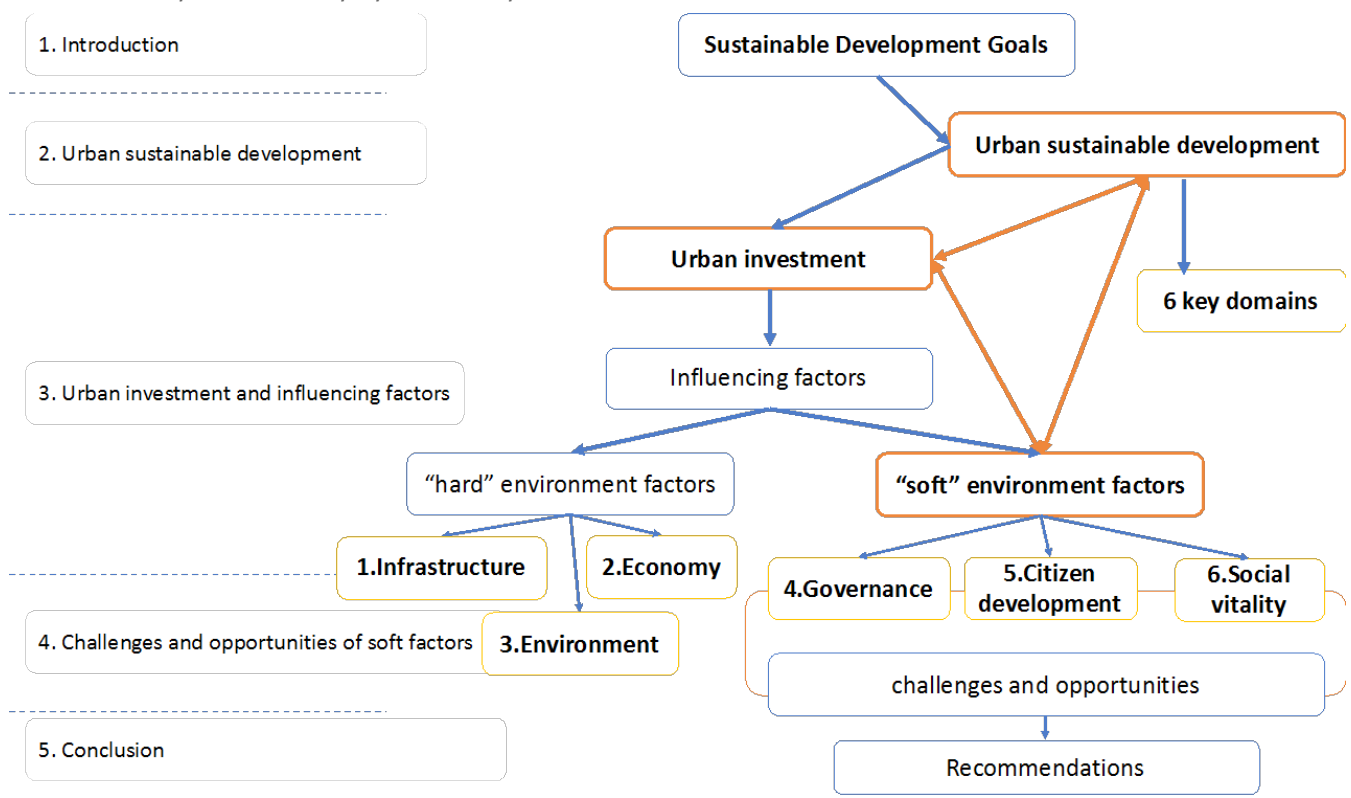


Figure 1: Methodology Structure of the Issue Paper
(Source: UNIDO, 2018)

The writing structure of this issue paper is divided in five basic parts (Figure 1). Starting with this introduction, the urban sustainable development challenges will be discussed in the second part in the background of SDGs. Then the triangular relationship between urban investment, soft environment and urban sustainable development will be cleared in the third part, with discussion and summarization of key factors and indicators of soft environment for urban investment. An index framework will be introduced to describe soft influencing factors of the investment environment. Based on that, the fourth part focuses on the current challenges and coping strategies in different soft environment factors. Lastly, recommendations and conclusions will be given for future urban sustainable development in regard to soft environment building.

2. CHALLENGES OF SUSTAINABLE URBAN AND INDUSTRIAL DEVELOPMENT

In today's urban age, cities are playing a pivotal role in development. Cities contribute up to 55% of gross national product in low-income countries, 73% in middle-income countries and 85% in high-income countries (UN-Habitat 2006). At the same time, cities generate the major part of the global emissions and become the major source of environmental pollution. Cities contribute greatly to global sustainability challenges, but are also the key to resolving these same challenges.

The United Nations formulated SDGs in the 2030 Agenda and raised 169 concrete targets for the 2015-2030 period which can be used as a framework to address the development challenges in a much broader manner. As their name suggests, the SDGs have adopted "Sustainable Development" as a leading principle for international cooperation, and are meant to engage governments, the private sector, international organizations, non-governmental organizations (NGOs) and other stakeholders worldwide that are working together within this framework. Although only SDG 11 is directly about cities, the other SDGs affect almost every aspect of urban development. In general, "Economic development", "Social development" and "Environmental sustainability" are the three major pillars.

On the economic front, SDGs promote decent work and economic growth, responsible consumption and production and so on. All of which requires economic transformation from focusing on economic growth, to long-term sustainable economic development. In this transformation context, many cities are faced with the challenge of industry transformation, for which investment is an important issue.

On the social front, SDGs promote many related goals such as gender equality, reduced inequalities, peace justice and strong institution, etc. As cities are prone to social inequalities including income gaps, social exclusion, gender inequality, and so on, an inclusive and responsive governance and cooperation between different institutions and organizations must be an integral part of urban development and urban sustainability.

On the environmental front, most of the SDGs are related to environmental problems. The tremendous size and speed of urbanization has created different environmental side effects, which are the major problems to conquer when achieving sustainable development. However, a sustainable city is not only about reducing pollution and emissions; the ultimate goal of a sustainable city is to improve the life quality of its citizens, to become a more liveable city.

Based on these three major pillars, the SDGs are both a logical next step and a more ambitious comprehensive undertaking towards the 2030 Agenda. They represent a concerted effort to shift global development from an economic growth first mode to a sustainable-centric long-term development mode. Compared with Millennium Development Goals (MDGs), which were agreed in 2000 and aimed to reduce extreme poverty requiring significant investment on focused development programmes, SDGs will present a broad request for investment in economic transformation, social inclusion and environmental sustainability. In the urban investment context, these investment requests are overlapping with the urban soft environment.

3. URBAN INVESTMENT AND SOFT ENVIRONMENT

3.1. Urban investment and sustainable development

Urban sustainable development cannot be achieved without urban investment. In the New Urban Agenda, investment is taken as an elemental concept for sustainable development in public and private urban development fields stating "investment and innovation are major drivers of

productivity, inclusive growth and job creation, and that private investment, particularly foreign direct investment (FDI), along with a stable international financial system, are essential elements of development efforts.” (New Urban Agenda, 2016)

The investment on sustainable development could also bring in fiscal revenue; improvement in the quality of environment is beneficial for economic development and the tourist industry. Furthermore, eco-friendly public transport systems can reduce traffic congestion, making cities more efficient.

According to World Bank, the private sector has been at the forefront of leading economic growth and poverty reduction around the world. Foreign investment is a major contributor to development, especially in developing countries (World Bank, 2018).

3.2. Urban investment and its influence factors

Investment decisions are always made based on a system of information from different aspects. From the economic perspective, factors directly influencing the attractiveness of cities for investors include interest rate, expectations, the level of economic activity, the stock of capital, capacity utilization, the cost of capital goods, other factor costs, technological change, and public policy (Principles of Economics, 2016). From the urban perspective, the investment environment may include every aspect of a city, such as natural environment, political environment, economic status, social status and citizen development.

There are plenty of studies on this topic, with many indicators available that can be used to analyze the overall investment environment.

3.2.1. Global Investment Competitiveness Survey

In its Global Investment Competitiveness Survey Report 2017/2018, World Bank shows national level countries’ ability to bring in, retain, and leverage private investment for inclusive and sustainable economic growth.

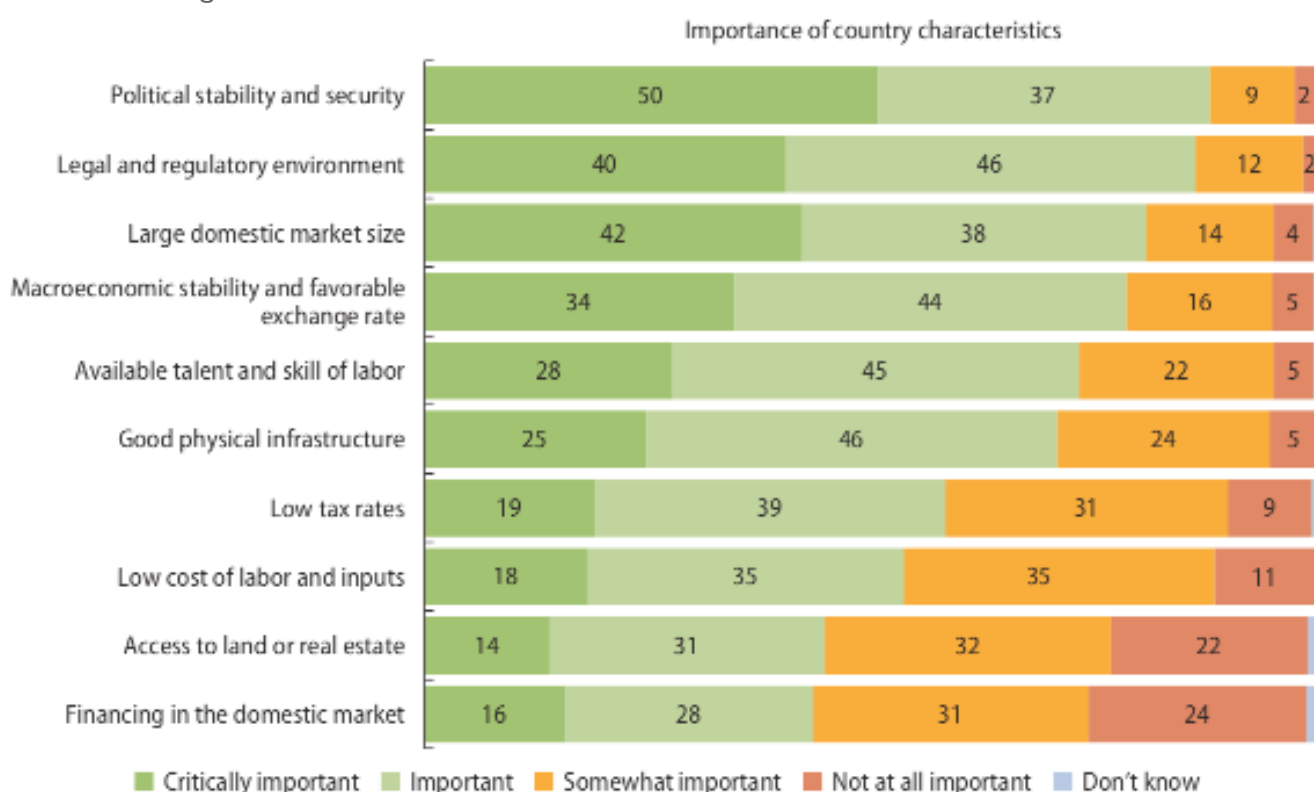


Figure 2: : Factors Affecting Investment Decisions Share of respondents (percent)
(Source: World Bank, 2018)

According to this survey of 754 business executives, political stability and a business-friendly regulatory environment are two of the most influencing factors of investment decisions.

BOX 1: Top Five Findings of the Global Investment Competitiveness Survey

Through interviews with 754 executives of multinational corporations with investments in developing countries, the GIC survey finds the following: Investors involved in export-oriented efficiency-seeking FDI that look for internationally cost-competitive destinations and potential export platforms value linkages, incentives, trade agreements, and investment promotion agency (IPA) services more than other investors. Incentives such as tax holidays are important for 64 percent of investors involved in efficiency-seeking FDI, compared to only 47 percent of their counterparts involved in other types of FDI. IPA services are rated important by about half of investors involved in efficiency-seeking FDI but by only about a third of those involved in other types of FDI. More than a third of investors reinvest all of their profits into the host country. Investors value policies that help them expand their business more than just policies used by governments to attract them. Investment protection guarantees are critical for retaining and expanding investments in the long term across all types of FDI. Over 90 percent of all investors rate various types of legal protections as important or critically important, the highest rating among all factors included in the survey. These guarantees include the ability to transfer currency in and out of the country, and existence of legal protections against expropriation, against breach of contract, and against non-transparent or arbitrary government conduct. Investors strongly value the existing capacity and skills of local suppliers, but also find that government support, such as providing information on the availability of local suppliers, matters. With foreign investors sourcing about 43 percent of their production inputs locally, supplier contracts and linkages with local businesses have the potential to create significant benefits for the local private sector. For close to 30 percent of investors that have experienced shutting down an affiliate in a developing country, some reasons for exiting the investment could have been avoided, such as unstable macro-economic conditions and increased policy and regulatory uncertainty. Three-quarters of investors have experienced disruptions in their operations due to political risk forces and events. A quarter of investors that did experience disruptions cancelled or withdrew their investment. Severe cases occur fairly infrequently—about 13 percent for breach of contract and 5 percent for expropriation—but when they do, the negative impact is strong. In cases of breach of contract, over a third of investors cancel or withdraw investments, and for expropriation almost half do so.

(Source: World Bank, 2017)

3.2.2 Doing Business 2018 - The World Bank

Compared to the World Bank Enterprise Surveys, The Doing Business survey focuses more on laws and regulations. The index averages the country's percentile rankings on the following 11 areas covered in the World Bank's Doing Business project.

Table 1: Indicator Set in Doing Business Project

Indicator set	What is measured
Starting a business	Procedures, time, cost and paid-in minimum capital to start a limited liability company
Dealing with construction permits	Procedures, time and cost to complete all formalities to build a warehouse and the quality control and safety mechanisms in the construction permitting system
Getting electricity	Procedures, time and cost to get connected to the electrical grid, the reliability of the electricity supply and the transparency of tariffs
Registering property	Procedures, time and cost to transfer a property and the quality of the land administration system
Getting credit	Movable collateral laws and credit information systems
Protecting minority investors	Minority shareholders' rights in related-party transactions and in corporate governance
Paying taxes	Payments, time and total tax and contribution rate for a firm to comply with all tax regulations as well as post-filing processes
Trading across borders	Time and cost to export the product of comparative advantage and import auto parts
Enforcing contracts	Time and cost to resolve a commercial dispute and the quality of judicial processes
Resolving insolvency	Time, cost, outcome and recovery rate for a commercial insolvency and the strength of the legal framework for insolvency
Labor market regulation	Flexibility in employment regulation and aspects of job quality

(Source: World Bank, 2017)

3.2.3. Investment attraction factors for eastern European countries

The European Commission has carried out a study on FDI and regional development. In the final report, an econometric location choice model is built, combined with case evidence, showing the factors that affect the location choice of firms.

The following factors are used to explain the firm's choice:

Regional and national characteristics

- Market size
- Host country's development level
- Agglomeration (localization and urbanization)
- Share of foreign direct investment
- Taxes
- Infrastructure, accessibility and proximity to home region, capital dummy
- Skills
- Unemployment rate
- Language in common with host region
- Level of innovation and ICT

According to the empirical research, the most important two factors are market size and skilled workforce.

BOX 2: Investment attraction strategy - City of Melton

The City of Melton is one of Australia’s fastest growing municipalities with a current annual population growth of 4%. City of Melton’s Gross Regional Product (GRP) is estimated at \$2.552 billion which represents 8.61% of Melbourne’s Gross Regional Product (GRP) of \$29.656 billion and 0.73% of Victoria’s Gross State Product (GSP) of \$350.343 billion.

The city promotes investment attraction as a long term process and tries to facilitate the creation of the right type of environment for investors and other key stakeholders.

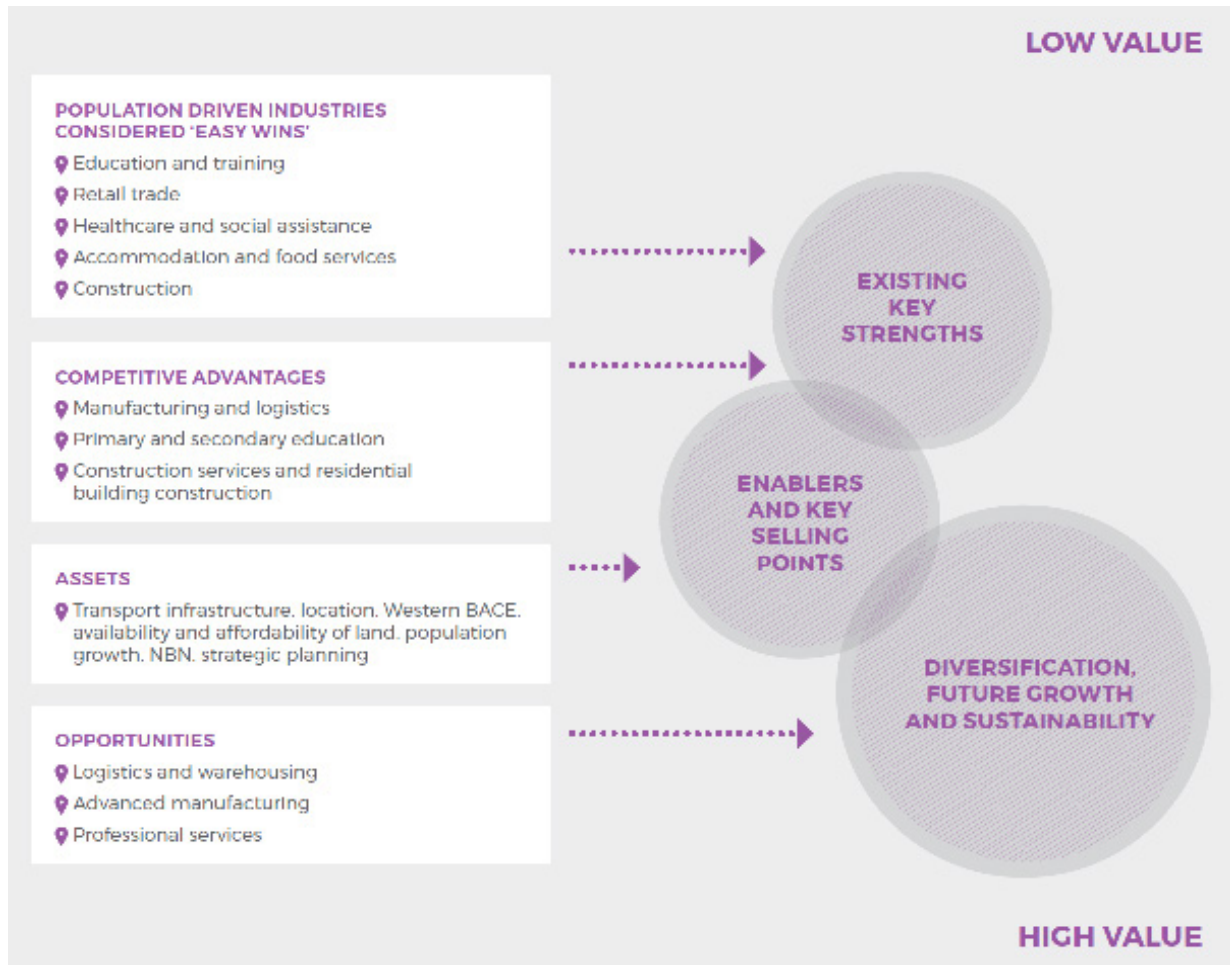


Figure 3: Integrated Investment Attraction Input Chart
(Source: Melton, Investment Attraction Strategy 2016-2019)

3.3. Influencing factors of investment environment

Based on previous studies, the investment influence factors can be summarized in three categories: economic factors, physical factors, and other factors. The most important factors for investment are of course the economic factors, for example the economic growth and the market size of the target city. From the economic point of view, non-economic factors are the so called other factors (Pettinger, 2017). Actually, this category of indicator includes various factors: policy, regulation, infrastructure and so on. From the environmental point of view, these other factors can be divided into hard

environment factors and the soft environment. The hard environment factors include infrastructure construction, natural resources and so on, which are important influencing factors to investors. There are already many discussions on these hard factors. It is also worth to notice the soft factors, which are the hiding influential elements, as sometimes they can be very decisive. These soft factors are also crucial elements of sustainable urban development, especially connected to the liveability of cities (Figure 4). The soft environment of city is closely related to the hard factors and they are among each other in the urban development process. Based on the comprehensive discussion in last issue papers, the less analyzed soft factors will be focused to reveal their crucial role in improving urban investment as well as achieving SDGs at city level.

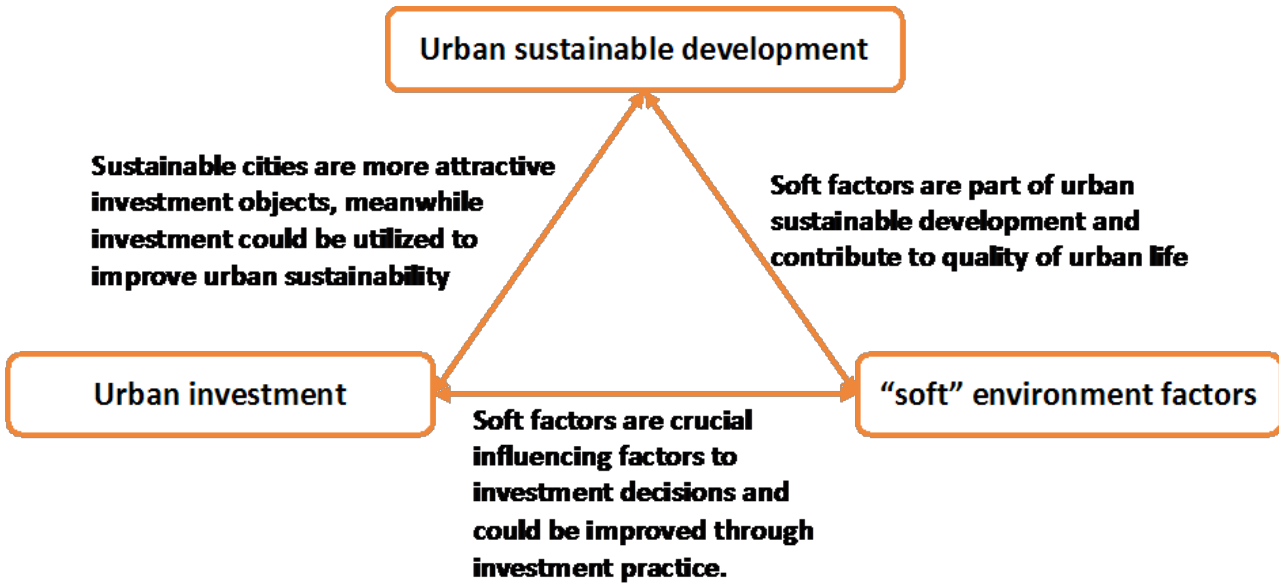


Figure 4: The Triangle of 3 Key Concepts: Urban Sustainable Development, Urban Investment, and Soft Environment (Source: UNIDO, 2018)

At the UNIDO’s Bridge for Cities conference 2017, a sustainable city index framework was presented, and a three-layer structure was constructed (Figure 5).

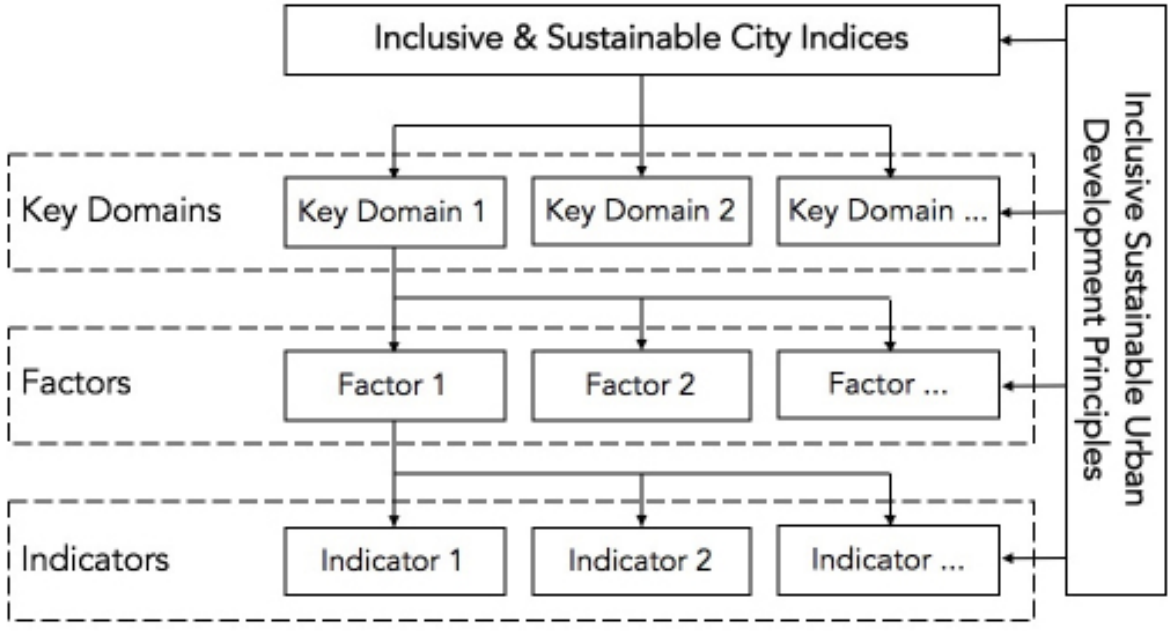


Figure 5: A Three-Layer Structure: Key Domains, Factors and Indicators (Source: UNIDO, 2017)

In the framework there are six key domains, and each key domain comprises three to four factors. The six domains can be categorized according to their “hard” or “soft” attribution. Infrastructure, industry and innovation, and environment are classified into hard aspects while the other three, namely the governance, citizen development and social equity are classified into soft aspects (Table 2).

Table 2: A Framework of Inclusive and Sustainable Urban-Industrial Development Indices

KEY DOMAINS	FACTORS	Attribute
Infrastructure	Mobility	More leaning towards hard environment
	Water treatment	
	Waste management	
	ICT infrastructure	
	Green economy	
Industry and innovation	Innovation	
	Competitiveness	
	Industrial clusters	
	Energy efficiency	
Environment	Pollution control	
	Nature condition	
	Public participation	
Governance	Urban strategy and planning	More leaning towards hard environment
	Multi-level involvement and cooperation	
	Political transparency	
	Safety and health	
Citizen development	Education	
	Human capital	
	Culture development	
	Employment	
Social equity	Housing	
	Social cohesion	

(Source: UNIDO, 2017)

As previously mentioned, this issue paper focuses on the soft aspects of investment environment and will construct the index based on the inclusive and sustainable urban-industrial development indices. The framework is optimized on the basis of characteristics of investment environment, as shown in Table 3.

Table 3: An Optimized Framework For Urban Soft Investment Environment Index

KEY DOMAINS	FACTORS
Governance	Policy and regulation
	Political efficiency
	Involvement and cooperation
	Safety and stability
Citizen development	Health
	Education
	Human capital
	Employment
Social vitality	Culture development
	Leisure
	Inclusion
	Internationalization

(Source: UNIDO, 2017)

Based on this framework, a number of indicators are selected to illustrate respective factors. Totally, there are 12 factors and 36 indicators (Table 4). Indicators are chosen based on the analysis of global investment environment indicators and could reflect properties of different factors. In the following table, some indicators are interpreted in detail.

Table 4: Suggested Indicators For Urban Soft Investment Environment

KEY DOMAINS	FACTORS	SUGGESTED INDICATORS	INTERPRETATION OF INDICATOR
Governance	Policy and regulation	Standard rate of taxation on corporate income	
		Preferential tax rate	
		Quality of public services	Rated based on survey
	Political efficiency	Level of corruption	Rated based on survey
		Level of censorship	Rated based on survey
		Availability of open public data	Categories of available data combined with survey
	Involvement and cooperation	Participation rate of citizens in government	Rated based on survey
		Freedom of expression and free media	Rated based on survey
		Percentage of voter turnout	Average election participation rate (district level and above)

KEY DOMAINS	FACTORS	SUGGESTED INDICATORS	INTERPRETATION OF INDICATOR
	Safety and stability	Violent crime rate	Number of violent crime in the city per 100,000 inhabitants
		Cost of public security per capita	The expenditure or financial budget on public security
		Approval rate of government	Approval rate or rated by questionnaire
Citizen development	Health	Universal health care service coverage	SDG indicator 3.8.1
		Life expectancy at birth	
		Number of doctors per thousand population	
	Education	Share of labor force with a tertiary education level	
		Share of labor force with secondary education level	
		Total education, schools and science expenditure (share of financial investment)	The expenditure or financial budget on education
	Human capital	Population growth rate	
		Skill training rate of labor	Percentage of labor with skill certifications
		Percentage of population with foreign language skills	
	Employment	Average unemployment rate	Percentage of unemployment
		Net employment growth	Percentage of employment growth
		Youth neither in employment nor education and training	Unemployment rate for youth under 25 years
Social vitality	Culture development	Total art, culture and religious expenditure	The expenditure or financial budget on art, culture and religious development
		Share of different religions in city	
		Amount of cultural buildings (museums, theaters) per capita	
	Leisure	Amount of sport grounds per thousand population	
		Amount of public park per thousand population	

KEY DOMAINS	FACTORS	SUGGESTED INDICATORS	INTERPRETATION OF INDICATOR
	Inclusion	Amount of celebrations, festivals, fairs and parades per thousand population	
		Gender employment rate gap	Gap between female employment rate and male employment rate
		Gini index	
	Internationalization	NGOs per thousand population	Total number of NGO in the city per thousand population
		Number of international passengers	Number of international travelers
		Number of international events	Total number of international events that happened in the city
		Percentage of foreign-born population	

(Source: UNIDO, 2017)

Soft environment plays a key role in both urban liveability and urban investment. Soft environment is a comprehensive concept, including factors of macro, average and micro levels. At the same time, it is a dynamic concept that can be improved or changed in time. In this case, the index system of soft environment can be divided into different levels and developed in time.

BOX 3: The RICl tool for improving investment climates

According to the Boston Consulting Group, it is important to answer two questions that are related to the attractiveness to prospective investors:

Will it be easy to develop my business here?

And is the economy strong enough to support my plan?

The Boston Consulting Group and the Russian Agency for Strategic Initiatives (ASI) developed the Regional Investment Climate Index (RICl)—a 44-factor index to compare the investment climates within a nation across different regions. The RICl focuses on the investment climate across four main business concerns:

- Regulatory environment
- Institutions that support business
- Infrastructure and resources
- The strength of small and medium-sized businesses.

In each area, RICl assesses a number of individual factors such as the efficiency of enterprise registration procedures, the efficiency of government and nongovernmental business support tools, labor quality and availability, and the maturity of small businesses in the region. The model incorporates multiple indicators for each key parameter using a combination of

statistical and survey data and expert opinions. In all, RICI assesses 44 parameters.

Based on analysis, BCG makes specific recommendations and also works together with regional development offices.

As a result, in the past two years the use of the RICI tool has catapulted Russia from the 51st to the 35th place on the World Bank's global ranking of the best countries to do business in.

(Source: BCG, 2018)

4. BENCHMARK FOR SOFT ENVIRONMENT DEVELOPMENT

4.1. Set a benchmark for urban case study

A framework index is developed to assess urban soft environment. But we still need a benchmark to measure for assessment. In 2018, Vienna was named as the best city to live in the Mercer Quality of Living Survey (Mercer, 2018). Besides, the city is in the top 10 most sustainable cities (No. 4) according to the sustainable cities index of 2016 published by Arcadis in the UK. In this study, Vienna will be used as the benchmark for other cities. Data collected from other cities will be compared to the benchmark data, which is from the city of Vienna, in order to formulate a score. The data of Vienna is given a baseline score of 10 for each indicator and the total base score of Vienna is 360.

Based on the indicators framework, a general process of analysis is designed to practice urban case studies: first indicator data will be collected, then based on analysis of the data, will be compared to the benchmark data. Indicators are graded and scored by expert groups. Finally, analysis results and recommendations will be given on the soft environment development of the case city.

4.2. Vienna's soft investment environment

Vienna, located in central Europe, is the federal capital and largest city in Austria. It is the political, economic and cultural center of Austria. Vienna has a good reputation as a city of music, culture, innovation, living quality and so on. In 2018, the annual Mercer survey has taken Vienna as the city with the best living quality in the world for the ninth year in a row.

The city of Vienna has put forth much effort on sustainable development, especially regarding the quality of living in different areas, such as housing, mobility, economy and so on. Since 2011, a Smart City Wien strategy has become a focus of Vienna's urban development, which aims to improve the general living quality of the city while reducing resource usage through innovation (Vienna City, 2016). In July 2018, the City of Vienna and the Austrian Economic Chamber in Vienna (WKO Wien) published a three-year plan on the city's economic development. The plan reveals three priorities and focus areas of the city of Vienna: (1) business management, (2) digitalized training for specialists, and (3) infrastructure transport and urban planning (Stadt Wien and Wirtschaftskammer Wien, 2018). In the efforts to ensure a prosperous future of Vienna, it could be seen that urban soft environment as well as the urban physical environment are taken into consideration.

Vienna's urban soft environment is reflected in several factors, and it is managed by different city departments. In order to illustrate the soft environment of Vienna, it is necessary to investigate and discuss with these departments.

As described above, there are 3 key domains, 12 factors and a series of indicators to investigate a

city's soft investment environment. Most of the indicators are quantitative indicators but there are also several qualitative indicators such as the level of corruption, availability of open public data and so on.

Hence, in order to support the establishment of the benchmark case of Vienna, an Expert Group Meeting (EGM) on “Soft Environment for Urban Investments” was organized to seek inputs on the Vienna case, particularly on “What soft factors make Vienna an attractive investment location and one of the most liveable cities in the world”. In this meeting, not only quantitative data was provided by different city departments, but also a survey for qualitative indicators, which was carried out among city experts from various areas. During the meeting, participants also gave their comments on Vienna's urban soft environment from their respective expertise perspectives. Generally, it was agreed that Vienna has one of the best urban soft environments, because it has a strong government with most infrastructure business in hand, and also because it has fine management in the subdivision of urban development.



Figure 6: Expert Group Meeting on Soft Environment for Urban Investments at UNIDO
(Source: UNIDO, 2017)

Box 4: City of Vienna and Health

In addition to household income, health status is one of the most important indicators of the “life satisfaction” of Viennese residents. The maintenance and expansion of the health system as well as its accessibility and affordability are estimated to be high for all population groups. Therefore, Vienna can build upon a well-functioning healthcare system and a wide range of health-promoting measures. The need for hospitals, (specialist) physicians and pharmacies in general is covered for Vienna as a whole on a very high level, although there may be some regional imbalances in the distribution of large institutions (hospitals) within the city borders.

In addition, for many years the City of Vienna offers gender-specific counselling centers and various health officers, who specifically address health risks and thus act in a preventive, advisory way. In recent years, not only has the number of inhabitants in the different districts grown at different rates, but the age structure of the population has also changed in the different districts. In line with this trend, hospital capacity will have to be shifted from the west to the northeast region of the city.

Further integration of the city with the surrounding area means that the exchange relations within

the region (Lower Austria, Burgenland) will intensify. More and more people will commute. This will also apply to the health sector. As in other areas, more intensive cooperation beyond administrative boundaries will be necessary.

Migrants belong to a group of people with particularly high health burdens. Using the example of the situation of migrants, it becomes clear how important it is to set social preventive measures and thus indirectly to promote health. Cities health planning aims to offer balanced and comprehensive basic medical and nursing care. The aim is a mixed supply of health and social services in a small-scale decentralized but interlinked distribution.

Vienna's residents are getting older. Life expectancy for women is still higher on average, but life expectancy for men is now rising compared to the "war generation".

However, not only is the population getting older, but because of changes in society and family structures (increasing worker mobility, rising female employment rates, etc.), family members are also receiving less and less care. Thus, the demand for offers and facilities in the nursing and care sector will continue to increase in the future.

On the one hand, public health planning reacts with modernization and increases standards in the existing facilities and on the other hand, pushes for the construction of new long-term care facilities. The wish of the people to live as long as possible in their own home is taken into account by the fact that both the outpatient and the care at home - through mobile services - are further accelerated and expanded.

One central goal is to enable the elderly to live independently for as long as possible while also offering local services in line with the requirements of customer-oriented supply planning. In addition, the trend is moving away from a nursing chain (which ultimately ends with permanent care) to a care network, within which the selection can be made from diversified offers, depending on the individual circumstances of life. An interdisciplinary "case management" is intended to guarantee the permeability of all outpatient, semi-inpatient and inpatient facilities. A central contact point supports the orientation of the customers.

4.3. Benchmark data of Vienna

Data collection was greatly supported by the city of Vienna. Further data will be collected by a survey aimed at collecting data for qualitative indicators. Valid questionnaires collected at the EGM were analyzed to get average data for such indicators. Preliminary data is shown in the following table with sources. Data of several indicators are to be supplemented or adjusted but the nominal score of each indicator for Vienna is 10 and the total score is 360.

Table 5: Data Collection and Assessment of Urban Soft Investment Environment

KEY DOMAINS	Factors	Indicators	Data	Year	Source	Nominal Score	
Governance	Policy and regulation	Soundness of urban finance					
		Preferential tax rate				10	
		Quality of public services	8.71	2018	Expert survey	10	
	Political efficiency	Level of corruption	2.14	2018	Expert survey	10	
		Level of censorship	3.29	2018	Expert survey	10	
		Availability of open public data	6	2018	Expert survey	10	
	Involvement and cooperation	Participation rate of citizens in government	6.29	2018	Expert survey	10	
		Freedom of expression and free media	8.43	2018	Expert survey	10	
		Percentage of voter turnout				10	
	Safety and stability	Violent crime rate	1.26	2017	City of Vienna	10	
		Cost of public security per capita				10	
		Approval rate of government				10	
	Citizen development	Health	Universal health care service coverage	100%	2017	City of Vienna	10
			Life expectancy at birth	80.7		City of Vienna	10
			Number of doctors per thousand population	3.6		City of Vienna	10
Education		Share of labor force with a tertiary education level	46.6%	2017	Eurostat	10	
		Share of labor force with secondary education level	41.6%	2017	Eurostat	10	
		Total education, schools and science expenditure share of financial investment)	+1.1%	2017-2018	City of Vienna	10	

KEY DOMAINS	Factors	Indicators	Data	Year	Source	Nominal Score
	Human capital	Population growth rate				10
		Skill training rate of employed population	20.8%	2017	Eurostat	10
		Percentage of population with foreign language skills				10
	Employment	Average unemployment rate	10.4%	2017	Eurostat	10
		Net employment growth	+1.7%	2017	Eurostat	10
		Youth development: neither in employment nor education and training	9.6%	2017	Eurostat	10
Social vitality	Culture development	Total art, culture and religious expenditure per capita				10
		Share of different religions	7	2018	Expert survey	10
		Amount of cultural buildings (museums, theaters) per capita				10
	Leisure	Amount of sport grounds per thousand population				10
		Public park area per capita	6.8m2		City of Vienna	10
		Amount of celebrations, festivals, fairs and parades per thousand population				10
	Inclusion	Gender employment rate gap	10.6%	2017	Eurostat	10
		Gini index				
		NGOs per thousand population				10
		Number of international passengers per thousand population				10
		Number of international events per thousand population				10
		Percentage of foreign-born population	35.3%		City of Vienna	10

(Source: UNIDO, 2017)

Based on the data set from the city of Vienna, a benchmark is set to assess urban soft environment of case cities. The case city analysis is operated in the following process as shown in Figure 7. First, data will be collected, with quantitative data from statistics and qualitative data from the expert survey. Then data from the case city will be compared to reference data from the benchmark city, Vienna, to get a score for each of the indicators. Finally, recommendations and conclusions would be given on the urban soft environment development for the case city.

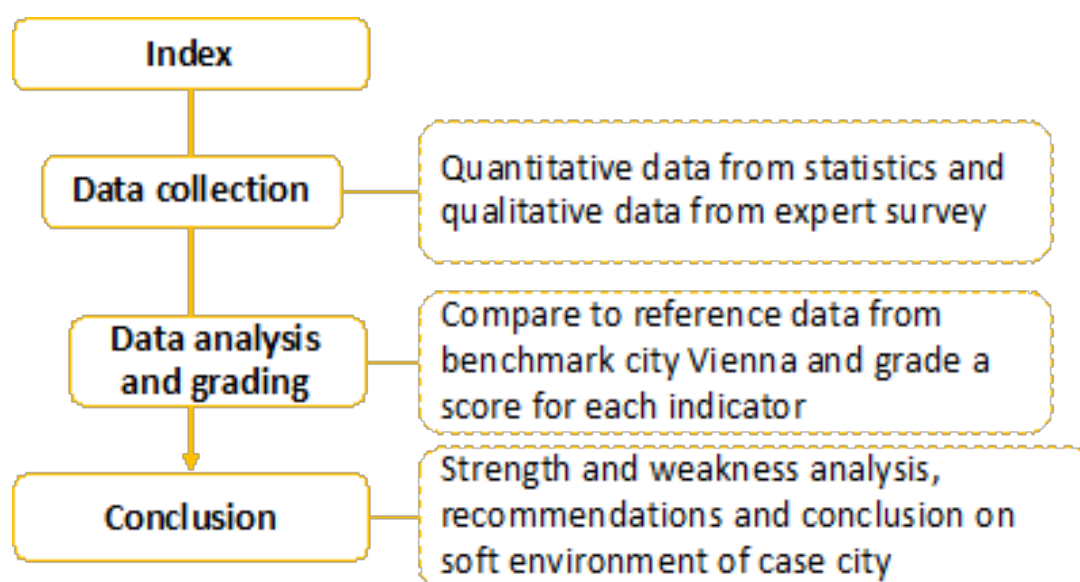


Figure 7: Basic Process of Case City Analysis
(Source, UNIDO 2018)

4.4. Benchmark of urban soft environment

Based on the data set from the City of Vienna, a benchmark will be produced in order to compare data from other cities to assess their urban soft environment.

BOX 4: Apply the soft environment index to small or medium cities: an assessment of Pingyao, Shanxi

As there are differences between big cities, medium cities and small cities, the index cannot be directly used in small and medium cities. It is instead suggested to adjust the index in the indicators level, so that the index would be more suitable for a specific city or town.

Pingyao, a famous ancient city as a UNESCO World Heritage Site, is located in central Shanxi, China. It has an important role in Chinese economic history and was a financial center in ancient China during the Qing Dynasty until the late 19th century.

For a city like Pingyao, features of the city's culture and history should be reflected in the assessment. With the stability of index structure in domains and factors, changes will be made on the indicator level to adapt to the specific situation of Pingyao as

a historical small city. It allows the assessment results to be comparable with other cities within a similar index structure but also fits for characteristics of a small city.

During the international forum in the Sculpture Projects Ping Yao, a specific survey was designed for the research of development characteristics of Pingyao City. Based on the urban soft environment index, the questions in the survey were focused on two aspects of the qualitative content of urban social vitality, which were the culture development and internationalization. The target group of the survey includes experts within and outside the Pingyao city, who are familiar with Pingyao’s urban development and urban soft environment.



Figure 8: International forum in Pingyao (L); Mr. Weixi Gong from UNIDO introduced UNIDO study and the urban soft environmentsurvey in Pingyao (R)

Table 6: Survey Content of Pingyao Case

Social vitality*	Culture development*
	Leisure
	Inclusion
	Internationalization*

*focused factors in the survey

(Source: UNIDO, 2017)

In the 7-question survey, 4 survey questions were related to culture development and 2 questions were related to internationalization, the last one was an optional open question for additional suggestions. Totally, 84 feedbacks were collected from the expert meeting.

It could be summarized from the survey result that Pingyao has a relatively good development in both aspects of culture development and internationalization. Particularly, attractiveness to international tourists, and the usage of historical feature of the city are most recognized by city experts. Some opinions and advices were given on culture development, such as the diversity of culture, smart tourism and so on. Generally, the cultural feature of Pingyao is highly appraised and the survey respondents are confident about the overall attractiveness of the city.

5. CONCLUSION AND RECOMENDATIONS

Urban investment environment is often viewed as a limited component of the investment landscape, with particular attributes making it different from investments in general. Urban investments are exposed to more people and impact them more substantially. There are more rules and requirements in relation to urban investments, and urban areas of the world have a lot more capacities and challenges. The most pronounced difference is in relation to the human aspect of the investment environment, which presents unique opportunities and challenges in terms of urban investment. These so called ‘soft’ components of the investment environment for urban investments encompass support for an open society, which spurs ideas, entrepreneurship, innovation, growth, and ultimately attracts investments for urban development, while creating a liveable environment. This report provides a review of concepts and presents ideas in relation to the soft environment of urban investment, making recommendations as to further investigating and shaping this environment in order to promote liveable cities around the world.

This issue paper discusses three questions:

- What is the role of soft environment in sustainable urban development and urban investment?
- What are key influencing factors of soft environment in urban investment and urban development?
- What could be done to improve the soft environment for urban investment?

Soft environment for urban investment consists of mostly non-production factors and intangible factors, such as policy, institutions, culture and so on. These factors could influence liveable urban development in two aspects: as part of the urban development issue and by taking an active role in attracting more investment in order to promote urban development. In that perspective, building soft environment is an effective effort to promote liveable urban development and support long-term economic growth. As the core of soft environment, the quality of urban life for citizens is the most important measure for it, and so the opinions from citizens as well as experts from the city should be taken into consideration in the measurement.

Lessons from Vienna:

The personal factor, quality of life, which is gaining more and more importance as a “soft” environment factor for the attractiveness of a city, is based in Vienna on

- The favorable geographical climatic and natural conditions (for example urban and superregional natural space, air, water, etc.).
- The orientation of urban policy towards sustainability, environmental orientation and implementation and especially the principles of gender mainstreaming and diversity management.
- The traditional and comprehensive communalization of social and technical services (for example health, housing, water supply, public transport etc.).

The focus on this last point is the secret of the famous “Viennese Model”, which is confirmed regularly by consulting companies like Mercer in some “Quality of Life” studies with foremost placing in rankings. Ensuring the quality of life in Vienna means equal opportunities and accessibility to services of general interest, no matter gender, age, social and ethnic origin. This basic principle applies in general and in particular to the social, health and educational policy of the City of Vienna.

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APPENDIX 1: SOFT ENVIRONMENT PERFORMANCE SURVEY

Purpose of the survey

As part of the UNIDO’s 3rd “Belt & Road Initiative: Developing Green Economies for Cities” Event, this survey aims to provide qualitative data for the urban soft environment index, in order to do further analysis and evaluation of the soft environment for case cities.

Urban soft environment is an important element for urban development and urban investment. As defined in previous issue papers of the event, the urban soft environment includes governance, citizen development and social vitality. Through the establishment of an urban soft environment index, comprehensive assessment of urban soft environment could be carried out to provide suggestion and recommendation for urban development and urban investment. The index system is composed of quantitative indicators and qualitative indicators, which need the support of both statistical data and qualitative evaluation. The purpose of this survey is to collect data for qualitative indicators through experts’ opinion.

Scope of the survey

The index of urban soft environment covers 3 key domains and 12 factors (see table below). This survey is designed for the research of development characteristics of the target City. Based on the urban soft environment index, the questions of the survey are focused on the aspects of the qualitative content of 12 factors. The target group of the survey includes experts within and outside the city.

Table 7: Urban soft environment index and focused factors of this survey

Key domains	Factors
Governance*	Policy and regulation
	Political efficiency
	Involvement and cooperation
	Safety and stability
Citizen development	Health
	Education
	Human capital
	Employment
Social vitality*	Culture development
	Leisure
	Inclusion
	Internationalization*

*focused factors in this survey

Example question

The questions in the survey require the survey object to judge the content described in the question, according to their own experience and subjective judgment, and select the closest value. All questions are single-choice, usually with a progressive score of 1-10 points.

Example question:

On a scale of 1-10 with 1 being the lowest and 10 being the highest, how do you think the importance of urban soft environment for urban development and urban investment:

1 2 3 4 5 6 7 8 9 10

You think that the soft environment is very important for urban development but is not completely decisive, and it can get a score of 8:

1 2 3 4 5 6 7 8 9 10

Please answer the following 12 questions based on your experience and subjective judgment. Thank you very much for your participation and contribution!

Q1. On a scale of 1 - 10 with 1 being the worst and 10 being the best, how do you think the financial health of your city?

1 2 3 4 5 6 7 8 9 10

Q2. On a scale of 1 - 10 with 1 being the poorest and 10 being the most excellent, how do you think the quality of public services in your city?

1 2 3 4 5 6 7 8 9 10

Q3. On a scale of 1 - 10 with 1 being the least corrupt and 10 being the most corrupt, how do you think the level of corruption in your city?

1 2 3 4 5 6 7 8 9 10

Q4. On a scale of 1 - 10 with 1 being the least censorship and 10 being the most censorship, how do you think the level of censorship in your city?

1 2 3 4 5 6 7 8 9 10

Q5. On a scale of 1 - 10 with 1 being the worst and 10 being the best, how do you think the availability of open public data in your city?

1 2 3 4 5 6 7 8 9 10

Q6. On a scale of 1 - 10 with 1 being the worst and 10 being the best, how do you think the participation of citizen in government in your city?

1 2 3 4 5 6 7 8 9 10

Q7. On a scale of 1 - 10 with 1 being the worst and 10 being the best, how do you think the diversity of religious in your city?

1 2 3 4 5 6 7 8 9 10

Q8. On a scale of 1 - 10 with 1 being the poorest and 10 being best, how do you think the quality of art and cultural service in the city?

1 2 3 4 5 6 7 8 9 10

Q9. On a scale of 1 - 10 with 1 being the worst and 10 being the best, how do you think the diversity of culture in your city?

1 2 3 4 5 6 7 8 9 10

Q10. On a scale of 1 - 10 with 1 being the worst and 10 being the best, how do you think the international degree of your city?

1 2 3 4 5 6 7 8 9 10

Q11. On a scale of 1 - 10 with 1 being the poorest and 10 being the highest, how do you think the attractiveness of the city to international tourists?

1 2 3 4 5 6 7 8 9 10

Q12(optional): If you have any other opinions on urban soft environment of the city, please list below:

A large rectangular area defined by a dotted border, intended for providing additional opinions on the urban soft environment of the city.

BIOGRAPHIES

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Mr. GONG Weixi has over two decades of professional experience, with positions and expertise in the aviation industry, systems analysis as well as technology transfer and its negotiation, theory and practice. In 1997, he was recruited by UNIDO, where he undertook various responsibilities in the area of information and knowledge management, business sector development, sector-specific value chain development, technology transfer, programme evaluation, human resources development, field operations, and South-South cooperation. Since 2012, Mr. Gong has been engaged in the area of sustainable cities and urban-industrial development at UNIDO. He has previously served as the UNIDO Representative in Iran and as the Chairperson of the Operations Management Team of the United Nations system in Iran. Currently, Mr. Gong is serving as the Senior Coordinator for South-South and triangular industrial cooperation at the Department of Programmes, Partnerships, and Field Integration in UNIDO.



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**BRIDGE
FOR CITIES**

Belt & Road Initiative:
Developing Green
Economies for Cities

一带一路城市绿色经济发展大会

第三届一带一路城市绿色经济发展大会

2018年10月9日—11日
维也纳国际中心
奥地利维也纳

焦点议题 4

城市投资软环境

案例城市：维也纳

CITY of  Vienna

致谢：

本文作者借此机会感谢联合国工业发展组织方案、伙伴关系与驻地统合司司长邹刺勇先生在本文撰写和编辑期间的指导和支持。感谢Kanishka Raj Rathore先生和Samantha Pilato女士对本报告英文版本的编辑和定稿，张明先生、姚心囡女士对中文版本的翻译，以及Sofya Parfenova女士在本报告付梓印刷前的排版工作。

本文内容得到了维也纳经济管理大学能源金融及投资教授Margarethe Rammerstorfer女士、维也纳经济大学研究员Karl Weinmayer先生的审查和补充。特此感谢他们对本报告作出的珍贵贡献。

本文未经官方编辑，所述观点不代表联合国工业发展组织官方立场。

城市投资软环境

案例城市：维也纳

龚维希

Richard Gauss

吕荟

2018年9月

目录

1. 导言	5
2. 可持续城市工业发展挑战	6
3. 城市投资与软环境	7
3.1. 城市投资与可持续发展	7
3.2. 城市投资与影响因素	7
3.2.1. 全球投资竞争力调查	7
3.2.2. 《2018年营商环境报告》——世界银行	9
3.2.3. 东欧国家投资吸引力因素	10
3.3. 投资环境影响因素	11
4. 软环境发展基准	16
4.1. 为城市案例研究设定基准	16
4.2. 维也纳投资软环境	17
4.3. 基准数据——维也纳	18
4.4. 城市软环境基准	21
5. 结论及建议	22
引用文献	23
附录：城市发展软环境评估调查问卷	24

1. 引言

正如之前焦点议题文件所指出的，城市正处在一个转折点上(UNIDO, 2016, 2017)。超过54%的全球人口居住在城市。此外，预计在未来20年内，全球将有60%以上的人口居住在城市(UN, 2016)。随着越来越多的人选择居住在城市中，快速城市化对人才和投资产生着巨大的吸引力，使城市成为世界主要的增长引擎。与此同时，全世界的城市地区正面临着更加复杂和不断演变的挑战，包括环境和社会问题。面对这些挑战，建设更具可持续性和宜居性的城市至关重要。

面对这些共同的全球挑战，联合国在2016年提出了《2030年可持续发展议程》及其17项可持续发展目标，这些目标与新的投资需求相关。实现可持续发展目标将需要一场全球范围内公共和私人投资水平的变革。在目前可持续发展目标相关部门的投资水平上，仅发展中国家每年就有2.5万亿美元的距离(World Investment Report, 2014)。

然而，鼓励投资的措施往往集中在经济绩效目标，而较少地关注可持续发展。被各国政府广泛使用的用以鼓励投资的措施大可作为与可持续发展目标更加紧密结合的政策工具。在城市层面，可持续发展目标11与城市直接相关、旨在“建设包容、安全、有抵御灾害能力和可持续的城市和人类住区”，而其他可持续发展目标也直接或间接地影响城市发展。实际上，经济增长和繁荣是“可持续发展目标”的长期目标之一。

在此背景下，城市软环境成为城市发展和城市投资吸引力的重要方面。软环境是一个在中国社会科学和经济领域被广泛使用的概念。根据《当代汉语词典》，软环境指政策，法规，管理，服务，人力资源等非物质环境。从工发组织的角度来看，城市可持续发展，城市投资和城市生活质量紧密相连，相互促进发展，而城市软环境正是这些概念之间的重要联系。

一般而言，城市投资的软环境因素可以分为以下两种类型：公司相关软因素和个人相关软因素。

公司做出明确“空间”、“地点”决策，例如他们希望在哪里开展生产、贸易研究或行政活动。公司相关因素与公司竞争力直接相关，例如各类查询及申请所需时间、公共行政运作方式等。对于公司而言，监管障碍的高低至关重要。各种许可证是每个公司高效工作的基础。同时，城市或地区的形象也起着重要作用。其他与公司相关的因素包括高等教育和研究机构、创新环境、及商业协会的表现等。

与公司相似，私人家庭也做出“地点决策”。如果一个家庭搬迁，则称为移民。私人家庭通常处于复杂的空间关系网络中，家庭成员在特定企业或公司中有特定工作，在不同商店购买不同产品、或参加某些特定文化和娱乐活动。一个人在企业或办公室中的工作关系往往是一个人最重要的社会关系之一。由于只有很少一部分雇员能够居家办公，公司（工作地点）和私人家庭（居住地点）的地点决策间的关系导致了雇员通勤的需要。通过通勤，（规模较大的）公司拥有将雇员聚集在生产地的能力。根据经济发展水平，人们往往作出如下决策：他们选择在x公司，而不是y公司工作，因为他们更愿意通勤至u地而非w地。这些个人软因素对员工的生活质量尤为重要，包括住房质量、生活环境、学校和培训设施的质量、环境和休闲设施、特别是社会基础设施等。

从这个意义上讲，本焦点议题文件旨在突出当前问题和挑战，使读者参与到进一步的讨论中。需要解决的若干问题包括对软环境在城市层面实现可持续发展目标所起的作用的分析、软环境如何影响城市投资和城市发展，以及如何通过改善软环境以有效地吸引投资、实现包容、富有活力、智慧及可持续的城市发展。本文将整体阐述这些问题。

1. 背景

2. 可持续城市发展

3. 城市软环境和影响因素

4. “软”因素挑战与机遇

5. 结论

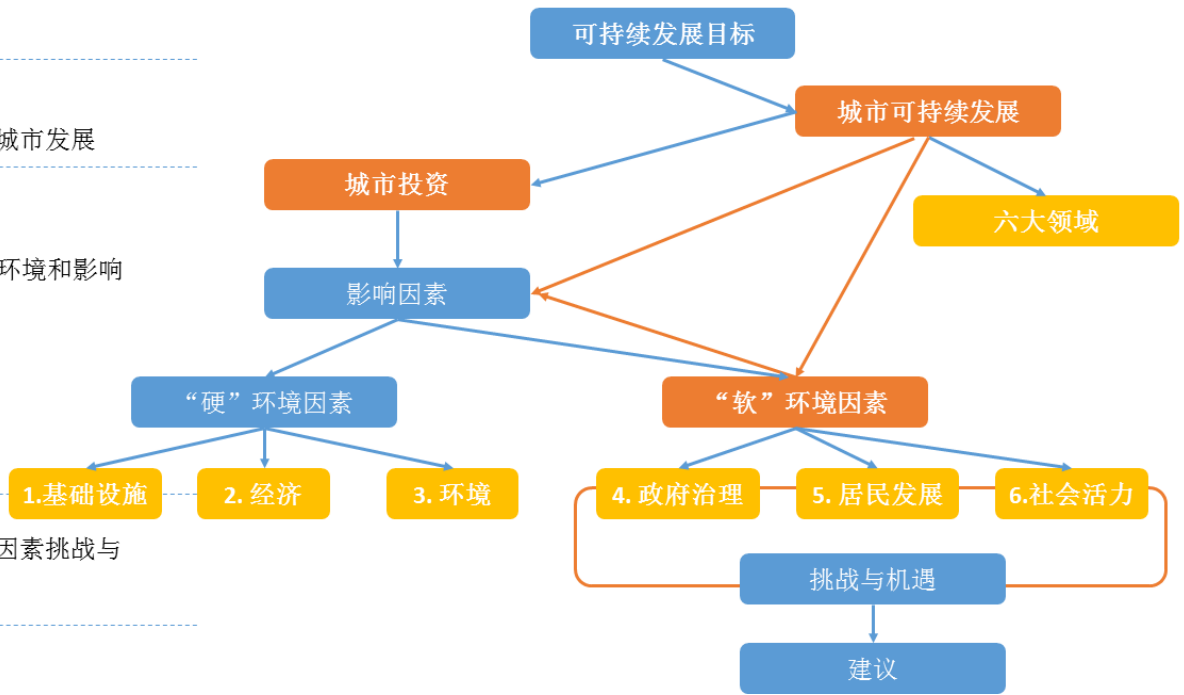


图1: 本文结构

(来源: UNIDO, 2018)

本文写作结构分为五个基本部分 (图1)。从本章背景出发, 第二章将以可持续发展目标为背景讨论城市可持续发展挑战。第三章将厘清城市投资、城市软环境与城市可持续发展的三角关系, 对影响城市投资软环境的关键因素和指标进行探讨和总结, 并引入一个描述影响投资环境软“因素”的指标体系。

2. 可持续城市工业发展挑战

在当今这一“城市时代”, 城市在发展中发挥着举足轻重的作用。城市在低收入国家占国民生产总值的55%, 在中等收入国家占73%, 在高收入国家则占到85% (UN-Habitat, 2006)。与此同时, 城市产生了全球排放的主要部分, 是环境污染的主要来源。城市对全球可持续性构成巨大挑战, 但是城市也是解决这些挑战的关键。

联合国在《2030年可持续发展议程》中为2015年到2030年的这一段时间内制定了17个可持续发展目标和169个具体目标。这一框架有助于以更广泛的方式解决发展挑战。顾名思义, 可持续发展目标将“可持续发展”作为国际合作主要原则, 旨在使各国政府、私营部门、国际组织、非政府组织和其他发展攸关方在这一框架下共同展开合作。虽然只有可持续发展目标11直接涉及城市, 但是其他可持续发展目标也影响到城市发展的方方面面。可持续发展目标兼顾了可持续发展的三个方面, 及“经济发展”、“社会发展”和“环境可持续性”。

在经济方面, 可持续发展目标促进体面劳动和经济增长, 负责任消费和生产等。这些目标的实现需要从关注经济增长到长期可持续经济发展的经济转型。在这种转型背景下, 许多城市面临着产

业转型的挑战，而投资则是这一产业转型的一个重要问题。

在社会方面，可持续发展目标提出了一系列相互关联的目标，如性别平等、减少不平等、和平、正义与强大机构等。由于城市中容易出现包括收入差距、社会排斥、和性别不平等在内的社会不平等，城市发展和城市可持续性必须考虑不同机构和组织之间的包容性和响应性治理和合作。

在环境方面，大多数可持续发展目标均与环境问题有关。城市化的巨大规模和速度对环境产生了种种负面影响，这是实现可持续发展要克服的主要问题。然而，建立一个可持续发展城市不仅仅是减少污染和排放，其最终目标是改善公民生活质量，建设一个更宜居的城市。

基于这三大支柱，可持续发展目标既是合乎逻辑的下一步，也展现了《2030年可持续发展议程》的规模和雄心。它们代表着各国对将全球发展从以经济增长为中心到以可持续性长期增长为中心共同采取行动和做出努力的承诺。与在2000年提出、旨在实现极端人口减半的千年发展目标（MDGs）相比，可持续发展目标在经济转型、社会包容和环境可持续性方面提出了更为广泛的投资要求。在城市投资方面，这些投资要求与城市软环境重叠。

3. 城市投资与软环境

3.1. 城市投资与可持续发展

要实现城市可持续发展，城市投资不可或缺。在《新城市议程》中，公共领域和私人领域投资被视为实现城市可持续发展的一个基本要素，指出“投资和创新是生产力、包容型增长和创造就业机会的主要驱动因素，而私人投资，尤其是外国直接投资，以及稳定的国际金融体系，是发展工作的基本要素。”（New Urban Agenda, 2016）

在可持续发展领域的投资还可能带来财政收入。改善环境质量有利于经济发展和发展旅游业。此外，环保公共交通系统可以减少交通拥堵，提高城市效率。据世界银行称，私营部门一直处于领先全球经济增长和减贫的前沿。外国投资是发展的主要贡献者，特别是在发展中国家（World Bank, 2018）。

3.2. 城市投资与其影响因素

投资决策往往基于一套包含不同方面信息的系统。从经济角度看，直接影响城市对投资者吸引力的因素包括利率、预期、经济活动水平、资本存量、产能利用率、资产成本、其他要素成本、技术变化和公共政策等（Principles of Economics, 2016）。从城市角度来看，投资环境可能包括城市的各个方面，例如自然环境、政治环境、经济地位、社会地位和公民发展等。

关于这一议题已经有许多研究及相关指标可用于分析整体投资环境。

3.2.1. 全球投资竞争力调查

在《2017/2018全球投资竞争力调查报告（Global Investment Competitiveness Report 2017/2018）》中，世界银行显示了国家引入、保留和利用私人投资以实现包容与可持续经济增长的能力。

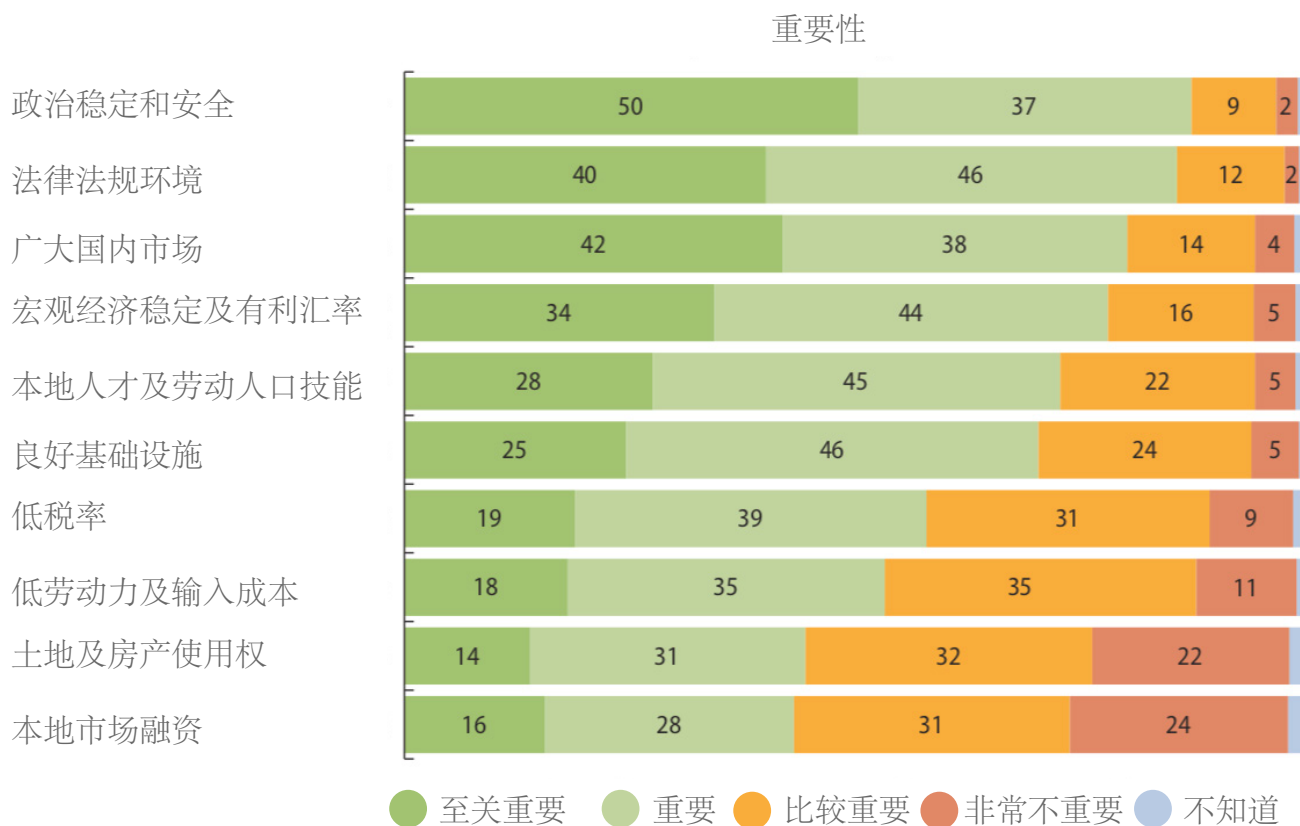


图2: 投资决策影响因素/回答者百分比

(来源: World Bank, 2018)

根据对754名企业高管的调查，政治稳定性和商业友好型监管环境是影响投资决策的两个最重要的因素。

插文1: 全球投资竞争力调查五大发现

通过对在发展中国家投资的754家跨国公司高管进行采访，《全球投资竞争力调查》有如下发现：

出口导向寻求效率的外国直接投资往往寻找在国际上具有成本优势的目的地和潜在出口平台。比起其他投资者，参与这类外国直接投资的投资者注重联系、投资激励、贸易协定及投资促进机构服务。64%参与这类外国直接投资的投资者认为税务假期等投资激励措施非常重要，而只有47%参与其他类型外国直接投资的投资者这样认为。大约一半参与寻求效率的外国直接投资的投资者认为投资促进机构的服务很重要，而只有约三分之一参与其他类型的外国直接投资的投资者这样认为。

超过三分之一的投资者将其所有利润再投资到东道国。投资者重视帮助他们拓展业务的政策，而不仅仅是政府用来吸引他们的政策。

投资保护担保对于在长期内保持和扩大所有类型的外国直接投资至关重要。超过90%的投资者认为各种类型的法律保护重要或“至关重要”，这是调查中所有因素中的最高评级。这些担保包括货币进出国内的能力，以及是否存在对财产资产没收、违反合同以及不透明或任意政府行为的法律保护。

投资者非常重视当地供应商的现有能力和技能，但是也注重政府支持，例如提供关于当地供应商信息等。由于外国投资者当地采购占到大约43%的生产投入，供应商合同以及与当地企业的联系有可能为当地私营部门创造巨大利益。

对于近30%曾经经历过关闭发展中国家子公司的投资者而言，某些使他们撤资的原因本可避免，例如不稳定的宏观经济条件以及政策和监管不确定性的增加。四分之三的投资人曾经因为政治风险和事件被迫中断运营，其中四分之一的投资者取消或撤回了投资。虽然严重案例较少发生——仅有13%的投资者经历过合同违约，5%经历过财产没收，但是其负面影响很大。在违约的情况下，超过三分之一的投资者取消或撤回投资；在财产没收的情况下，超过一半的投资者取消或撤回了投资。

(来源: World Bank, 2017)

3.2.2. 《2018年营商环境》——世界银行

与世界银行企业调查相比，《营商环境报告》调查侧重于法律法规。该指数取一个国家在世界银行《营商环境报告》项目涵盖的11个领域的百分位数排名的平均。

表1: 《营商环境报告》项目中设定的指标

指标	测量对象
开展业务	开办一件有限责任公司所需手续、时间、成本及最低投入资本
取得建设许可	建设库房所需手续、时间、成本
电力	连入电网所需手续、时间、成本，电力可靠性及费用透明度
注册财产	转让财产所需手续、时间和成本，及土地登记制度质量
获取信用	动产抵押法律及信用信息系统
少数股东保护	少数股东在相关财产转让和公司治理中的权益
缴税	一间公司遵守所有税法所需款项、时间、税额和税率
跨境交易	出口具有比较优势产品及进口零件所需时间和成本
执行合同	解决商业纠纷所需时间和成本，及司法程序质量
破产程序	解决商业所需时间、成本及结果，以及破产司法程序质量
劳动市场规范	就业条例及就业质量

(来源: World Bank, 2017)

3.2.3. 东欧国家投资吸引力因素

欧盟委员会曾开展一项关于外国直接投资和区域发展的研究。该研究在最终报告中建立了一套计量经济学位置选择模型，并结合案例证据，显示了影响企业选址的种种因素。

该研究认为公司决策由以下因素决定：

区域和国家特征

- 市场规模
- 东道国发展水平
- 集聚经济（本地化和城市化）
- 外国直接投资份额
- 税收
- 基础设施，是否接近与本国/地区
- 技能
- 失业率
- 与东道国/区域共同语言
- 创新及信息通信技术水平

根据实证研究，市场规模和熟练劳动力是最重要的两个因素。

插文2：投资吸引策略 - 梅尔顿市

梅尔顿市是澳大利亚发展最快的城市之一，其年人口增长率达到4%。梅尔顿市生产总值约为25.52亿美元，占墨尔本地区生产总值296.56亿美元的8.61%，及维多利亚州生产总值3503.43亿美元的3.73%。

该市将促进投资吸引力视为一个长期过程，试图为投资者和其他主要利益相关者创造适当的环境。

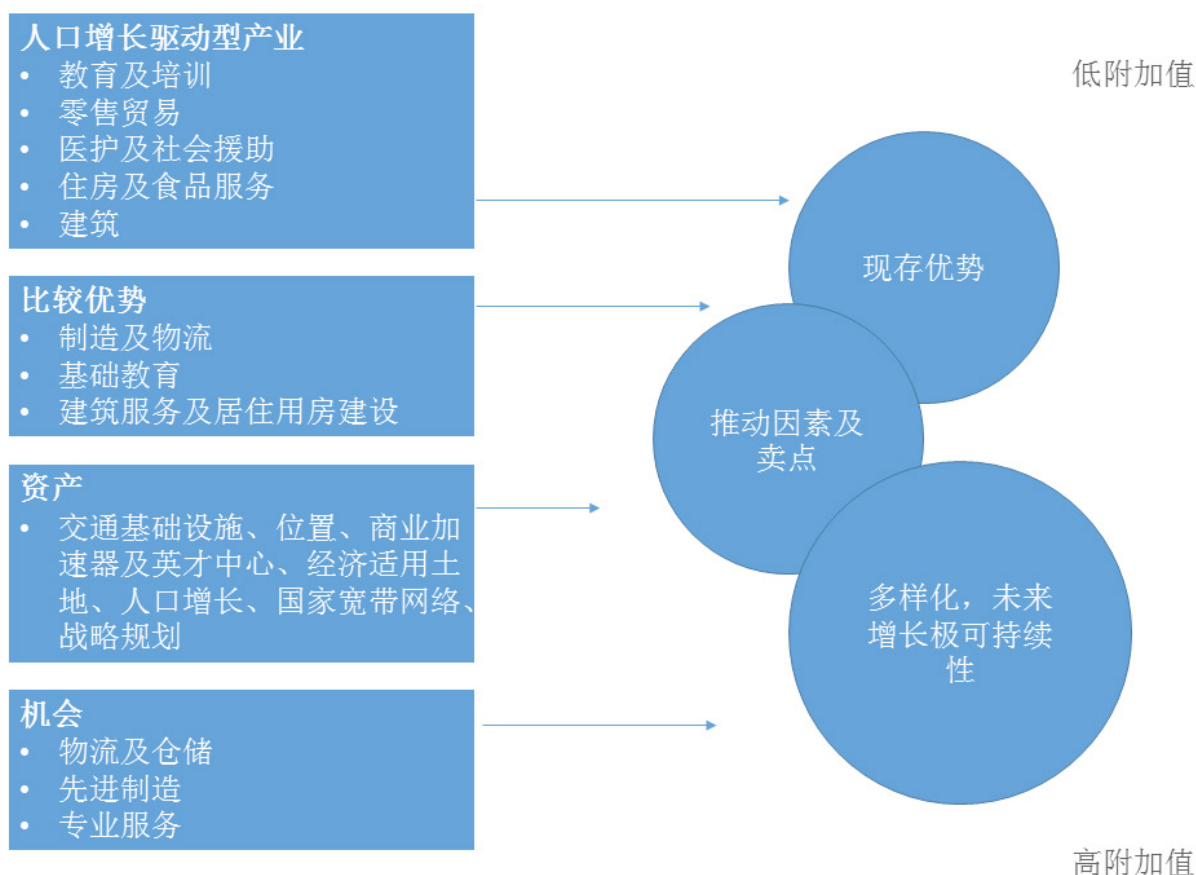


图3: 综合投资吸引因素图示

(来源: Melton, Investment Attraction Strategy 2016-2019)

3.3. 影响投资环境的因素

基于以往研究, 投资影响因素可归纳为三类: 经济因素, 物理因素和其他因素。影响投资最重要的因素当然是经济因素, 例如经济增长和目标城市的市场规模。从经济角度来看, 非经济因素是所谓的其他因素 (Pettinger, 2017)。这类指标包括各种因素: 政策, 法规, 基础设施等。从环境的角度来看, 这些“其他因素”可分为硬环境因素和软环境因素。硬环境因素包括基础设施建设, 自然资源等, 这些都是重要的投资影响因素。关于这些硬性因素已经有很多讨论。值得注意的是软性因素, 因为有时它们可能是非常具有决定性的。这些软性因素也是可持续城市发展的关键要素, 尤其与城市的宜居性紧密相关 (图3)。城市软环境与硬性因素密切相关, 在城市发展过程中彼此之间相互关联。基于往期焦点议题文件的综合讨论, 本文将重点讨论以往较少分析的软性因素, 展示其在改善城市投资和实现城市可持续发展目标中的关键作用。

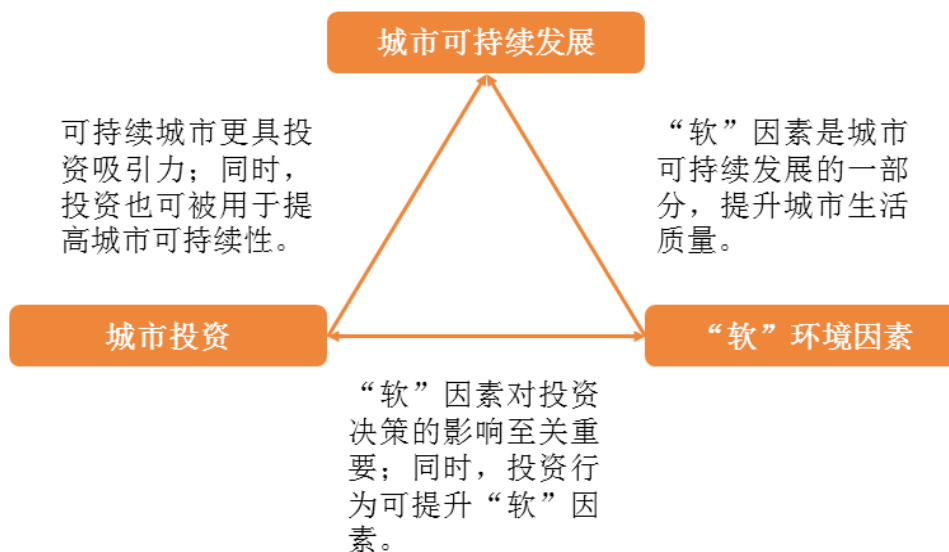


图4：三个关键概念间三角关系：城市可持续发展，城市投资和软环境

在工发组织2017年“一带一路城市绿色经济发展大会”上提出了一个可持续城市指标框架，该框架建立了一个三级结构（图5）。

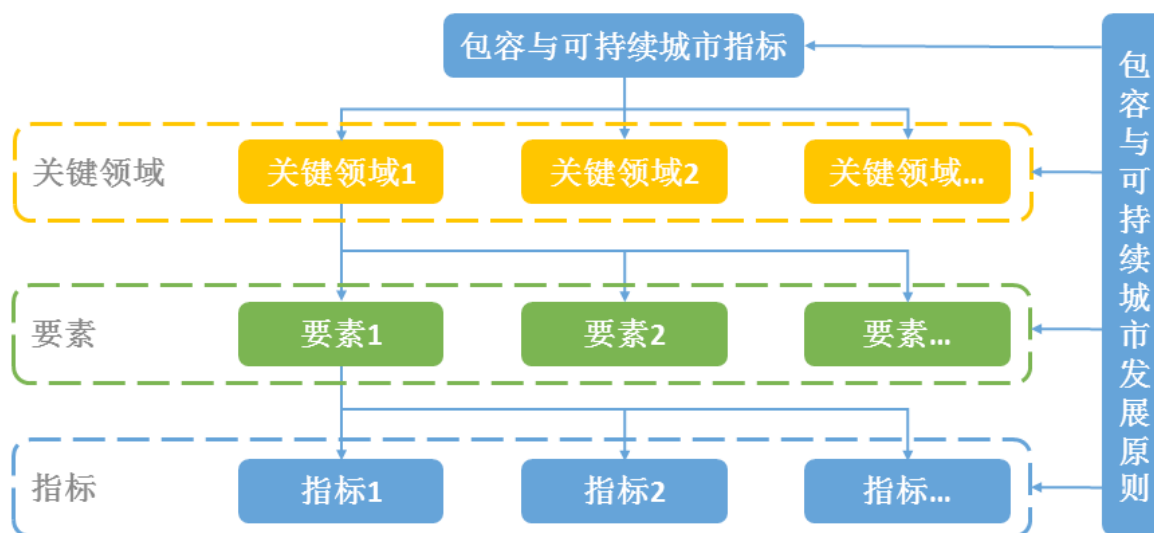


图5：三级结构：主要领域、要素及指标

(来源：UNIDO, 2017)

该框架包含六个关键领域，每个关键领域包括三到四个因素。这六个关键领域可以根据其“硬”“软”属性进行分类。基础设施、工业和创新以及环境被分为硬性因素，而其他三个，即政府治理，公民发展和社会公平则被分为软性因素（表2）。

表2: 包容与可持续城市工业发展指数框架

主要领域	因素	特质	
基础设施	交通	偏重于硬环境	
	水处理		
	废物管理		
	信息通信基础设施		
	绿色经济		
工业及创新	创新		
	竞争力		
	产业集群		
	能源效率		
环境	污染防治		
	自然条件		
	公众参与		
政府治理	城市战略规划		偏重于软环境
	参与合作		
	政治透明		
	安全与健康		
公民发展	教育		
	人才资本		
	文化发展		
	就业		
社会公平	住房		
	社会和谐		

(来源: UNIDO, 2018)

如前所述，本文侧重于投资环境软性方面，并将构建基于包容与可持续城市工业发展指数的评价体系。将该框架根据投资环境的特点进行优化，如表3所示。

表3：城市投资软环境指数优化框架

关键领域	因素
政府治理	政策法规
	行政效率
	参与合作
	安全稳定
公民发展	健康
	教育
	人才资本
	就业
社会活力	文化发展
	休闲
	包容性
	国际化

(来源：UNIDO, 2018)

基于该框架选择了总计36个指标对12个因素进行说明（表4）。指标选择基于对国际投资环境的分析，反映不同因素。下表对一些指标进行了具体说明。

表4：城市投资软环境建议指标

关键领域	因素	建议指标	指标说明
政府治理	政策法规	企业所得税标准税率	
		优惠税率	
		公共服务质量	根据调查问卷进行打分
	行政效率	腐败程度	根据调查问卷进行打分
		审查程度	根据调查问卷进行打分
		开放公共数据可用程度	根据现有数据种类及调查问卷进行打分
	参与合作	公民参与政府比例	根据调查问卷进行打分
		言论自由和自由媒体	根据调查问卷进行打分
		选民投票率	平均选举投票率（区一级及以上）
安全稳定	暴力犯罪率	每10万居民中暴力犯罪数量	
	人均公共安全成本	公共安全财政开支或预算	
	政府支持率	政府支持率，或根据调查问卷得出	

关键领域	因素	建议指标	指标说明
公民发展	健康	全民医疗服务覆盖范围	可持续发展目标指标3.8.1 “基本保健服务的覆盖面（定义为以跟踪措施向普通和最弱势群体提供包括生殖健康、孕产妇健康、新生儿和儿童健康、传染性、非传染性疾病和服务能力和机会的基本服务平均覆盖范围）”
		出生时预期寿命	
		每千人口中医生人数	
	教育	大专或以上学历劳动力在总劳动力中所占比例	
		中等教育学历劳动力在总劳动力人口中所占比例	
		教育、学校、科学总支出（在投资中所占比例）	教育财政开支或预算
	人才资本	人口增长率	
		技能培训率	持有技能证书的劳动力百分比
		拥有外语技能的人口百分比	
	就业	平均失业率	失业率（百分比）
		净就业增长	就业增长率（百分比）
		既无就业，又不在接受教育或培训的青年	25岁以下青年失业率
社会活力	文化发展	总艺术、文化、宗教支出	在艺术、文化、宗教发展上的支出或财政预算
		不同宗教比例	
		人均文化建筑数量（博物馆、剧院）	
	休闲	每千人口运动场所数量	
		每千人口公园数量	
		每千人口各类节庆活动数量	每年文化及其他节庆活动数量
	包容性	就业率性别差距	女性就业率与男性就业率之间差距
		基尼指数	
		每千人口非政府组织数量	每一千名居民中非政府组织总数
	国际化	国际旅客人数	国际旅客游客人数
		国际活动数量	城市所举办国际活动数量
		外国出生人口百分比	

(来源: UNIDO, 2018)

软环境在城市宜居性和城市投资中起着关键作用。软环境是一个综合概念，包括宏观、平均和微观层面的因素。同时，软环境是一个动态概念，可以改进也可能改变。因此，这一软环境指标体系可以被分为不同层次，并逐渐完善。

插文 3：用于改善投资环境的RICI工具

根据波士顿咨询公司（Boston Consulting Group, BCG），潜在投资者尤为看中以下两个问题：

- 在这里开展业务容易吗？
- 当地经济是否足以支持我的计划？

波士顿咨询公司和俄罗斯战略行动局（ASI）共同制定了区域投资环境指数（RICI），用于比较一个国家不同地区的投资环境。RICI专注于分析以下四个领域：

- 监管环境
- 支持业务的机构
- 基础设施和资源
- 中小企业的实力

RICI对每个领域中每个因素进行了评估，包括企业注册程序效率、政府和非政府商业支持工具效率，劳动力，以及该地区小企业成熟度等。该模型结合统计和调查数据以及专家意见，为总计44个关键参数中每一个纳入多个指标。

基于此评估结果，波士顿咨询公司提出具体建立，并与区域发展办公室开展合作。

在过去两年中，RICI工具的使用使得俄罗斯在世界银行全球最佳经商国家排名中从第51位跃升至第35位。

（来源：BCG, 2018）

4. 软环境发展基准

4.1. 为城市案例研究设定基准

在建立以上用以评估软环境的框架指标基础上，我们还需要一个用以测量的基准。奥地利维也纳市在2018年美世全球城市生活质量排名中名列第一。根据Arcadis于2016年在英国发布的可持续城市指数，该城市位列前十大最具可持续性的城市（第4名）。因此，本文将以维也纳作为基准，将从其他城市收集的数据与这一基准数据进行比较，并以此制定得分。

从其他城市收集的数据将与来自维也纳市的基准数据进行比较，以便制定得分。维也纳的数据为每个指标的基线得分为10，维也纳的总基数得分为360。维也纳在每一个指标中基准得分为10分，总得分为360分。

基于该指标框架所设计用来进行城市案例研究的分析过程如下：第一步为收集数据；接下来将数据与基准

数据进行分析比较。专家小组将对指标给出分数。最终就案例城市软环境发展给出分析结果及建议。

4.2. 维也纳投资软环境

维也纳位于欧洲中部，是奥地利的联邦首都和第一大城市，也是奥地利政治、经济和文化中心。维也纳在音乐、文化、创新、生活品质等方面均享有良好声誉。在2018年，维也纳连续第九年在美世全球城市生活质量排名中名列第一。

维也纳在可持续发展方面付出了诸多努力，特别是在住房、交通、经济等与居民生活质量有关的方面。自2011年以来，“智慧城市维也纳”（Smart City Wien）战略已经成为维也纳发展的重点。该战略旨在提高城市总体生活质量，同时通过创新减少资源使用（Vienna City Administration, 2016）。2018年7月，维也纳市和奥地利联邦商会维也纳分会（WKO Wien）共同发布了一项关于该市经济发展的三年计划。该计划揭示了维也纳市三个发展重点领域：（1）企业管理，（2）专家数字化培训，（3）基础设施、交通和城市规划（Stadt Wien and Wirtschaftskammer Wien, 2018）。在为维也纳创造一个经济繁荣的未来的同时，我们也可以看出该战略对城市软环境和城市物理环境的考量。

维也纳城市软环境体现在几个因素上，每一个因素由不同的城市部门管理。因此，对维也纳软环境的调查需要在与这些城市部门协商讨论的基础上进行。

如上所述，这一城市投资软环境评估体系包含3个关键领域、12个因素及一系列指标。其中大多数指标都是量化指标，但也有一些定性指标，如腐败程度、公开数据的可用性等。

为了收集数据、建立维也纳基准案例，2018年6月26日在工发组织维也纳总部组织了一场关于“城市投资软环境”的专家研讨会，着重探讨“哪些软性因素使得维也纳成为具有吸引力的投资地点和世界上最宜居的城市之一”这一问题。在此次会议上，各个市政部门为评估体系中各定性指标提供了数据，为各定量指标提供了在各领域专家中展开调查后所取得的调查结果。与会者还从各自的专业领域对维也纳城市软环境发表了评论，一致认为其强有力的政府对大部分基础设施服务的掌控，及对与城市发展相关的各个细分领域的良好管理决定了维也纳拥有最好的城市软环境之一。



图6：城市投资软环境专家研讨会在工发组织召开

（来源：UNIDO, 2018）

插文4：维也纳市和居民健康

除家庭收入外，健康状况是维也纳居民“生活满意度”的最重要指标之一。除了对面向各个群体的健康保障系统进行维护和扩大外，其可获取性及可负担性也非常高。因此，维也纳得以在一个运作良好的医疗保健系统和广泛的健康促进措施的基础上发展。尽管大型机构（综合医院）的分布存在一些区域性不平衡，但是从整体上维也纳能够满足其市民对综合医院、专科医院及药房的需求。

此外，维也纳多年来一直提供性别具体的咨询中心和各种卫生官员，以预防和咨询的方式处理健康风险。近年来，由于不同地区的居民人数以不同的速度增长，而且不同地区的人口年龄结构也发生了变化，医院容量已经从城市的西部转移到东北部地区。

城市与其周边地区的进一步融合意味着该地区（下奥地利州、布尔根兰州）之间的交流将会增加。越来越多的人会在两州之间通勤，这一点也适用于公共卫生领域。因此，更为密集的跨越行政边界的合作很有必要。

移民属于卫生负担相对较高的一个群体。移民情况凸显了制定社会预防措施、间接促进公共卫生的重要性。城市卫生规划旨在提供均衡全面的基本医疗和护理。

维也纳居民正在变老。女性的平均预期寿命仍然较高，但是与“战争一代”相比，男性的预期寿命现在正在上升。

除了人口老龄化外，由于社会和家庭结构的变化（工人流动性增加、女性就业率上升等），家庭成员得到的照顾正越来越少。因此，将来对护理服务及设施的需求将会继续增加。

公共卫生规划一方面与现代化相互作用，提高现有设施的标准，另一方面推动建设新的长期护理设施。考虑到人们往往希望在自己家中生活，能够帮助实现家庭门诊和护理的移动服务正在逐步加速和扩大。

尽量延长老年人能够独立生活的时间，并提供以客户需求为导向的当地服务是一个中心目标。此外，一个趋势是从护理链（以长期护理为终点）转移到护理网络。在护理网络中，可以根据个人情况从多样化的报价中进行选择。跨学科“案例管理”旨在保证所有门诊、半住院和住院设施充分融合；一个中心联络点保证护理工作以被护理人需求为导向。

4.3. 基准数据——维也纳

数据收集工作得到了维也纳市的大力支持，未来，对定性指标的数据收集将通过调查问卷的形式进行。通过对在专家研讨会中收集到的有效问卷的结果进行分析，得到了各定性指标的平均数据。下表中列出了一些由此得到的初步数据及其来源。除了其中一些指标的数据需要进一步补充或调整外，维也纳每个指标的名义得分为10，总得分为360。

表5：城市投资软环境的数据收集和评估

关键领域	因素	指标	数据	年份	来源	名义得分
政府治理	政策法规	城市融资有效性			专家调查	10
		优惠税率				10
		公共服务质量	8.71	2018	专家调查	10
	行政效率	腐败程度	2.14	2018	专家调查	10
		审查程度	3.29	2018	专家调查	10
		开放公共数据可用程度	6	2018	专家调查	10
	参与合作	公民参与政府比例	6.29	2018	专家调查	10
		言论自由和自由媒体	8.43	2018	专家调查	10
		选民投票率				10
	安全稳定	暴力犯罪率	1.26	2017	维也纳市提供	10
人均公共安全成本					10	
政府支持率					10	
公民发展	健康	全民医疗服务覆盖范围	100%	2017	维也纳市提供	10
		出生时预期寿命	80.7		维也纳市提供	10
		每千人口中医生人数	3.6		维也纳市提供	10
	教育	大专或以上学历劳动力在总劳动力中所占比例	46.6%	2017	欧洲统计局 (Eurostat)	10
		中等教育学历劳动力在总劳动力人口中所占比例	41.6%	2017	欧洲统计局 (Eurostat)	10
		教育、学校、科学总支出 (在投资中所占比例)	+1.1%	2017-2018	维也纳市提供	10
	人才资本	人口增长率				10
		技能培训率	20.8%	2017	欧洲统计局 (Eurostat)	10
		拥有外语技能的人口百分比				10
	就业	平均失业率	10.4%	2017	欧洲统计局 (Eurostat)	10
		净就业增长	+1.7%	2017	欧洲统计局 (Eurostat)	10
		既无就业，又不在接受教育或培训的青年	9.6%	2017	欧洲统计局 (Eurostat)	10

关键领域	因素	指标	数据	年份	来源	名义得分
社会活力	文化发展	总艺术、文化、宗教支出				10
		不同宗教比例	7	2018	维也纳市提供	10
		人均文化建筑数量（博物馆、剧院）				10
	休闲	每千人口运动场所数量				10
		每千人口公园数量	6.8m ²		维也纳市提供	10
		每千人口各类节庆活动数量				10
	包容性	就业率性别差距	10.6%	2017	欧洲统计局 (Eurostat)	10
		基尼指数				
		每千人口非政府组织数量				10
	国际化	国际旅客人数				10
		国际活动数量				10
		外国出生人口百分比	35.3%		维也纳市提供	10

(来源: UNIDO, 2018)

基准数据根据在维也纳市所收集数据建立，用以评估案例城市软环境。下图展示了案例城市分析流程。首先将收集数据，包括统计数据和通过专家调查得出的定性数据。然后将来自案例城市的数据与来自基准城市维也纳的参考数据进行比较，并针对每个指标进行评级打分。最后对案例城市的城市软环境发展提出建议和结论。

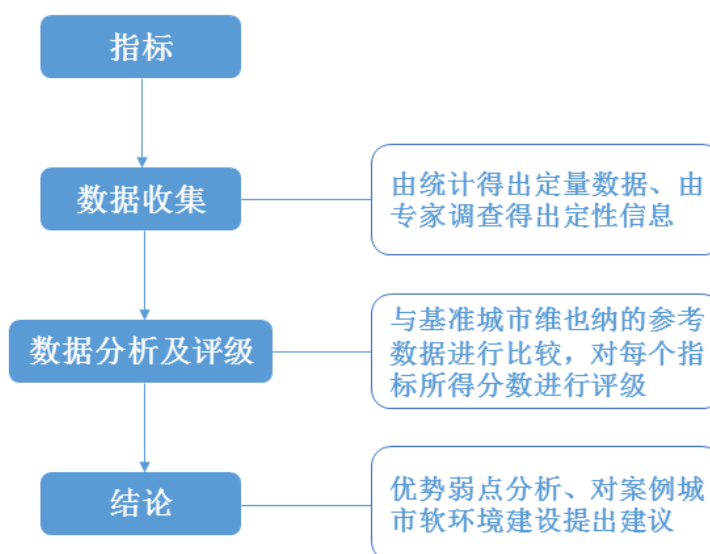


图7: 案例城市分析基本流程

(来源: UNIDO, 2018)

4.4. 城市软环境基准

根据维也纳市数据所指定的基准，将其他案例城市数据与这一基准进行比较，进而评估其城市软环境。

插文4：将软环境指标体系应用于中小城市：对山西平遥的评估

由于大型城市、中等城市和小型城市之间存在差异，该指标体系不能直接用于中小城市。因此，在指标层面对该体系进行调整，从而使其更适宜中小城市或城镇。

位于中国山西省中部的平遥于1997年被联合国教科文组织列入世界文化遗产名录，是一座著名古城。历史上，平遥曾享有非常重要的经济地位，是清代至19世纪末中国古代的金融中心。

对于像平遥这样的城市，城市文化和历史特征应该反映在评估中。在保持关键领域及因素不变的条件下，对指标作出改变，以适应平遥历史背景和城市体量。这一做法在保证各个城市评估结果可比性的同时，适应小型城市自身特征。

一项针对平遥发展特点设计的调查在平遥国际雕塑节期间展开。基于城市软环境指标体系，调查问卷问题集中在城市社会活力定性内容的两个方面，即文化发展和国际化。调查目标群体为平遥县内外熟悉平遥城市发展和软环境的专家。

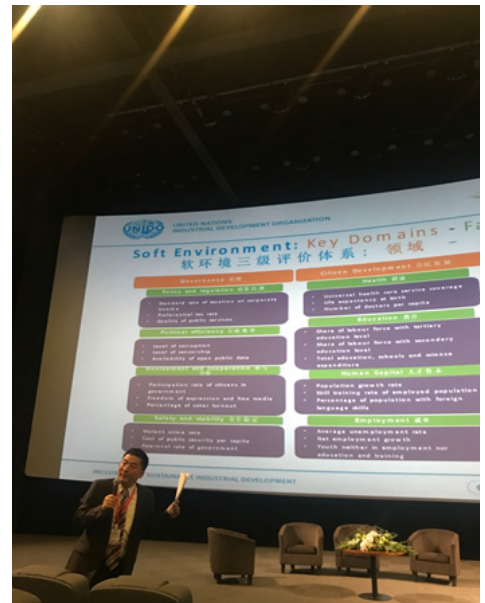


图8：文化艺术与城市投资软环境国际论坛（左）；工发组织龚维希先生介绍工发组织研究及城市投资软环境调查

表6：平遥案例调查内容

社会活力*	文化发展*
	休闲
	包容
	国际化*

*调查中重点因素

(来源：UNIDO, 2018)

在这项包含7个问题的调查中，4个调查问题与文化发展有关，2个问题与国际化有关，最后一个供调查对象提出额外建议。共有84位调查对象参与了调查。

从调查结果可以看出，平遥在文化发展和国际化两个方面都有较好的发展。其中，平遥对国际游客的吸引力以及平遥对其历史特征的使用得到了城市专家的认可。城市专家对平遥文化发展提出了一些看法和建议，例如文化多样性、智能旅游等概念。总体来说，平遥文化特征得到了与会专家的高度评价，调查对象对该城市的整体吸引力充满信心。

5. 结论及建议

城市投资环境通常被视为投资环境的组成部分，其特殊属性使其与一般投资不同。城市投资面向更多人，并对他们产生更大的影响。与城市投资相关的规则和要求更多，城市地区在具有更强能力的同时也面临着更大的挑战。最显著的差异在于投资环境的人性方面，这在城市投资方面提出了独特的机遇和挑战。这些所谓的城市投资环境的“软”组成部分包括对开放社会的支持，这种社会激发思想，促进创业、鼓励创新、促进增长，最终吸引城市发展投资，同时营造宜居环境。本报告回顾了相关概念，提出了与城市投资软环境相关的想法，提出了进一步调查和塑造这种环境的建议，以促进世界各地的宜居城市。

本文对以下三个问题进行了讨论：

- 软环境在可持续城市发展和城市投资中的作用是什么？
- 城市投资和城市发展中软环境的关键影响因素是什么？
- 如何改善城市投资软环境？

城市投资软环境主要包括非生产要素和无形因素，如政策、制度、文化等。这些因素从两个方面影响宜居城市发展：一方面作为城市发展问题的一部分，另一方面是通过吸引更多投资促进城市发展。从这个角度来看，建设软环境是一项促进宜居城市发展和支持长期经济增长的有效努力。作为软环境核心的居民生活质量是最重要的衡量标准，因此在评估测量中除城市专家意见外，还应充分考虑居民意见。

维也纳的经验：

生活质量这一个人因素作为影响一个城市吸引力的“软”环境因素正变得越来越重要。在维也纳市，这一因素得益于：

- 有利的地理气候和自然条件（例如城市和区域内自然空间、空气、水等）；
- 城市发展政策以可持续性为导向，注重环境及有效实施，特别是两性平等及多样化管理；
- 传统和全面的社会和技术服务社区化（例如健康、住房、供水、公共交通等）。

对最后一点的关注是著名的“维也纳模式”的秘密，这一点已经在美世等咨询公司对“生活质量”的研究中通过其突出的排名得到了广泛认可。在维也纳，确保居民生活质量意味着无论性别、年龄、社会出身或族裔都能够获得平等的机会和无障碍的服务。这一基本原则在维也纳的社会、健康和政策中均得到充分体现。

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附录：城市发展软环境评估调查问卷（2018年7月27日第二版）

调查目的

本问卷作为联合国工发组织第三届“一带一路：城市绿色经济发展大会”项目的一部分，通过针对案例城市进行城市发展软环境的评估调研，旨在为城市软环境指标体系提供定性数据以供进一步分析和评估。

城市软环境是城市发展和城市投资的重要影响因素，软环境包括城市治理、市民发展和社会活力等方面，通过建立城市软环境的评估指标体系，可以对城市软环境进行综合评估，并进而促进城市发展和城市投资。指标体系以统计数据 and 专家评估两部分相互支撑构成数据来源，本问卷的目的即是通过专家观点调研，为上述指标体系中的定性指标提供评估数据。

调查范围

城市软环境的综合指标体系包括3大关键领域和其下12个主要要素方面（参见下表）。本问卷针对平遥城市发展特点进行设计，基于城市软环境指标体系，问卷重点关注城市社会活力领域的定性内容，包括该领域中文化发展和国际化程度两个方面。问卷对象包括熟悉平遥城市发展经历和城市软环境的城市内部和外部专家。

表格 7：城市软环境指标体系及本问卷重点关注领域

关键领域	要素方面
城市治理	政策和法规
	行政效率
	参与和合作
	安全和稳定
市民发展	健康
	教育
	人力资源
	就业
社会活力*	文化发展
	休闲
	包容
	国际化*

*加星号的为本次问卷的重点关注领域

问题示例

问卷中的问题要求调查对象根据自身经验和主观判断，对问题中描述的内容进行程度判断，选择认为最为接近的程度值。所有问题均为单项选择，通常为1-10分的递进分值。问题示例：

1为非常低10为非常高，请在1-10中选择您认为城市软环境对于城市发展和城市投资的重要程度：
1 2 3 4 5 6 7 8 9 10

您认为软环境对城市发展相当重要但不是完全决定性的，可以评分为8：
1 2 3 4 5 6 7 8 9 10

现在请基于您的经验和主观判断，回答问卷中的以下7个问题，非常感谢您的参与和贡献！

Q1. 以1为非常差，10为非常好来打分，您如何评价您所在城市的财务状况？
1 2 3 4 5 6 7 8 9 10

Q2. 以1为非常差，10为非常好来打分，您如何评价您所在城市的公共服务质量？
1 2 3 4 5 6 7 8 9 10

Q3. 以1为完全不腐败，10为非常腐败来打分，您如何评价您所在城市的腐败程度？
1 2 3 4 5 6 7 8 9 10

Q4. 以1为完全不受审查，10为受到严重审查，您如何评价您所在城市的审查水平？
1 2 3 4 5 6 7 8 9 10

Q5. 以1为非常差，10为非常好来打分，您如何评价您所在城市公开数据的可用性？
1 2 3 4 5 6 7 8 9 10

Q6. 以1为非常差，10为非常好来打分，您如何评价您所在城市居民对城市管理的参与度？
1 2 3 4 5 6 7 8 9 10

Q7. 以1为非常差，10为非常好来打分，您如何评价您所在城市的宗教多样性？
1 2 3 4 5 6 7 8 9 10

Q8. 以1为非常差，10为非常好来打分，您认为城市中的艺术和文化服务水平如何？
1 2 3 4 5 6 7 8 9 10

Q9. 以1为非常差，10为非常好来打分，您如何评价您所在城市的文化多样性？
1 2 3 4 5 6 7 8 9 10

Q10. 以1为非常低10为非常高来打分，您认为城市的国际化程度如何？
1 2 3 4 5 6 7 8 9 10

Q11. 以1为非常低10为非常高来打分，您认为城市对于国际游客的吸引程度有多高？
1 2 3 4 5 6 7 8 9 10

Q12（可选）：如您有关于城市发展和投资软环境的其他任何观点，请在下方列出：



作者简介：

龚维希先生，联合国工业发展组织南南及三方产业合作高级协调员

龚维希先生拥有超过20年专业经验，曾先后在航空工业、系统分析、技术转让理论及实践等多个领域任职。龚维希先生于1997年进入联合国工业发展组织，在信息及知识管理、商业部门发展、价值链发展、技术转让、项目评估、人力资源发展、驻地业务、南南合作等多个领域任职。龚维希先生从2012年起参与工发组织可持续城市及城市工业发展相关工作。他曾任工发组织驻伊朗代表及联合国系统驻伊朗行动管理小组主席。目前，龚维希先生任工发组织南南及三方产业合作高级协调员。



Richard Gauss先生，维也纳市健康与社会规划负责人

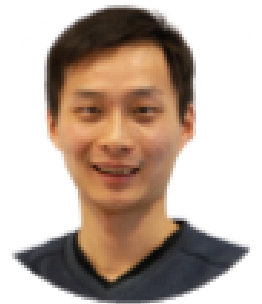
Richard Gauss先生于1963年出生于林茨，并在那里学习经济学。1987年，他的职业生涯开始于财政部的预算部门。2002年，他成为预算负责人 - 劳工，社会事务，健康和养老金部。2010年，他转到维也纳市的高级行政服务部门，担任商业集团健康和社会事务部财务管理部门经理。



Richard Gauss先生与1963年出生于奥地利林茨市，并在林茨市学习了经济学。1987年开始，Gauss先生从奥地利财政部预算部门开始了他的职业生涯。2002年，Gauss先生升任预算——劳动力、社会事务、健康及养老金部门主任。2010年开始Gauss先生于维也纳市政部门任职，担任商业集团健康和社会事务财务管理部门经理。

吕荟先生，联合国工业发展组织城市专家

吕荟先生是一位城市发展研究专家，主要方向为城市发展和智慧城市规划。目前他供职于工发组织国际顾问岗位，同时在维也纳技术大学攻读博士学位，研究议题为智慧城市作为城市和区域发展的社会-技术转变过程。



吕荟从同济大学获得城市规划专业工学学士和工业硕士学位，并在德国魏玛包豪斯大学获得城市研究科学硕士学位。



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