Towards the Sustainable
Management System for Local Authorities
Results of the LIFE IDEMS Project

**Environmental challenges of European Urban Areas:
the value-added of integrated approaches**

Rimini, 7 November 2008

ICLEI - Local Governments for Sustainability
Cristina Garzillo
Sustainability Management and Urban Governance

cristina.garzillo@iclei-europe.org

Challenges and threats despite good environmental achievements

e.g. Land consumption
Air pollution
Noise & light pollution
Soil & land degradation
(erosion, compaction, substances)
Climate change & consequences
Bio-diversity losses

What is happening

- Slow progress. Or are we too ambitious?
- Too complicated procedures?
- Complicated verification?
- Too much detail – too little strategic overview?
- Too little integration with existing instruments and processes?
- Too little incentive?
- It is so difficult to change behaviour!
- Do voluntary schemes work?

Where things go?

Economic pressure leads to reconsideration of priorities.
Budget cuts are threatening progress with sustainable development.

- fulfilment of legal requirements
- cut-of of voluntary tasks
- cut-back of local environmental investments & staff
- opposition to new mandatory instruments

Cities need to manage change

Cities need to adapt to uncertain and unintentional events

New fields of employment

...land protection: prevention of risks (flood, landslides, geological instabilities); safety measures for land and illegal dumping places; environmental engineering, Environmental Impact Assessment; land restoration; restoration, re-naturalisation of quarries and abusive dumps; land management, protection of the natural environment: water collection and treatment, water, air and soil purification; environmental management and security; forest engineering; environmental assessment of sites; industrial production control; management of protected areas; ecological budgets; life cycle analysis; environmental education and training; sea biology; environmental regulations, waste: separate waste, waste reduction; collection/recycling of waste, biological agriculture, tourism/leisure activities: cultural services, educational and training services; farm holidays; revitalisation of historical centres; natural parks; revitalisation and conservation of artistic cultural and archaeological goods; renewal of urban/metropolitan areas: new technologies in production processes, energy saving, Certification of Quality: EMAS/ISO 14001

Cities need to attract and to invest...

...**investments** in the transport sector; investments in waste, water, natural resources recycling, in water/sewage system, in the ecological efficiency of technical/energy plants, in the new technologies for renewable energies.

Success depends on the level of integration reached through consensus-building/participation/co-ordination processes. Cities should attract new partnerships with private and social actors and stimulate new employment.
As a matter of fact, employment is a central element of human sustainable development.

Co-operation among enterprises and consumers makes the environment protection "convenient", by stimulating a new viewpoint of consumers and recognises the protection of the environment as a new economic opportunity, "a matrix of innovation".

Cities compete…

Cities compete more and more to obtain investments and employment.
Cities are persistently suffering from unemployment.

This has generated various responses from the side of policy-makers.

The aim is to give greater recognition of unique/specific elements. Cities tend to invest in renewal (of images and spaces) to become more and more competitive and increase their attraction capacity. The environment becomes source of employment.

European Sustainability Framework
Main up-date

- The EU Urban Thematic Strategy (2005)

- The 6th Environmental Action Plan

- The Territorial Agenda (2008)

- The EU Sustainable Development Strategy (2006)

- The Aalborg Commitments (2004)

EU Sustainability Development Strategy

The EU has still to face unsustainable trends (climate change, transport, health, poverty, social exclusion etc.), which have not been reversed or stopped yet, therefore substantial renewal of the 2001 Göteborg EU Strategy on Sustainable Development (EU SDS) was needed

Innovative and talented cities

The re-launched strategy for jobs and growth, the Lisbon Strategy refocus priorities on jobs and growth. Under the Lisbon Strategy, the human concerns are separated into three main categories: innovation, as the motor for economic change, the learning economy, social and environmental renewal.

The Lisbon Strategy & the Sustainable Development Strategy

Without sustainable development and social inclusion,
no economic growth is possible.

Innovation and creativity are motors of a more dynamic economy.

- cross-departmental working and creativity in policy-making
- mainstreaming in the "way of doing things"
- dialogue-oriented approach (governance)

EU Sustainability Development Strategy supports signature to the Aalborg Commitments

" With regard to the important role of local and regional levels in delivering sustainable development and building up social capital, it is the overall aim to build sustainable communities in urban and rural areas where citizens live and work and jointly create a high quality of life. Approaches like Local Agenda 21 and other processes with broad public participation must be further strengthened and promoted. Municipalities, cities and towns should be invited to sign and implement the Aalborg Commitments. Networks at different levels should support these activities. In this connection the Commission is invited to elaborate possible options of how to promote the 'European Sustainable Cities & Towns Campaign' which provides an exchange of good practice including the elaboration of quality criteria, indicators and instruments"

More info on: ec.europa.eu/comm/sustainable

Thematic Strategy on the Urban Environment supports Agenda 21, Aalborg Commitments, and integrated management

" Welcomes the approach of the Thematic Strategy on the Urban Environment to highlighting the importance of public participation in decision-making and the role that existing voluntary initiatives can play; invites the Commission to provide support and impetus for public participation, in particular by actively facilitating and promoting Local Agenda 21 and the Aalborg Commitments".

"Appreciates that the Commission will provide technical guidance in 2006 on integrated environmental management, including environmental objectives, measures and instruments, by giving examples of good practice and referring to the relevant EU environmental legislation"

paragraphs 6 and 7

Sustainability from the bottom

Aalborg Charter:
- Principles for sustainability
- Local action (A21L)

1994

2004

Aalborg Commitments:
- 10 fields of action
- Definition of targets

2007

Seville Spirit:
- Accelerate the implementation of the Aalborg Commitments
- Partnership with the EU Commission

Agenda 21: What has been achieved ?
A European story of creativity

- 1994-2004 Embracing the Aalborg Charter: from 80 to 2300 signatories

- 10 years Local Agenda 21: 6500 worldwide, 5200 in Europe

- Increased political support : EU, local government networks, national states (UK,Germany,Netherlands, Scandinavia, Italy, Spain, France)

Two main (and complementary?) trends

Local Agenda 21	Environmental Management Systems

AALBORG COMMITMENTS

THEME 1 GOVERNANCE	THEME 2 MANAGEMENT

Declining, especially in Northern Europe
- – Lack of representativity?
- – Lack of quantitative goals?
- – Lack of a cyclical approach?
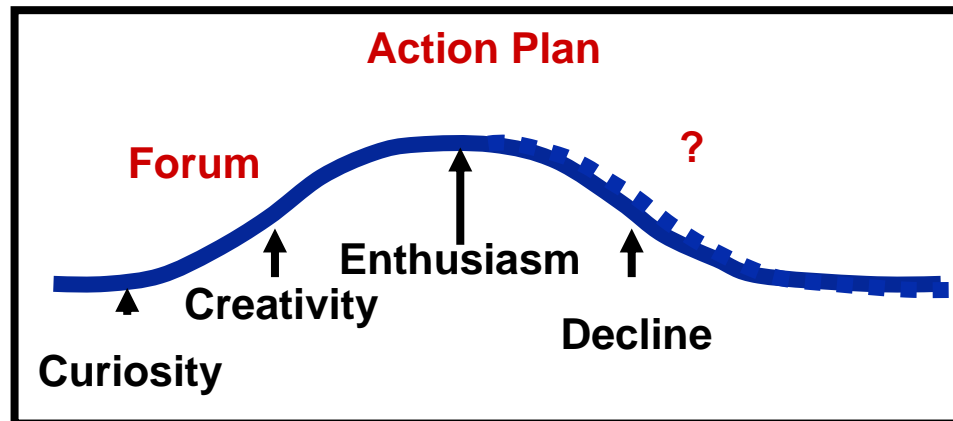
Motivate local sustainability
Principles

Initiative

Motivation

Peak

Decline

Implementation?

Cyclic Procedure?
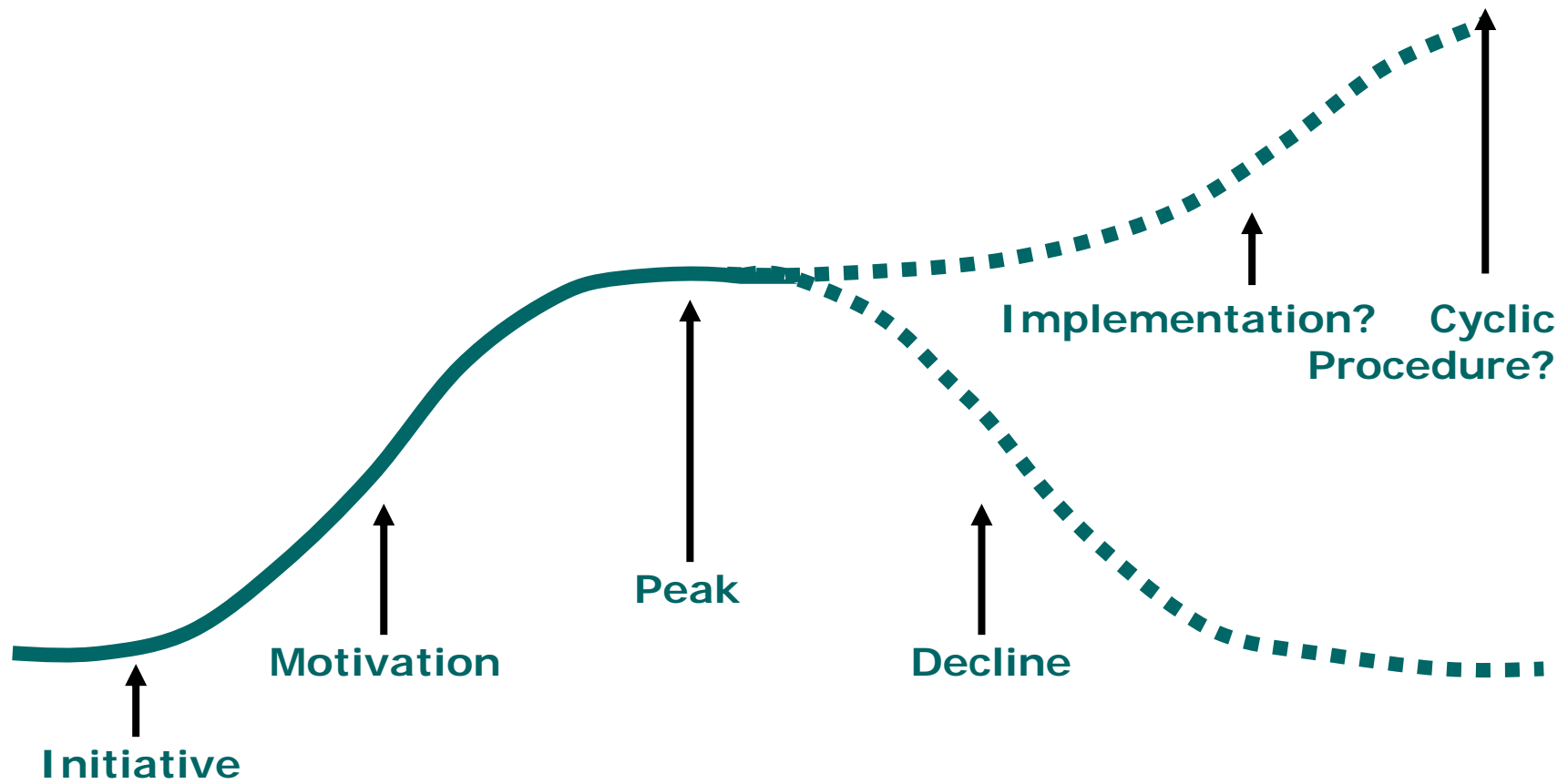
Motivate local sustainability
Principles

Periodic cycles
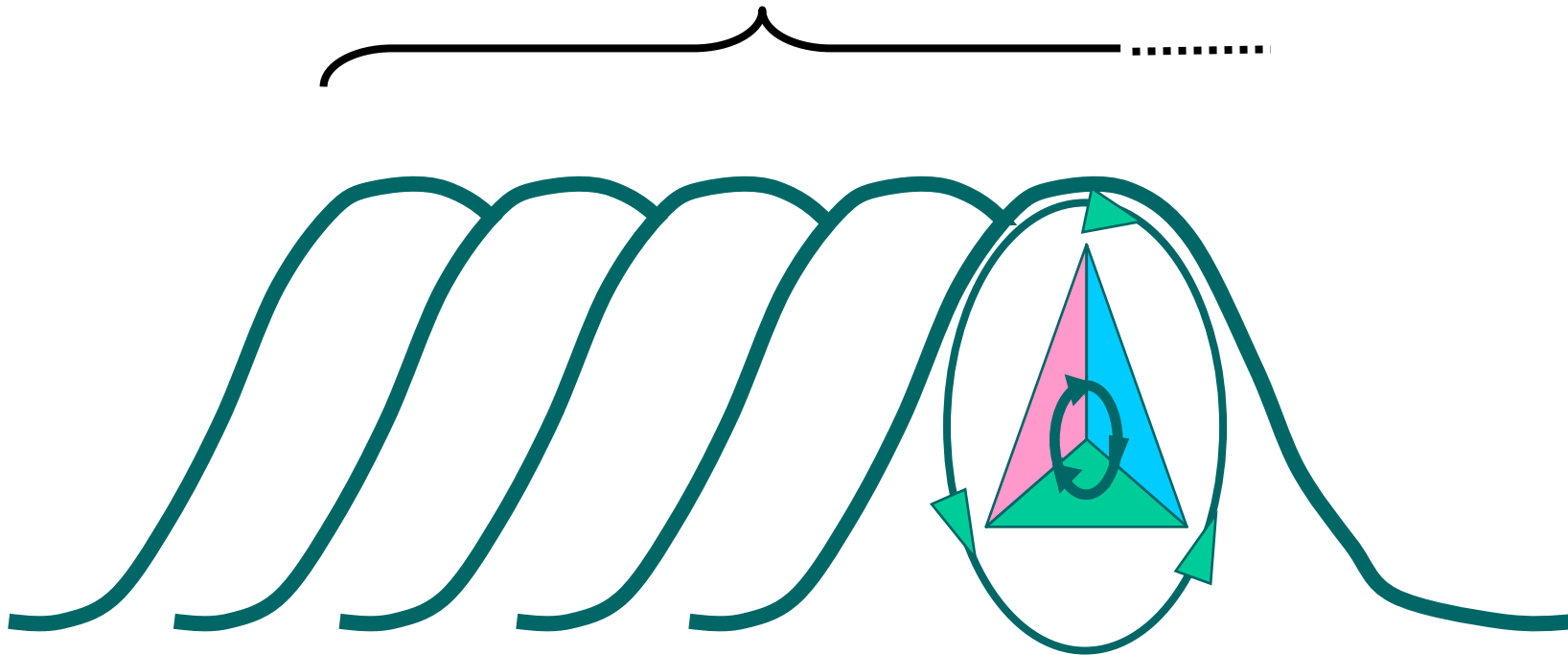
... Assure continuity

What is happening with Environmental Management Systems?

- 2000, European Commission:
  goal: 10,000 EMAS certified local authorities by 2005

- But the local authorities doing it are more than 260

  Reasons for slow increase?
  - Bureaucracy
  - Costs
  - Lack of quantitative goals
  - Lack of citizens' participation
  - Lack of politicians' (!) participation
  - Local authority is not an enterprise

Time for a new approach?

Need for integration of management and governance,
through tools and processes

- cyclic
- with quantitative objectives
- participatory
- with political legitimacy
- applied to whole community and territory

Key Objectives

✓ improve the environments and the environmental impacts of European cities through **better implementation** of management systems

✓ elaborate and test an **integrated management system** for local governments to achieve a community based, integrated, practical and efficient management system for the environment applicable to the **whole urban area**

✓ solutions will be **applicable** to all cities in Europe

Cities have:

- EMAS registration
- CLEAR
- *eco*BUDGET
- Aalborg Commitments
- Waste Plan
- Traffic Plan
- Energy Plan
- Education centres
- Social Balance
- ...

The Sustainability Cycle

Evaluation and Reporting
Core document:
Evaluation Report

(Update of) Baseline Review
Core document:
Sustainability Report

Implementation and Monitoring
Core document:
Sustainability Programme

Target Setting
Core document:
Sustainability Targets

Political Commitment
Core document:
Council Approval

The Sustainability Cycle

Evaluation and Reporting

Core document:
Evaluation Report

(Update of) Baseline Review

Core document:
Sustainability Report

1) BASELINE REVIEW

- Organisation
- Priorities' identification
- …

Implementation and Monitoring

Core document:
Sustainability Programme

Target Setting

Core document:
Sustainability Targets

Political Commitment

Core document:
Council Approval

The Sustainability Cycle

Evaluation and Reporting

Core document:
Evalu...

(Update of) Baseline Review

Core document:
Sustainability Report

**Implementati...
Monitoring**

Core document...
Sustainability Programme

Target Setting

Core document:
Sustainability Targets

Political Commitment

Core document:
Council Approval

2) TARGET SETTING

- Participatory process
- Strategic objectives
- Quantitative and time-related targets
- …

The Sustainability Cycle

Evaluation and Reporting
Core document:
Evaluation Report

(Update of)
Baseline Review
Core document:
Sustainability Report

Implementation and Monitoring
Core document:
Sustainability Programm

Setting
ocument:
nability Targets

3) POLITICAL COMMITMENT

- Political debate
- Approval of objectives
- Communication to citizens

Political Commitment
Core document:
Council Approval

The Sustainability Cycle

Evaluation and Reporting

Core document:
Evaluation Report

(Update of) Baseline Review

Core document:

Implementation and Monitoring

Core document:
Sustainability Programme

Sustainability Targets

4) IMPLEMENTATION AND MONITORING

- Programs, projects, actions
- Roles and responsibilities
- Ongoing monitoring and corrective actions

Political Commitment

Core document:
Council Approval

The Sustainability Cycle

Evaluation and Reporting

Core document:
Evaluation Report

(Update of) Baseline Review

Core document:
Sustainability Report

Implementation and Monitoring

Core document:
Sustainability Programme

gets

Political Commitment

Core document:
Council Approval

5) EVALUATION AND REPORTING

- Analysis of goals' attainment
- Process evaluation
- Feedback for next cycle
- Communication to citizens

City-regions?

Neighbouring City

noise

motivation

traffic

waste

financial instruments

City
Built-up city and borders of political authority

information

indirect influences

energy

economy/ tourism

direct influences

water

land use

Neighbouring City

Neighbouring City

SUM for Functional Urban Area
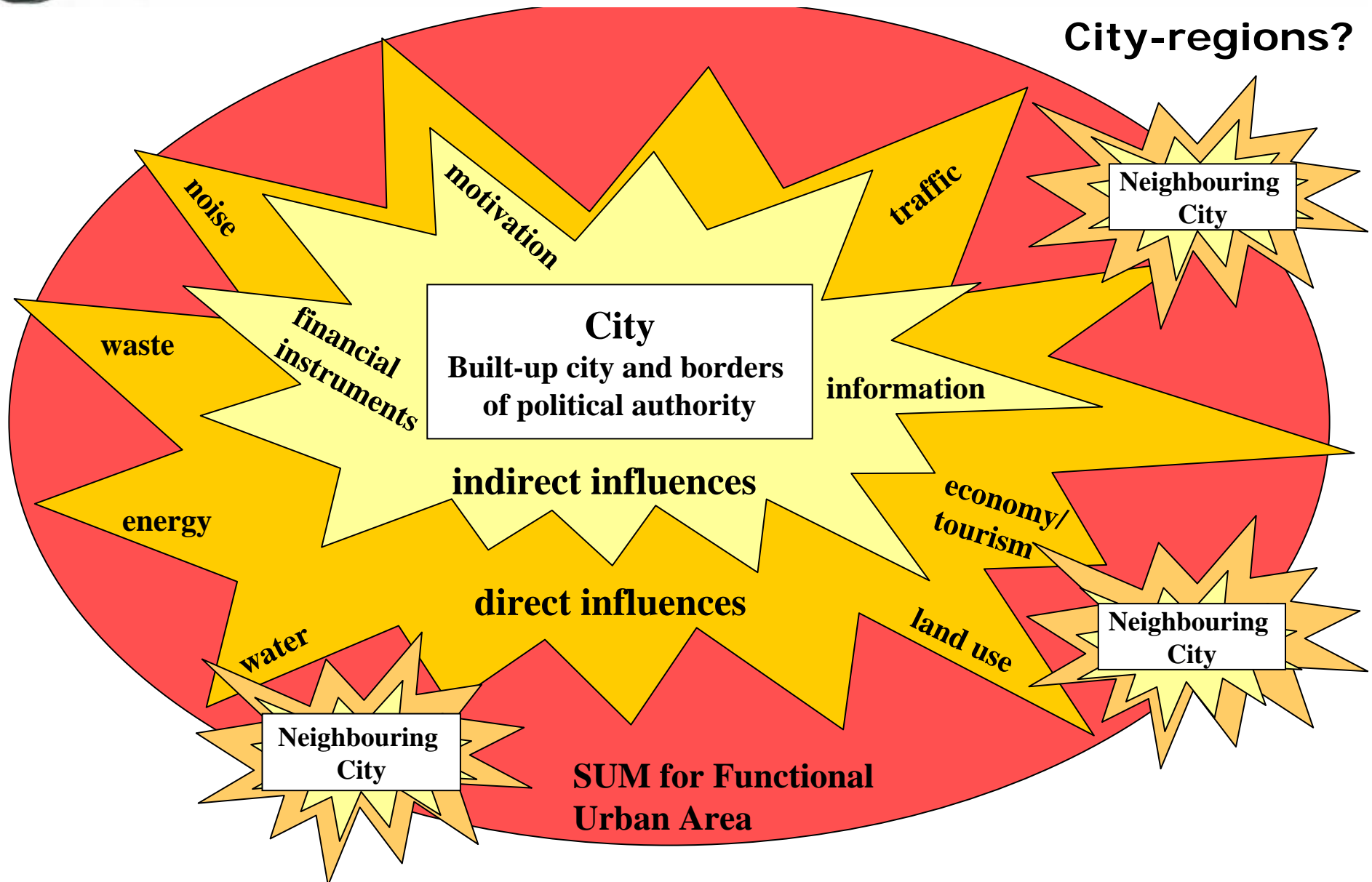
The process requires:

- good local political leadership

- time to build political relationships

- maturity on the part of local authorities

  - willingness by smaller local authorities to recognize the key economic and political role of the core local authority

  - and from the larger local authorities so that smaller places do not fear that their long term economic interests will be neglected

Municipal administration

Utilities

Wider community

Neighbour cities

Private sector
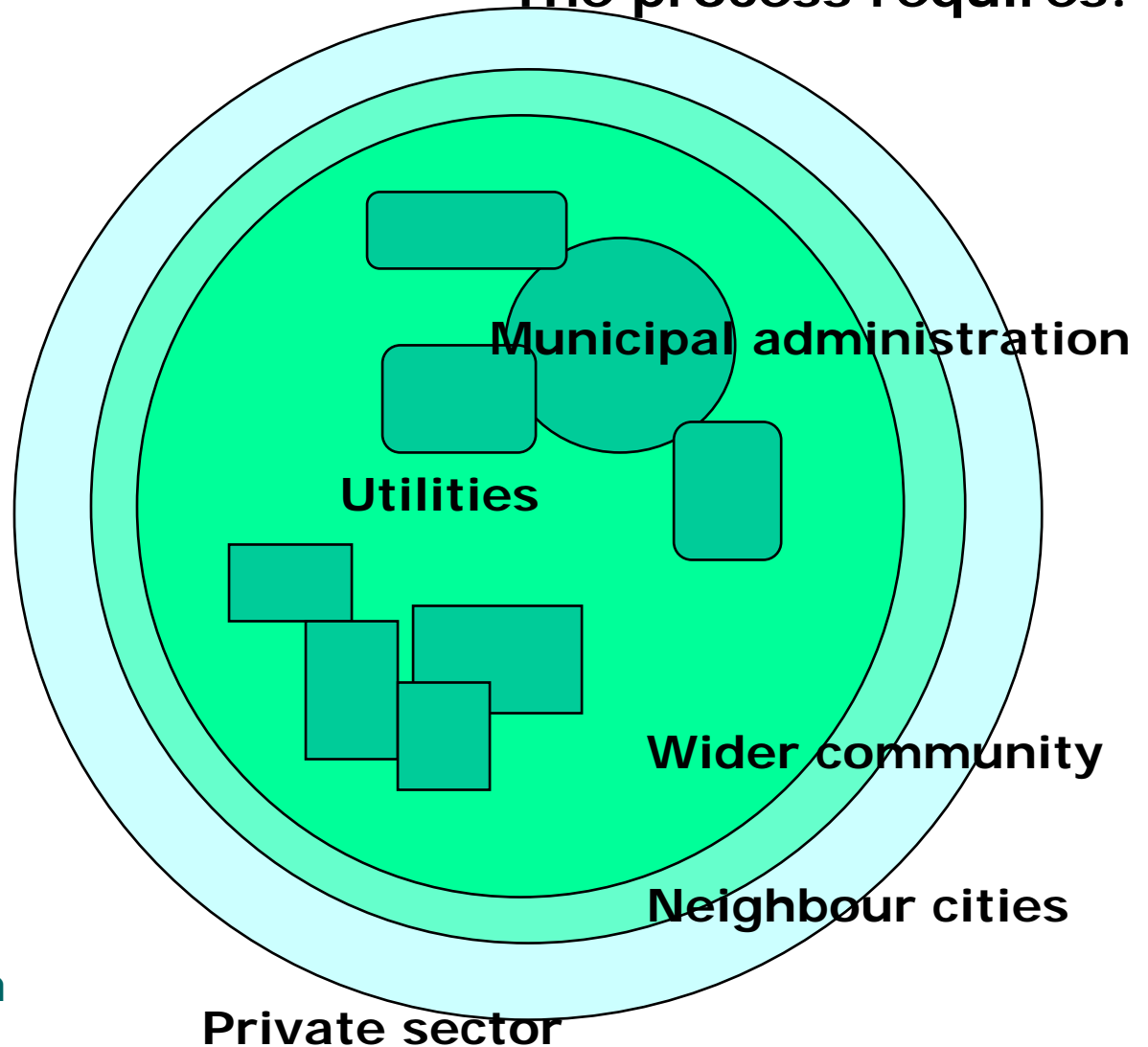
Integration of levels of government

European environmental management

National environmental management

Regional environmental management

Local environmental management

Europe

Nation

Region

Local authorities

Common indicators/targets

National indicators/targets

Regional indicators/targets

Local Indicators/targets
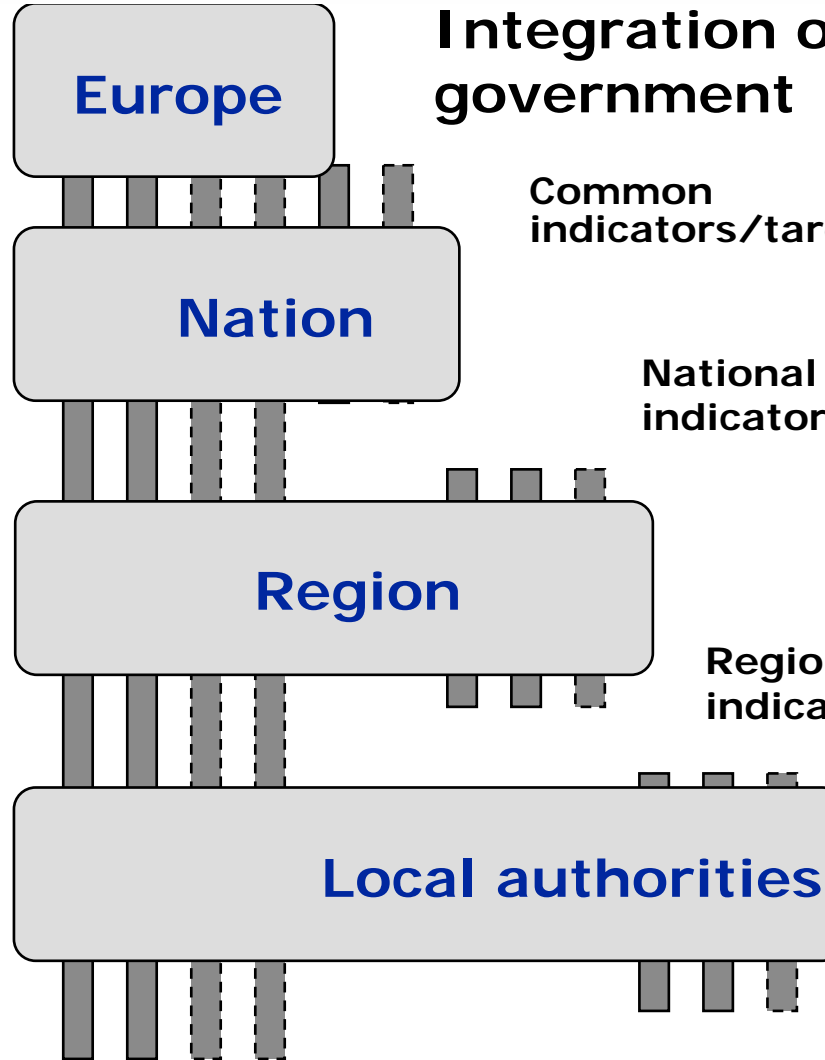
Stakeholders participation
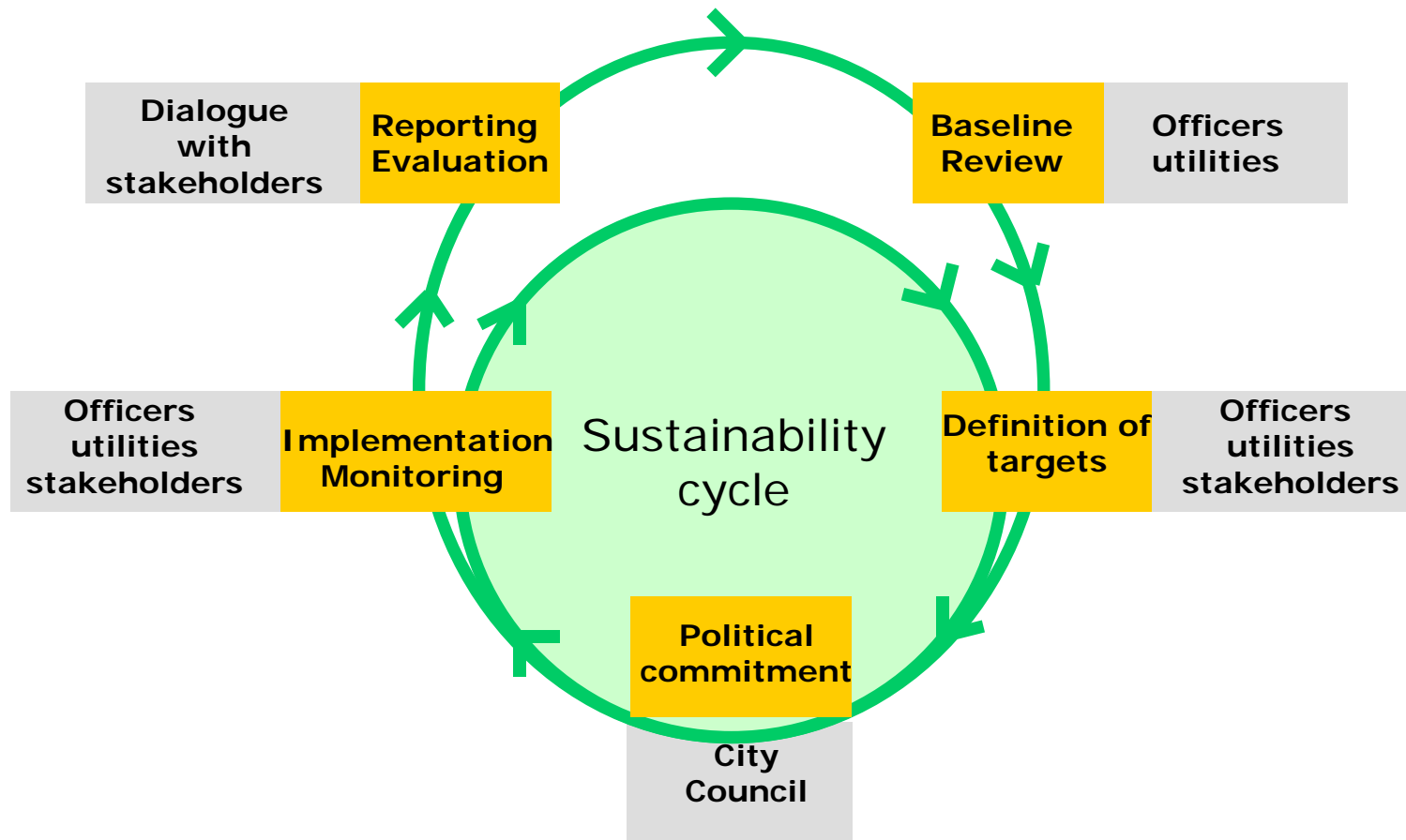
Sustainability cycle

- Reporting Evaluation — Dialogue with stakeholders
- Baseline Review — Officers utilities
- Definition of targets — Officers utilities stakeholders
- Implementation Monitoring — Officers utilities stakeholders
- Political commitment — City Council

Integration of tools
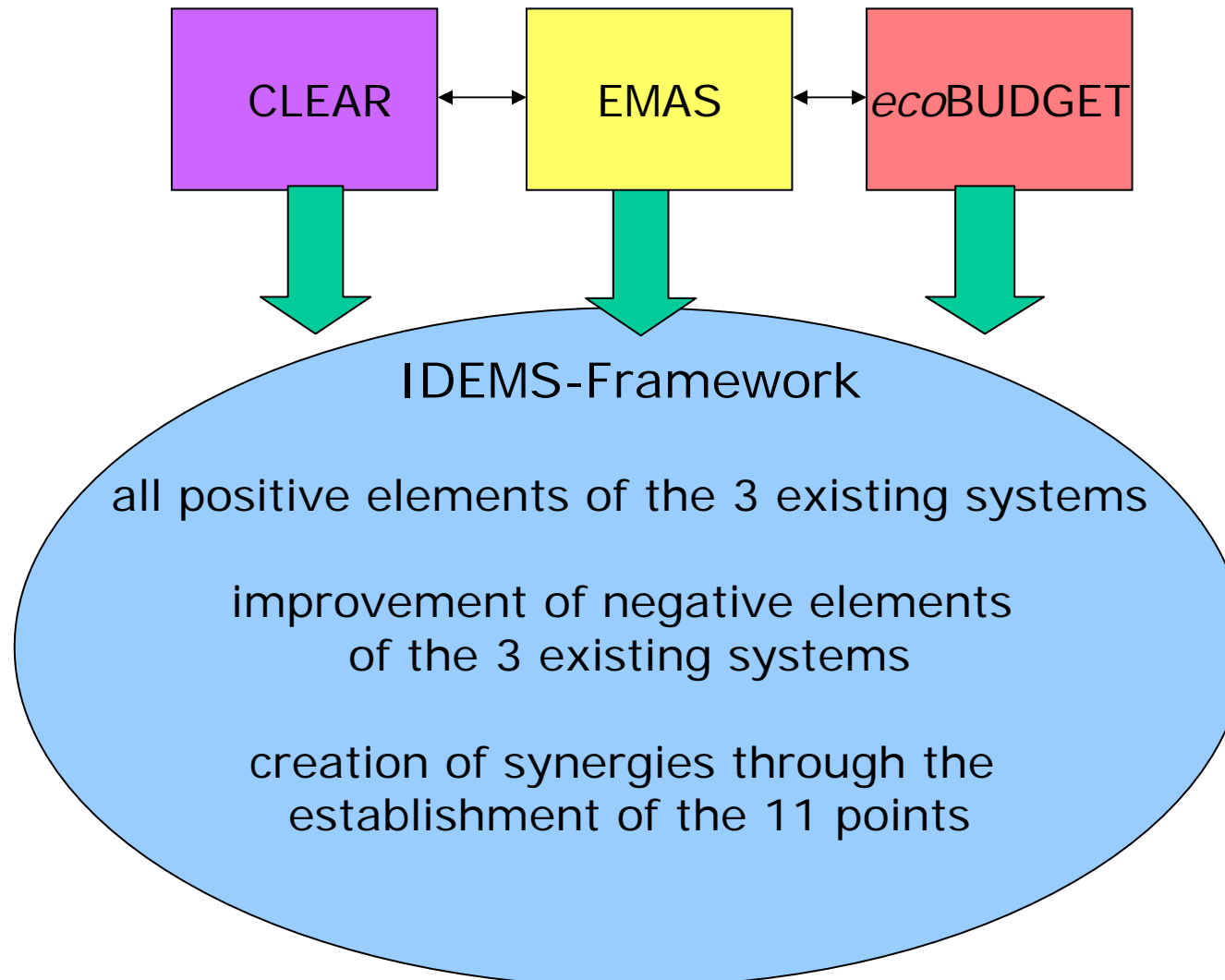
Integrated Management

In response to the need for an integrated approach, cities developed a core of standardised and harmonised generic model that with appropriate adjustment is applicable to cities in all Member States.

The IDEMS model:
- mainstreams in the "way of doing things"
- guarantees a dialogue-oriented approach and cross-departmental working
- can provide a "generic language"
- plays the role of a bridge between policies and actions
- will decrease the gap between vision and implementation

The model will provide national decision-makers with a methodology to facilitate the fulfilment of the Member States obligations towards the EU policy.