

Towards Sustainable Urban Management Systems

Training event IDEMS
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MUE-25



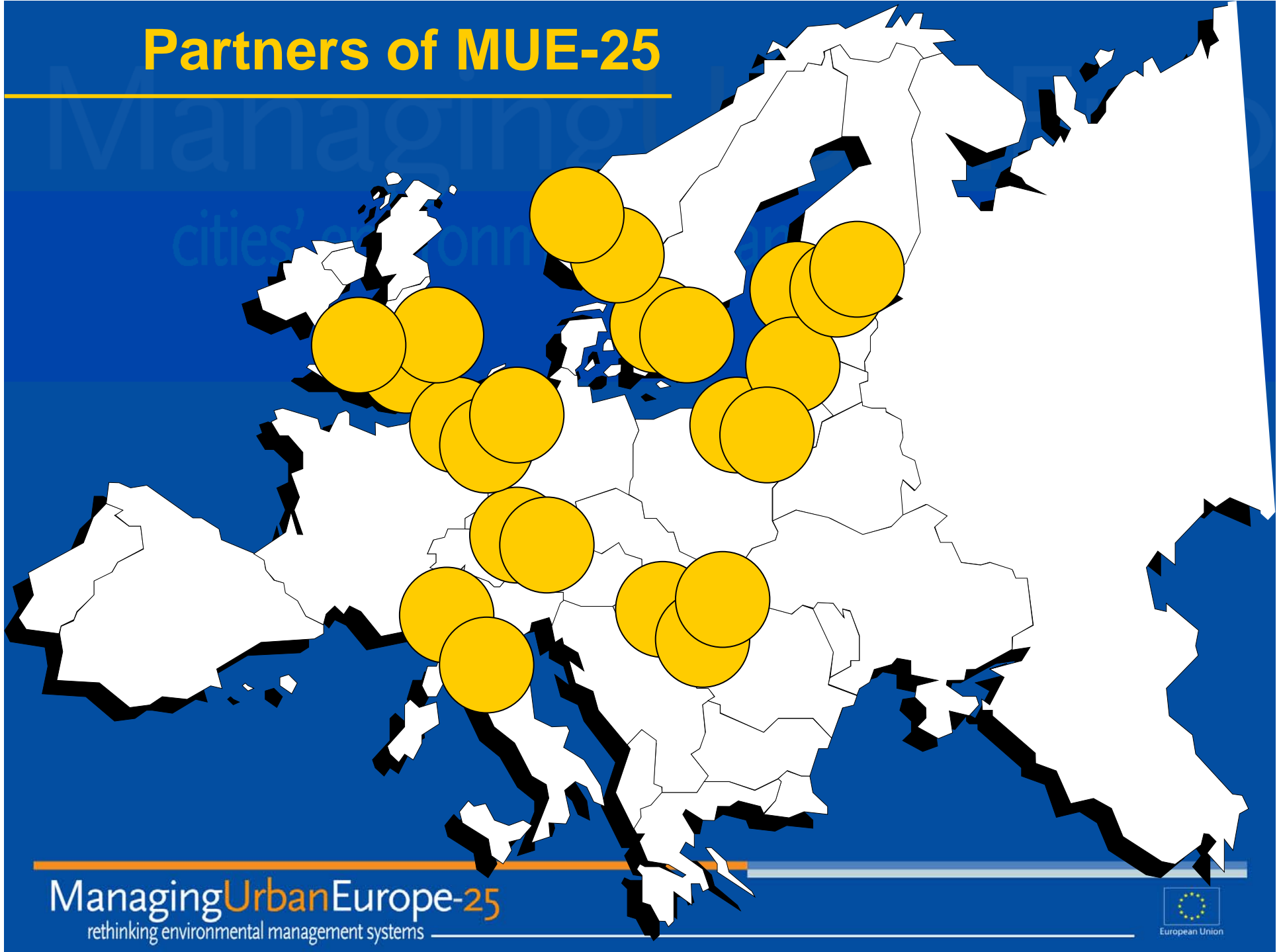
The 23 partners of MUE-25

Project Steering Group: Union of the Baltic Cities (UBC), Local Governments for Sustainability (ICLEI) University of the West of England (UWE), UNEP Grid-Arendal, and Lake Constance Foundation / Bodensee Stiftung

14 Cities: Turku (FIN), Lahti (FIN), Stockholm (SWE), Växjö (SWE), Leeds (UK), Lewis District Council (UK), Ancona (IT), Siena Province (IT), Riga (LV), Kaunas (LT), Siauliai (LT), Siófok (HU), Balatonfüred (HU), Oslo (NO)

Other networks: ASSURRE, Energy-Cities, Association of Cities and Regions for Recycling (ACRR), Lake Balaton Development Coordination Agency

Partners of MUE-25



Key objectives

- ✓ improve the environments and the environmental impacts of European cities through **better implementation** of environmental 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–25

How things stand

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 lead 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



Our Basic Framework

- 6th Environmental Action Plan
- Thematic Strategy on the Urban Environment and EU Sustainable Development Strategy
- Aalborg Commitments, 2002
- International processes & documents
(UN Conventions, Millenium Development Goals, Johannesburg Plan of Implementation, Johannesburg Declaration of Local Governments, Earth Charter, Melbourne Principles)
- Further EU documents
(Eco-efficiency Initiative, CSR in Com (2001) 347final)

Thematic Strategy on the Urban Environment and the EU Sustainable Development Strategy

In our city we have:



- a wide range of environmental policies, actions and programmes...

- short-term planning driven by political process...

- project-based development ...



- ...mostly acting as separate exercises without considering synergies

- ...and less long-term challenges

- ...rather than a coherent sustainable development policy

The Integrated Approach

The different policies at different administrative levels often act in isolation from each other, being managed by different administrative departments.

Active and **integrated** management of environmental issues for the whole urban area is the only way to achieve a high quality and healthy urban environment.



What to do ...

- **Pitch ourselves:**
What is our city's position on the stairs to sustainability management?
- **Decide our ambition:**
What is our city's long-term aim?
- **Decide our short-term ambition:**
What stairs does our city want to climb within the project's lifetime?
- **Develop road map:**
What is our city's way to achieve ambition?

What we suggest ...

- Good news: **No new system!**
- Confirmation of **PDCA cycle**
- Definition of a **framework model** for environmental and sustainability management of the whole functional urban area
- Agreement on **key principles** as foundation of any locally applied environmental or sustainability management system to allow for commitment in dependent from local framework conditions

The Plan-Do-Check-Act cycle

Re-ACT

Study the result

Redesign systems to reflect learning

- Change standards
- Communicate it broadly
- Retrain

CHECK

Observe the effects of the change or test

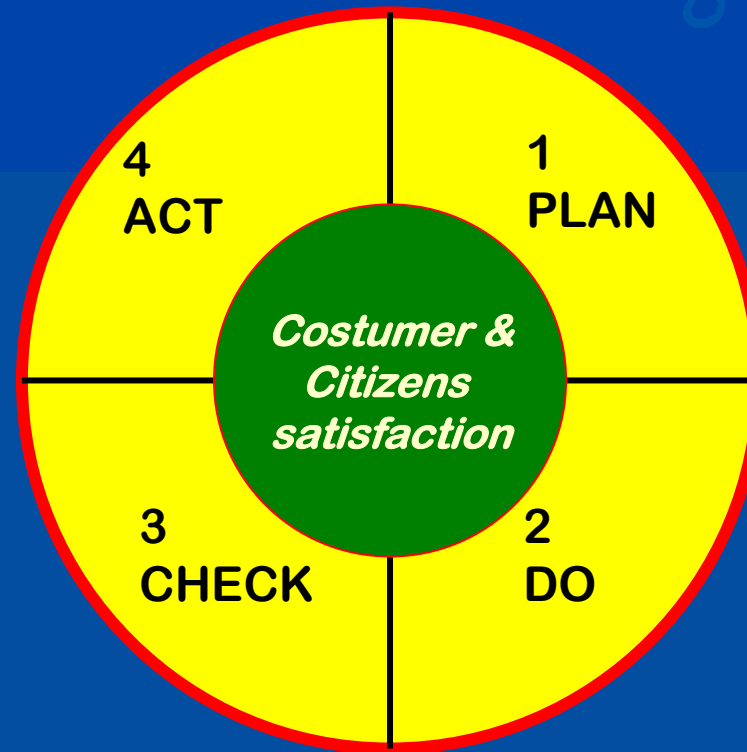
- Analyze data
- Pinpoint problems

PLAN

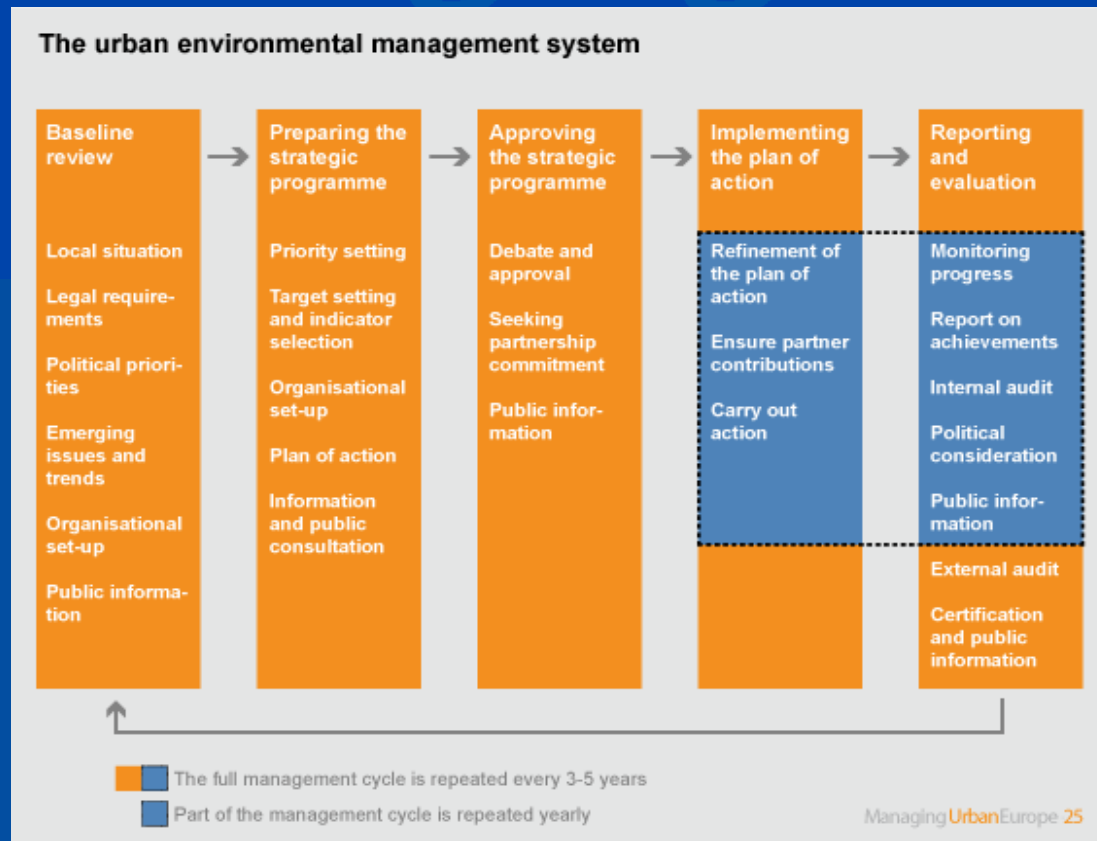
- Understand gaps between customers' /citizens' expectations and what you deliver
- Set priorities for closing gaps
- Develop an action plan to close gaps

DO

- Implement changes
- Collect data to determine if gaps are closing



5 Elements towards a coherent framework model for urban environmental and sustainability management



CLEAR

ecoBUDGET

EMAS

Basic Principles for integrated management systems

- Relevance
- Functional Perspective
- Legal Compliance
- Continuous improvement towards sustainability
- Strategic orientation
- Mainstreaming
- Decentralised implementation
- Integration
- Inclusive
- Adaptability
- Complementary
- Evolutionary
- Gradual expansion

Environmental Review and Legal Compliance

- **Baseline review check-list in the MUE-25 Project**
 - Does the BR cover all relevant env. or sust. aspects respectively? Aalborg Commitments?
 - Does it reflect the interrelation between the different aspects? Resource approach?
 - Have all departments of the local government been informed and involved?
 - Have other stakeholders been informed and involved (Local businesses, social institutions, regional administration)?
 - Does the BR make use of significant indicators to describe the current situation?
 - Does it also document the gaps with regard to indicators?
 - Does it include a SWOT- analysis?
 - Has the evaluation been considered for the priority-setting?

Environmental Review and Legal Compliance

- Recommendations for the Baseline Review in the “Managing Urban Europe (MUE)” project
 - The assessment of the current situation should be structured in:
 - Definition of the scope of the “assessment of the local situation” = whole functional urban area.
 - Content of the “assessment of the local situation”= Definition of all relevant environmental /sustainability aspects
 - Mapping the legal requirements
 - Selection of the methodology to elaborate “assessment of the local situation”
 - Overview of departments involved, superior authorities, and private stakeholders.
 - Collection of information and (key) data and /or indicators
- Evaluation of the current situation

What we suggest

- **Journey approach:** *allowing to consider different starting points a, framework conditions and ambitions*
- **Modular approach:** *allowing to 'grow the system' based on gradual expansion*
- **Framework approach:** *allowing for integration of locally applied instruments and step by step completion and advancement*

Gradually extend the system

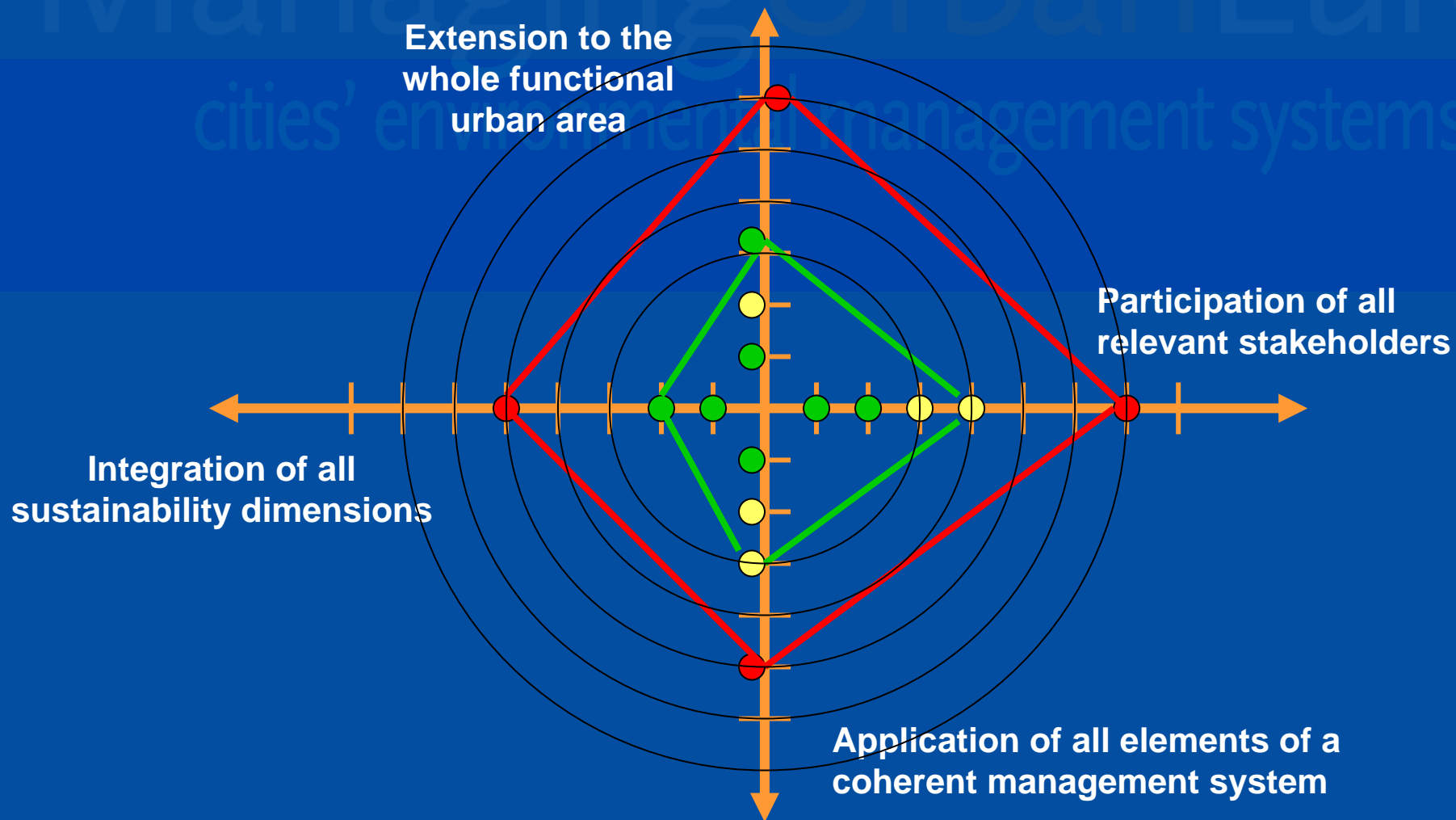
- **territorial extension:** apply environmental management system to the whole urban area (e.g. appropriate choice of indicators and targets)
- **actor related extension:** include stakeholders in the city and co-operation with neighbours
- **dimension related extension:** integrate other dimensions of sustainability into the environmental management system

Remark: Aalborg Commitments as reference document to identify direct and indirect sustainability aspects of urban areas

Pitching Board: A compass to cities' ambitions

- Extension to the whole urban area (site, municipal area, city's territory etc.)
- Participation of all relevant stakeholders (Businesses, Public Institutions, NGO's, District Boards, etc.)
- Integration of all sustainability dimensions (Aalborg Commitments)
- Application of all elements of a coherent management system (6 Elements of the cycle: Baseline review, etc.)

Pitching Board

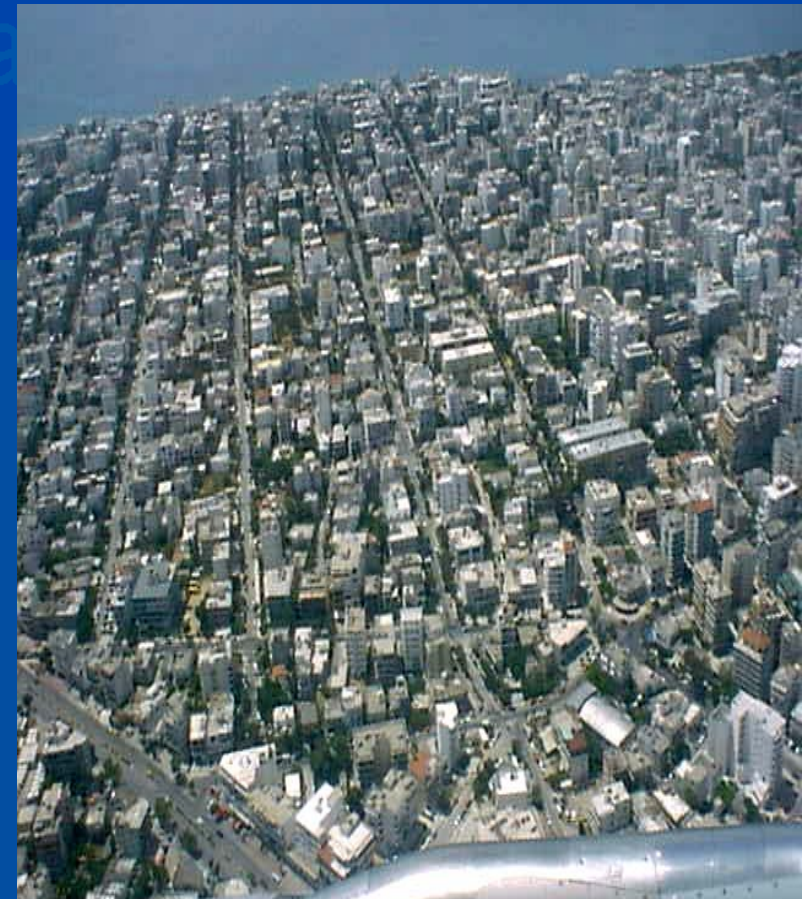


Issues

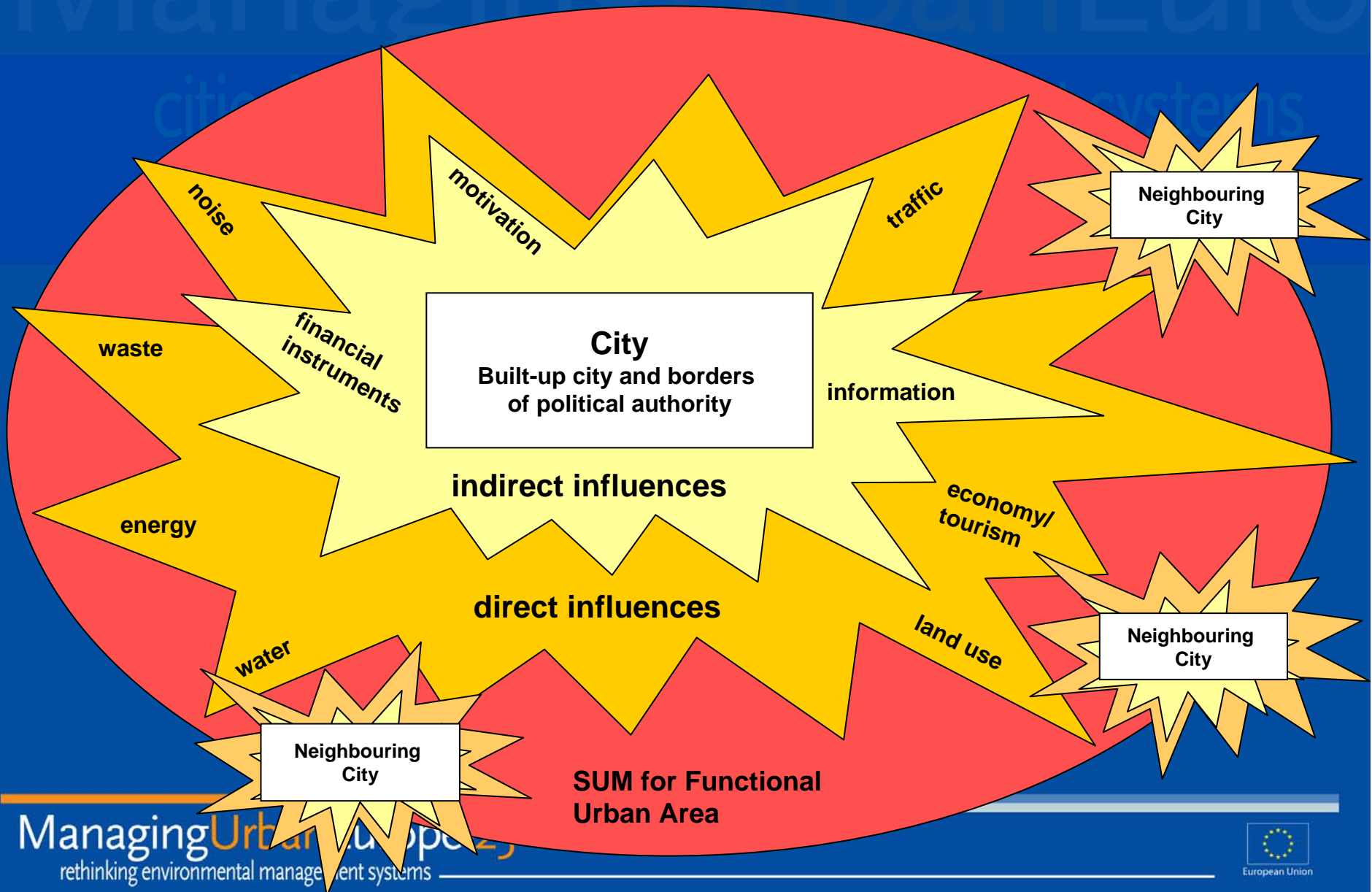
- How to move forward?
 - How to address the whole functional urban area?
 - How to involve all relevant stakeholders?
 - How to implement a coherent management system?
 - How to involve all sustainability dimensions?

Address the functional Urban Area

- Management should address all relevant activities of all actors (municipality and stakeholders) within borders of political authority area and built-up city area that have remarkable environmental impact.



Address the Functional Urban Area



How to address the Functional Urban Area

Principles

- support for the emerging concept of City-Regions
- best way of addressing issues of sustainable development
- proper spatial focus for urban policy, politics and planning in future
- hard choices - allocation of resources, designation of areas for growth, and infrastructure location

How to address the Functional Urban Area

- difficulties in making such arrangements
- political, historical, cultural, economic and institutional barriers - include clashes of economic interest, historic rivalries, fragmented governments, inappropriate boundaries, conflicts over development sites, and inadequate infrastructure

so way forward?

- political leadership
- partnership – build political relations
- organizational structures – informal
- cooperation incentives
- partnership and leadership remain the fuel which drives institutions – allied to
- vision + strategy

How to address the Functional Urban Area

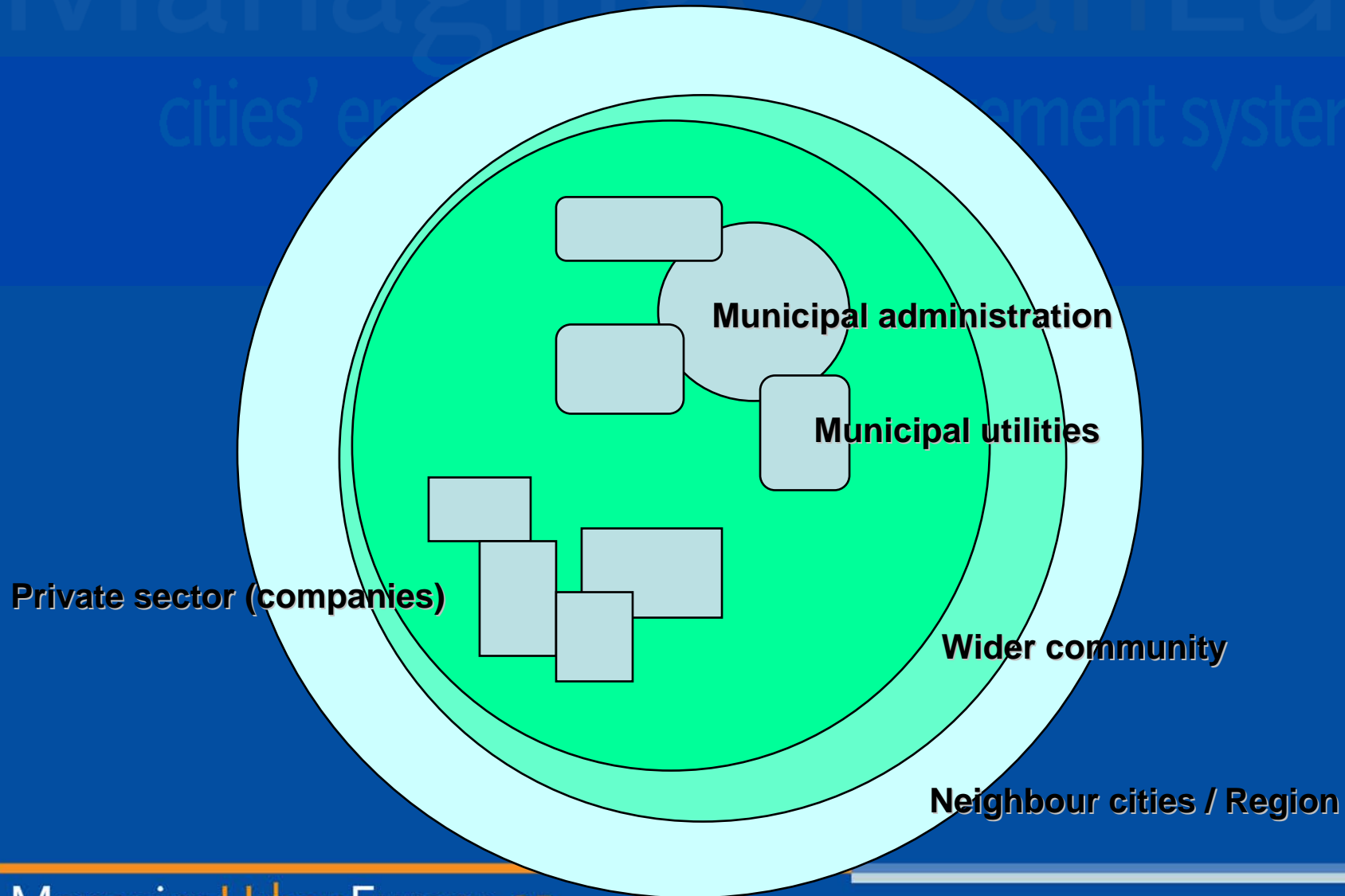
Process requires

- 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

How to address the Functional Urban Area

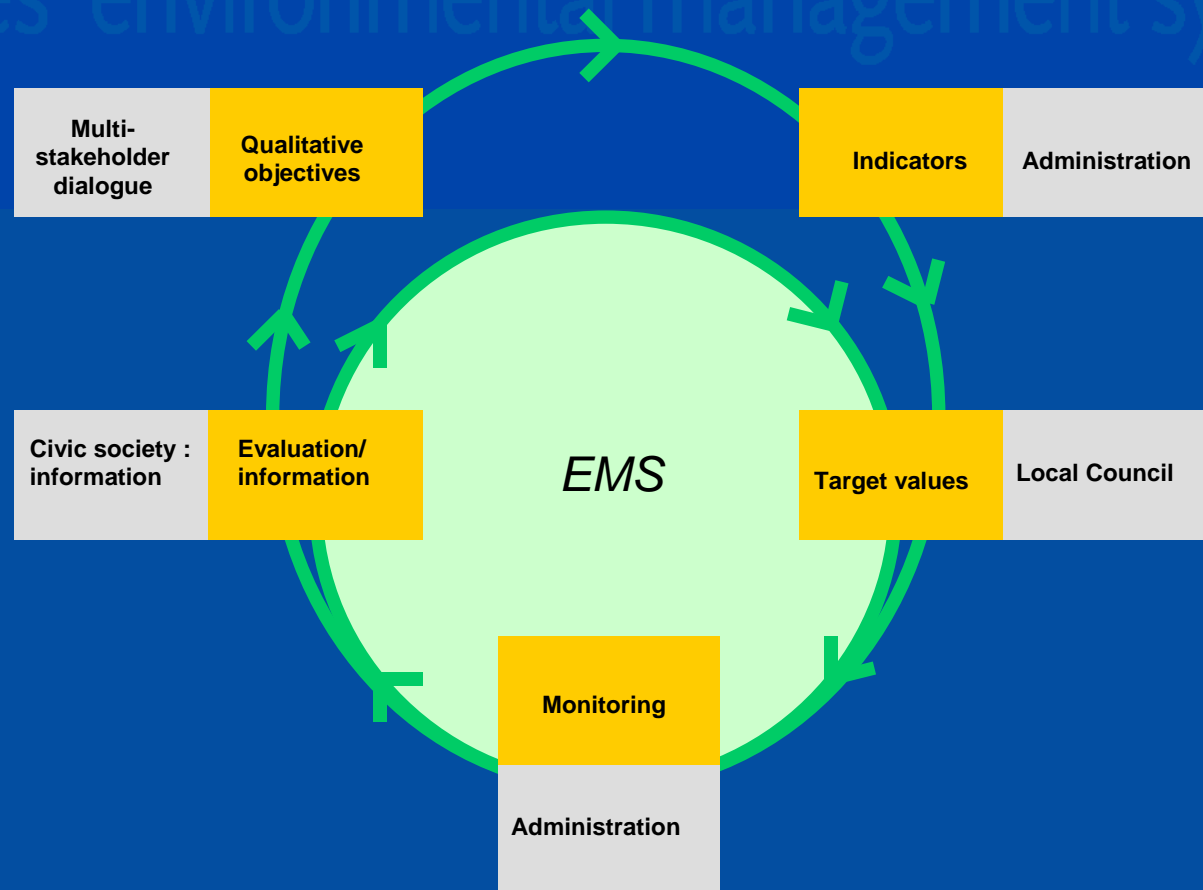
- precise boundaries of a City-Region are not static - vary over time
- and vary for the particular policy issue in hand, for example, planning, transportation, and economic development
- merits of working with informal political alliances rather than seeking institutional change
- Many partners argued that given local challenges, government should not simply exhort local partners to collaborate, it should actively incentivise them to do so

How to address the Functional Urban Area



Participatory Management

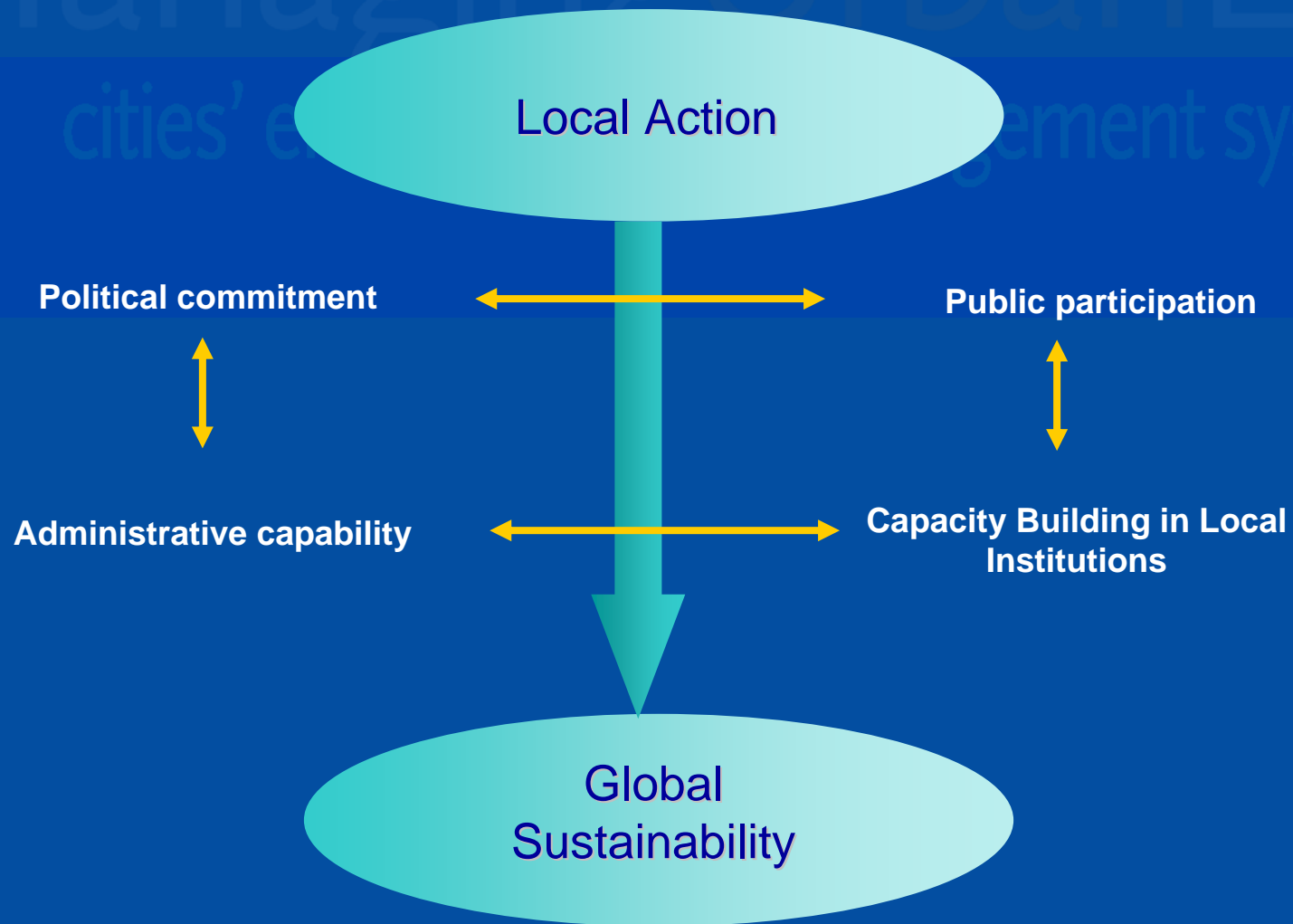
Managing Urban Europe
cities' environmental management systems



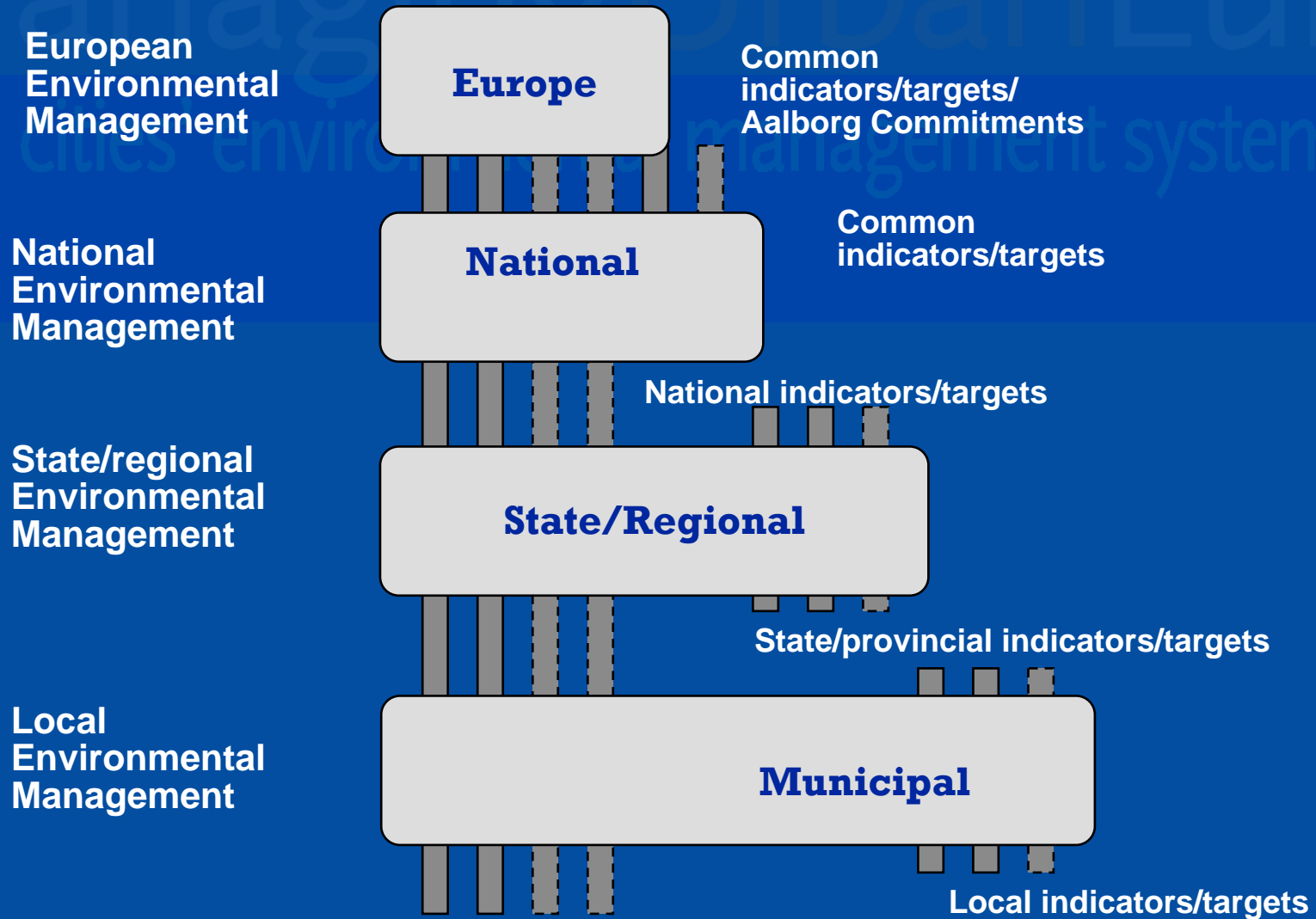
Capacity Development

	Local Government	Administration	Stakeholders	Public
Preparation	Target setting Ratification	Resources Indicators Process	Issues Targets	Awareness
Implementation	Decisions Information	Measures Monitoring	Measures	Stimulation
Balance	Analysis Ratification	Balancing Reporting	Evaluation	Accountability

Capacity Development



Integration of governmental levels



Integrate Sustainability Aspects Aalborg Commitments

Aalborg Commitment element	Time schedule	Compares to Management system element ...
Baseline review	Within 12 months after signature	Baseline review
Targets set	Within 24 months after signature	Approval of plan
1 st Monitoring review	By 2010	Reporting and evaluation
Subsequent monitoring reviews	Scheduled in 5-year cycle	All elements of framework management system

Integrate Sustainability Aspects Aalborg Commitments

- A1. Governance
- A2. Local management towards sustainability
- A3. Natural common Goods
- A4. Responsible Consumption and Lifestyle Choices
- A5. Planning and design
- A6. Better Mobility, less traffic
- A7. Local action for health
- A8. Vibrant and local sustainable economy
- A9. Social Equity and Justice
- A10. Local to Global

Project 21: The Targets

Common goods	Water, Soil, Air	Land	Global responsibility	Equal opportunities	Social infrastructure
Needs					
Housing		Land-saving housing schemes	Energy-saving houses	Affordable housing for all	
Mobility	Low-emission transport and mobility		Climate-protective mobility		Access to central facilities for all
Income	Facilities with low env. burden	Land-protective housing		Access to responsibility and influence	Access to income for all
Procurement	Consumption with low env. burden		Consumption without exploitation of poorer countries		High-quality care of children and the elderly
Leisure & Education		Protection of natural areas	Energy-conscious recreational activities	Integration of deprived groups of society	

Magic Sustainability Management Dice

