

**Stakeholder consultation event on  
the development of the  
Thematic Strategy on the  
Urban Environment**

**Workshop Report**

**Sustainable Urban Management**

**Prepared for  
The European Commission  
Directorate-General Environment  
by  
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# 1. INTRODUCTION

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## **Background**

- 1.1. The EC Environment Directorate is currently formulating a Thematic Strategy on the Urban Environment, and is undertaking an extensive consultation process to inform this. A Stakeholder Consultation Event on the Strategy was held in Brussels on 23<sup>rd</sup> - 24<sup>th</sup> June 2003 and formed one element of this consultation. A separate Overview Report<sup>1</sup> provides a full summary of the entire event, including further background to the Strategy and the wider consultation process.
- 1.2. In summary, four priority themes have been identified for the Strategy. They have been selected as they have a significant effect on the environment in urban areas. They are:
  - Management systems for urban sustainability.
  - Sustainable urban transport.
  - Sustainable urban design.
  - Sustainable urban construction.
- 1.3. This report sets out the findings from a Workshop Session on management systems for urban sustainability, which was one of four concurrent workshops held on the morning of the second day of the event.

## **Focus of the workshop sessions**

- 1.4. The Thematic Strategy is seeking to build on existing work and facilitate the change from talking about best practice to delivering it across the European Union – a change from 'Local Agenda 21' to 'Local Action 21'. The aim, therefore, is for a proactive Strategy setting out policy and actions.
- 1.5. The primary aim of the event was to collect the views of stakeholders, through a series of workshops, in order to inform the scope and content of the Strategy. In line with the aim to make the Strategy a proactive document, the focus of the workshop discussions was on actions that the EU can undertake to achieve real improvements in urban environments.

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<sup>1</sup> Available from [www.europa.eu.int/comm/environment/urban/thematic\\_strategy.htm](http://www.europa.eu.int/comm/environment/urban/thematic_strategy.htm)

## **Attendees**

- 1.6. The workshop session on sustainable urban management was attended by 27 delegates, listed in **Appendix 1**, including Carlo Lavalle, chair of the independent Expert Working Group on sustainable urban management

## **Workshop session structure**

- 1.7. The workshop session was structured into two parts:
  - Part I: Agreeing the key issues and barriers to success.
  - Part II: Agreeing key priorities for EC action.

### ***Part I: Agreeing the key issues and barriers to success***

- 1.8. The first aim of this session was to agree the key issues. This part of the workshop discussion was allocated half an hour. To structure the discussion, the issues surrounding sustainable urban management, as summarised in the Issues Summary Paper<sup>2</sup>, were presented on flip chart sheets. Delegates were asked to consider whether they agreed with them and whether any were missing and so on.
- 1.9. The facilitators then briefly noted that there are many cases of good practice in relation to the theme, and drew attention to the examples set out in the Issues Summary Paper. The group then spent approximately forty-five minutes discussing the key barriers to success, using a similar format (i.e. discussing the barriers as set out in the Issues Summary Paper, which were again presented on flip chart sheets).
- 1.10. At the end of this discussion, in order to get an indication of priorities, each delegate was given 5 sticky dots and asked to stick these on the flip chart sheets next to the barriers they felt were most significant. By totalling the number of 'votes' for each barrier an indication of overall significance was attained.

### ***Part II: Agreeing key priorities for EC action***

- 1.11. Part II, which aimed to agree the key priorities for EC action, was the key element of the workshop sessions. This session was structured around the barriers identified and prioritised in Part I. The barriers were typed up into a table on a laptop computer, and delegates were asked to identify actions which the EC could implement through the

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<sup>2</sup> LUC prepared an Issues Summary Paper, sent out to delegates in advance, which provided a synthesis of the issues raised in the detailed papers produced as part of the wider consultation process (also sent to delegates in advance - for details see the Overview Report). The Issues Summary Paper summarised the key issues facing each theme, best practice and barriers to success, and the key priorities for action at the EU level.

Thematic Strategy to overcome each barrier. Each action was typed into the table, which was projected onto a screen, so delegates could see a record of the discussion.

## **Report Structure**

1.12. The remainder of this report is structured into the following sections:

- **Section 2 Workshop session I: Key issues, best practice and barriers to success** summarises the discussions on sustainable urban management, which took place in the first part of the workshop session.
- **Section 3 Workshop session 11: EU actions** summarises the discussions on possible EU level actions, which could be implemented through the Thematic Strategy to achieve more sustainable urban environments across Europe in terms of management. This section compares the ideas of delegates with the recommendations made by the Expert Working group on sustainable urban management.
- **Section 4 Summary of recommended actions** summarises the EU level actions recommended by delegates to overcome the barriers to sustainable urban management.





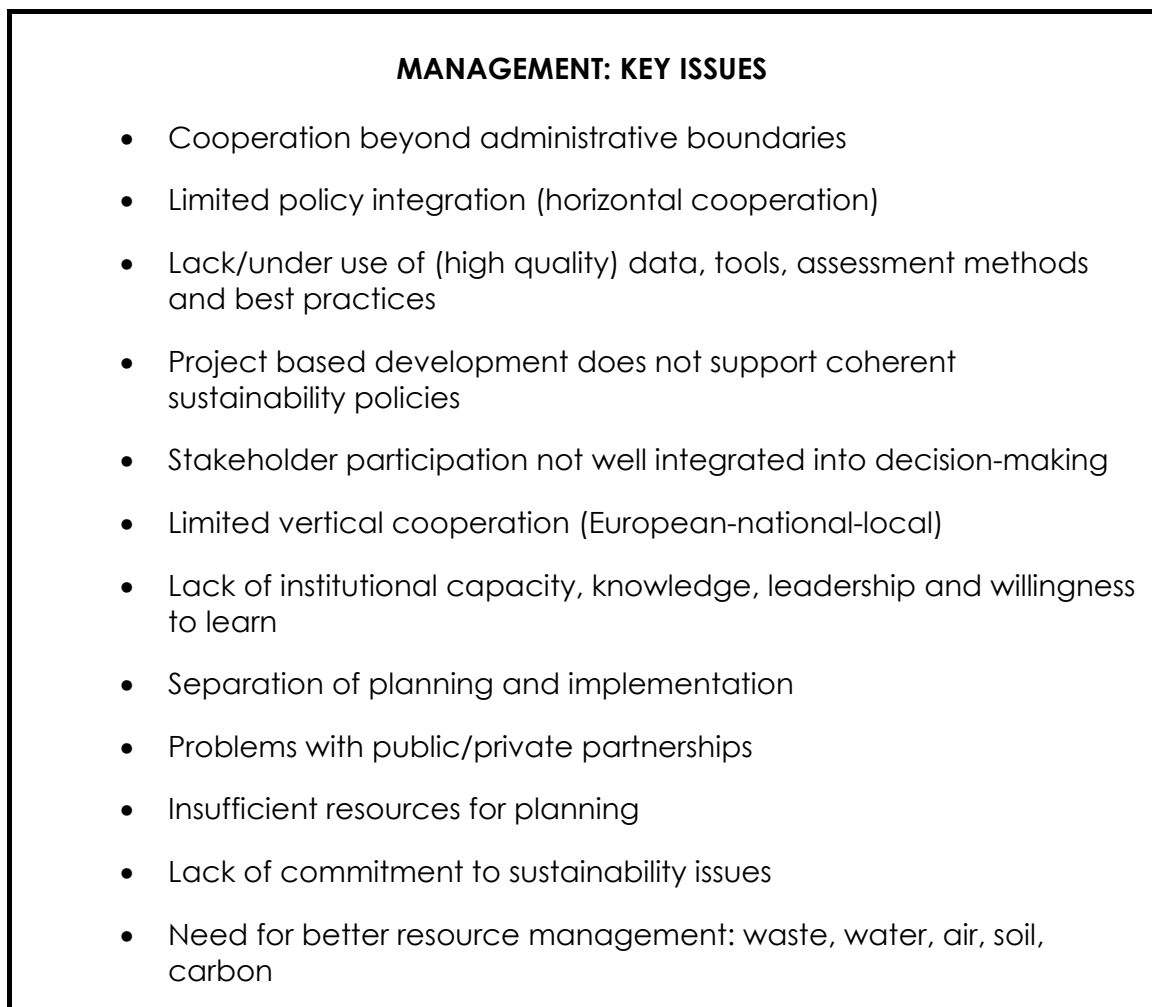
## 2. WORKSHOP SESSION I: KEY ISSUES, BEST PRACTICE AND BARRIERS TO SUCCESS

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### KEY ISSUES

- 2.1. The workshop session commenced with a discussion on the key issues facing sustainable urban management. The discussion focussed on the synthesis of key issues in the Key Issues Paper (which brought together the issues raised in the four sectoral reports prepared by NGO's, academia, business and Local Authorities and the paper by the Expert Working Group on Sustainable Urban Management). The Issues Summary Paper on sustainable urban management is included in an appendix to the Overview Report (Appendix 1).
- 2.2. In order to focus the discussion the issues were displayed on pre-printed flip chart sheets at the workshop, which are shown in **Figure 2.1** below.

**Figure 2.1 Pre-printed flip chart sheet of issues facing sustainable urban management**



- Better use of Local Action 21 (LA21)

### **Summary of discussion**

- 2.3. The discussion commenced by taking a general look at urban management. It was noted that it would have been useful to have some Chief Executives and City Managers present at the discussion as they are part of the target audience. It was thought that there needed to be a proper agreed vision of the problems facing urban management with reference to environmental, social and economic management issues. One of the major challenges was seen to be the ability to get past administrative boundaries. Municipalities also need to differentiate between urban management and general management issues.
- 2.4. The group felt that the economic aspects of management were not explicit enough in the list of key issues i.e. they did not mention the 'true costs' and life cycle costs. A longer timeframe should also be considered rather than political timeframes of 4-5 years.
- 2.5. The issue of a lack of political backing for funding was raised. It was also noted that there appears to be a lack of transparency and no sense of real urgency in addressing sustainable urban management. It was also suggested that there was a need to focus on outputs and a need to have simplicity to be able to implement actions. Political commitment was raised later on in the discussions and delegates felt that this was an important issue. It was thought that there was a need for a definition as management was currently contradictory, overly complicated and vague. The borders between management and planning were felt to be interesting as some planning issues are also management issues: for example land use planning. Management needed to be legitimised in democratic terms and time was needed to do it.
- 2.6. One delegate suggested that the issues should be divided into; 'who should be involved?' and 'how should this be done?'. The issue of who should be involved would include the integration between sectors, government departments and public and private groups. The aspect of how this should be done involves the improvement of fragmentation i.e. 'how do you fill in the gaps?'.
- 2.7. It was also felt that to ensure success in management, it was necessary to identify the core problems of each environmental issue. It was also felt that more participation was needed. The Aarhus Convention<sup>3</sup> was

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<sup>3</sup> Thirty-six countries and the European Community have signed the UNECE Convention on Access to Information, Public Participation in Decision-Making and Access to Justice in Environmental Matters (the 'Aarhus Convention'). Further information on the Aarhus Convention can be obtained from the UNECE Secretariat website ([www.unece.org/env/pp](http://www.unece.org/env/pp)).

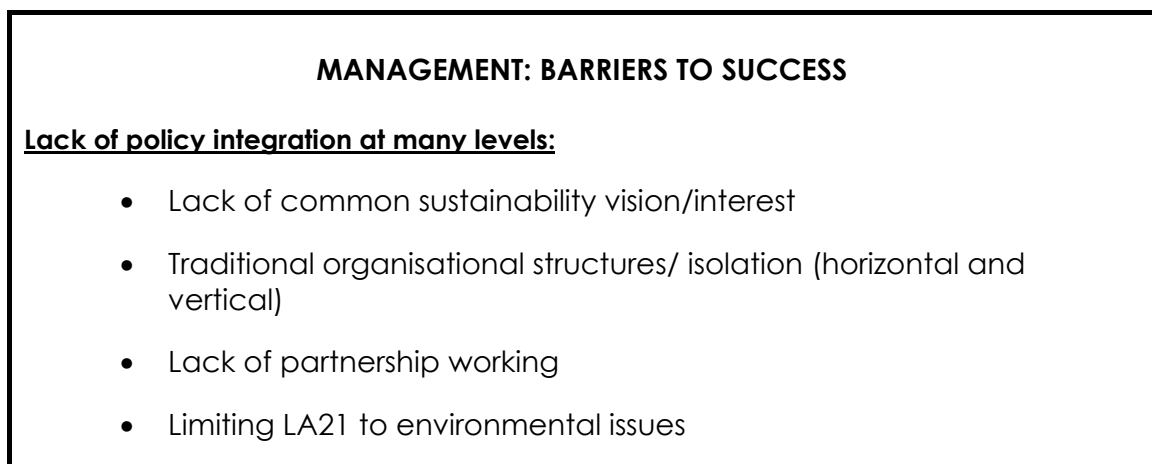
mentioned, which creates a right for participation through EU law. The EU is currently ratifying this framework. The group thought that stakeholder participation needed to be funded, with a clear methodology, particularly for stakeholders and managers.

- 2.8. Lack of knowledge was seen as a key problem for sustainable urban management and training was suggested as a solution, particularly internal training within municipalities (i.e. horizontal cooperation). A lack of knowledge was also highlighted with reference to models e.g. integration models.
- 2.9. EMAS (the Eco-Management and Auditing Scheme) was discussed in great detail. One delegate who specialises in EMAS set out the 'mantra' for EMAS: "What gets measured gets managed. What gets managed gets done". He also described EMAS as a powerful tool, which helps achieve objectives. There are three key issues inherent in EMAS. The first is 'High Performance', for example Local Authorities should comply with EU/International/local legislation. The second is 'Transparency' i.e. good governance. The final issue is 'Credibility', which suggests that Local Authorities should be held accountable. It was felt that EMAS would help with the political issue discussed earlier as it would take urban management out of the political arena.

## **BEST PRACTICE AND BARRIERS TO SUCCESS**

- 2.10. After the workshop group had discussed the main issues surrounding sustainable urban management, the discussion turned to barriers to success, to consider why best practice is not being widely implemented in municipalities across Europe. Again, the discussion was focussed on the barriers identified in the Issues Summary Paper. Similarly a summary of the barriers was presented to delegates on pre-printed flip chart sheets (**Figure 2.2**).

**Figure 2.2 Pre-printed flip chart sheet of barriers to success facing sustainable urban management**



- Insufficient communication
- Poor indicators and lack of a common benchmark system
- Lack of recognition that 'one size does not fit all'

**Resource issues:**

- Fiscal - declining revenues but growing areas of responsibility
- Public funds are not always spent in line with public priorities
- Time
- EIA disproportionately affects SMEs
- Legislation and bureaucratic processes

**Knowledge, commitment, involvement of stakeholders:**

- Lack of stakeholder participation
- Resistance/rigidity of Local Authorities and organisations
- Lack of information/ awareness of benefits of sustainable development
- Lack of transparency in planning system and legislation
- Complexity of tools and lack of clarity of terms
- Planning documents do not always reflect public priorities/views

**Summary of discussion**

- 2.11. The first barrier to be examined was 'public funds are not always spent in line with public priorities'. It was felt, by a Local Authority representative, that this was an unfair generalisation. It was concluded that this barrier should be removed from the list.
- 2.12. A new barrier: 'commitment of leaders and top managers to a small number of achievable measures', was added to the 'knowledge, commitment and involvement of stakeholders' list. It had been discussed that one of the main barriers to success was the courage and will to define goals. If projects start with vague issues and lots of targets, it is more difficult for people to achieve them. This was seen as a key issue that overrides the three categories of barriers listed above. It was agreed that targets were useful as something to manage, and indicators can monitor targets. One suggestion was that there should be a European competition element where countries are ranked against each other and it is possible to see who is performing best, therefore, giving countries something to aim towards.

- 2.13. Stakeholder and public participation was discussed as it was felt that there is a problem with getting people to participate as set out in the barrier: 'lack of partnership working'. Helsinki was given as an example as a city which has low participation rates in LA21. In particular, there was very little input from the business community. It was felt that other stakeholders should get involved. In Germany there are good examples of cooperation.
- 2.14. In terms of business, however, legislative processes were seen as a problem as they do not benefit business.
- 2.15. Another barrier was added to the 'Resources issue' list: 'lack of money to take risks and make mistakes ('Risk Capital')'. It was felt that risk capital had disappeared and funding agencies have no leverage in projects. A lot of money has been spent in the opposite direction to sustainable urban management i.e. more money has been spent on roads rather public transport. It was felt that more money was coming from private rather than public sources.
- 2.16. Another barrier: 'money not going towards sustainability (e.g. road building vs. public transport)' was added to the list of barriers. The problem was seen to be about visions. There is an incompatibility between budgets and visions for sustainability. Strategy and leadership is needed to drive visions forward to get long-term benefits.
- 2.17. Resource issues were discussed further and another barrier was added to the list: 'hesitance to make long-term investment in proven methods'. The delegates believed that many measures, which would prove economical in the long-term but not in the short-term, were not being implemented. It was felt that there was not enough awareness or financial support to assist those projects during the short-term period. The lifetime costs need to be recognised and put in the framework. Construction measures were used as examples. The group also thought that politicians should be made more aware of sustainable development issues. This should then lead to an increased allocation of resources in these areas.
- 2.18. The barrier 'lack of recognition that 'one size fits all'' was also discussed in depth. The delegates disagreed with this barrier. It was felt that common European objectives could be applied in a way that can also be diverse depending on different European cultures/cities, as it is important to recognise diversity and cultural heritage. City characteristics are not problems, rather, they are benefits for each city. Therefore, this barrier was not seen as significant and was removed from the list.

- 2.19. 'Lack of policy-making knowledge' was added to the list as policy-making processes were seen as barriers. This was joined by 'public awareness' as this was felt to be insufficient and creating a barrier.
- 2.20. The long-term investment issues that were discussed in the earlier session were also included. Therefore, the first barrier was adjusted to read 'lack of long-term common sustainability vision/interest and political commitment'.
- 2.21. The last barrier was also brought through from the earlier session: 'professional segregation' was added with the need for training. This was due to the fact that sustainability was seen as cross-cutting, affecting all areas, and there was currently a lack of commitment due to a segregation of expertise (e.g. in Local Authorities).
- 2.22. Having discussed and added to/amended the barriers to success, the facilitator asked all participants to place five dots against the issues which they felt were the most significant barriers to success. By totalling the number dots against each barrier it was possible to determine a ranking of priority. The ranked list of agreed barriers to success is presented in **Table 2.1** below. The additions to this list are included in *italic text*.

**Table 2.1: Ranked barriers to success**

Rank	No. votes	Barrier
1	20	Lack of <i>long-term</i> common sustainability vision/interest <i>and</i> <i>political commitment</i>
2	14	Poor indicators and lack of <i>an EU</i> common benchmark system
2	14	Lack of stakeholder participation
4	11	Traditional organisational structures/ isolation (horizontal and vertical)
5	8	Lack of partnership working
5	8	<i>Professional segregation: need for training</i>
7	6	<i>Hesitance to make long-term investment in proven methods (need to look at life time costs of projects – beyond annual budget).</i>
7	6	<i>Lack of money to take risks and make mistakes ('Risk capital')</i>

7	6	<i>Commitment of leadership and top managers to a small number of achievable measures</i>
10	5	Limiting LA21 to environmental issues
10	5	Lack of information/ awareness of benefits of sustainable development
12	4	<i>Money not going towards sustainability (e.g. road building vs. public transport)</i>
12	4	Resistance/rigidity of Local Authorities and organisations
14	3	<i>Public Awareness</i>
14	3	<i>Lack of policy making knowledge</i>
16	2	Lack of policy integration at many levels
16	2	Fiscal - declining revenues but growing areas of responsibility
18	1	Legislation and bureaucratic processes
18	1	Complexity of tools and lack of clarity of terms
20	0	Insufficient communication
20	0	Time
20	0	EIA disproportionately affects SMEs
20	0	<i>Experts / knowledge</i>
20	0	Lack of transparency in planning system and legislation
20	0	Planning documents do not always reflect public priorities/views
REMOVED		<del>Lack of recognition that 'one size fits all'</del>
REMOVED		<del>Public funds are not always spent in line with public priorities</del>





### 3. WORKSHOP SESSION II: EU ACTIONS

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- 3.1. The second part of the workshop session required participants to consider possible actions which could be undertaken by the EU to achieve more sustainable management. This was the key part of the workshop, which will be particularly important for feeding into the Thematic Strategy on the Urban Environment.
- 3.2. The first day of the event saw the Chair, Prudencio Pererra, Director of DG ENV, and Catherine Day, Director General of DG ENV stressing the importance of producing recommendations for practical, detailed, specific actions. The chair also stressed the importance of considering obligatory actions ('sticks') as well as more supportive actions, such as funding and issuing recommendations ('carrots').
- 3.3. The aim of the session was therefore to discuss detailed specific actions. In order to focus the discussion, the barriers to success as discussed in Part I were projected in a table in rank order from a laptop, and the discussion on actions addressed each barrier in turn, to consider the types of EU actions which might be appropriate. Each suggested action was typed in to the table. In order to ensure delegates were thinking about the full range of possible actions, a pre-printed flip chart sheet was displayed (**Figure 3.1**).

**Figure 3.1: Pre-printed flip chart sheet of possible EU level actions and measures**



## Summary of discussion

3.4. **Table 3.1** summarises the actions which were discussed in relation to each barrier to success.

**Table 3.1: Summary of EU level actions to address the barriers to success**

Rank	Number of votes	Barrier	EU level actions
1	20	Lack of long-term common sustainability vision/interest and political commitment	<ul style="list-style-type: none"> <li>• Improve consistency within EU policy on sustainability.</li> <li>• Link EU funding to sustainability in all policy areas, including Life Cycle Assessment.</li> <li>• Move from National to Local Strategies for Sustainable Development.</li> <li>• European Bank should support investment in long-term sustainable goals.</li> <li>• Good practice network.</li> </ul>
2	14	Poor indicators and lack of <i>an EU</i> common benchmark system	<p>Options:</p> <ul style="list-style-type: none"> <li>• Mandatory implementation of EMAS or other equivalent system at all levels of government (group divided).</li> <li>• Use of targets which reflect the stage at which each city has reached (so as not to disadvantage those who have not started).</li> </ul>
2	14	Lack of stakeholder participation	<ul style="list-style-type: none"> <li>• Raise public awareness of sustainability is key: linked to lack of information and awareness of sustainable development (see below).</li> </ul>
4	11	Traditional organisational structures/ isolation (horizontal and vertical)	

5	8	Lack of partnership working	<ul style="list-style-type: none"> <li>Find ways of involving businesses.</li> </ul>
10	5	Lack of information/ awareness of benefits of sustainable development	<ul style="list-style-type: none"> <li>Need for European training programme.</li> </ul>

### **Comparison of conclusions from the workshop session and the Expert Working Group on sustainable urban management**

3.5. The expert working group on sustainable urban management prepared a short summary paper on the findings of their work so far, which was circulated to delegates prior to the event (see Appendix 7 of the Overview Report). This summarised their findings in relation to:

- The definition of a vision for sustainable urban management – the vision is still under review.
- Prioritisation of urban management and implementation problems – a list of major problems hindering urban management and implementation of plans and decisions are listed.
- Recommendations and examples of management tools and methods:
  1. Encouraging cooperation beyond administrative borders
  2. Improving availability of data, tools and practices
  3. Encouraging vertical cooperation
  4. Developing institutional capacity
  5. Facilitating Sectoral Integration/Public-Private partnerships
  6. Supporting local governance and increasing public awareness

3.6. The following discussion provides an overview of the discussion in the workshop session and compares the suggested actions to overcome the barriers to successful implementation of best practice with those made by the Expert Working Group.

#### ***Encouraging cooperation beyond administrative borders***

3.7. The Expert Working Group paper stated that to achieve cooperation beyond administrative borders requires Local Authorities to be formally empowered by Member States to take full responsibility for the implementation of sustainable urban management. Local Authorities would also have to be provided with adequate capabilities (financial and resources). Member States would also have to define the extent of

their 'urban areas', including a flexible definition of a 'functional urban area'. Member States should also provide a National Action Plan for the Urban Environment.

- 3.8. The workshop group discussed the definition of management itself rather than the definition of urban areas. The issue of funding and resources was raised, although it was highlighted that awareness raising was required so that full use was made of existing resources. It was also felt that the existing role of Local Authorities should be recognised. The need to implement both local and national action plans were discussed at various points.

#### ***Improve availability of data, tools and practices***

- 3.9. The Expert Working Group recommended that Member States should nominate National Reference Centres for the Urban Environment in order to coordinate environmental data. It also suggested the regional/local bodies set up integrated regional land use and environmental information systems in support of sustainable urban management, using the various available urban management tools, in particular, reinforcing the link between LA21 and EMAS. Lastly, thematic indicators should be adopted and promoted by the EC.
- 3.10. As mentioned above, the workshop suggested that existing systems should be made more accessible and promoted. The use of EMAS was discussed at great length and it was agreed that a management tool of some sort should be implemented. The implementation of indicators was discussed with reference of monitoring progress and targets. It was suggested that in order to make progress, it would be more useful to have different targets for cities at different stages of implementing best practice i.e. taking smaller steps using targets that reflect individual situations.

#### ***Encouraging vertical cooperation***

- 3.11. The workshop discussed the consistency that was needed in relation to EC procurement and other EU policy to encourage vertical coordination.

#### ***Developing institutional capacity***

- 3.12. The Expert Working Group suggested that EC sponsorship of a Sustainable Cities Civic Leadership Programme for local government and politicians should be developed. The Expert Working Group also recommended that European transnational local government networks should be regarded as vital players in the process of disseminating knowledge and good practice across Europe.

- 3.13. The workshop did suggest that best practice examples of implementing a vision should be made available. It would be important for best practice examples to include information on how the vision was managed, what risks were taken and how other cities can learn from this. One delegate noted that the EC has been funding a database since 1996 on good practice, although there is clearly a need to increase the awareness of this.

### ***Facilitating Sectoral Integration/Public-Private partnerships***

- 3.14. The Expert Working Group suggested that sectoral integration/use of public-private partnerships should be implemented through a sustainable urban management 'think-tank'. The EC should also assign Structural Funds on the basis of sustainable long-term urban planning with a commitment to common goals. The EC should make public examples of integrated visions through various media, and governments should introduce or reinforce their guidance. Governments should also explore ways of matching long-term visioning and planning with budgeting and finances.
- 3.15. The workshop similarly recommended that EC funding should reflect a commitment to sustainable urban management on the part of the applicant cities, and the EC should promote examples of best practice. The workshop group also raised the issue of long-term sustainable investments in the key issue discussion. This added to the list of key actions.

### ***Supporting local governance and increasing public awareness***

- 3.16. The final recommendation by the Expert Working Group was to support local governance and increase public awareness. The EC should require all governments to explain their implementation of the Johannesburg Plan of Implementation. LA21 should be regarded as an essential component. The EC should require national governments to provide a National Environmental Awareness Action. The EU policy and funding should be better designed to suit different cultures and capacities across Europe. Finally, the EC should, together with Member States, establish a framework for effective urban governance.
- 3.17. At the workshop, public awareness raising was identified as an important issue. It was felt particularly important to make the public and Local Authorities aware of existing resources available and how to access them and to make use of the existing powers of Local Authorities and experts within different departments. It was clear that LA21 was not being implemented as widely as it should have been.



## 4. SUMMARY OF RECOMMENDED ACTIONS

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- 4.1. This report details the discussion of the workshop group on sustainable urban management. The key outcome from the discussion is the suggested actions that the EC could implement through the Thematic Strategy on the Urban Environment, in order to achieve more sustainable systems of urban management throughout Europe.
- 4.2. **Figure 4.1** below provides a summary of the key actions which delegates suggested the EC could implement through the Thematic Strategy.

### **Figure 4.1: Summary of possible EC actions which could be implemented through the Thematic Strategy on the Urban Environment**

- The EC should be more consistent in its own policy making on sustainability. This was highlighted with reference to EC procurement identifying the need for vertical coordination.
- EC funding should be linked to sustainability in all policy areas: there needs to be more political backing at a European level for sustainable projects such as renewable energy and including Life Cycle Assessment.
- The EC should encourage the implementation of local sustainable urban development strategies building on national strategies for sustainable development.
- The EC should encourage the financial investment in long-term sustainable projects. This will help organisations overcome the short-term costs to reach their sustainable goal.
- It was established that a good practice network already exists. The EC should raise awareness of this and encourage its growth and use.
- The EC should make mandatory the implementation of EMAS or another equivalent system at all levels of government.
- The EC should encourage cities to adopt targets that reflect the stage at which each city has reached. Therefore, those cities that have not begun implementing sustainable measures will not be disadvantaged.
- The EC should provide leadership and promote greater awareness of sustainability, targeting the public, businesses and all local government departments.
- The EC should explore ways of involving businesses in consultation and participation to achieve sustainable urban management. This may require an incentive scheme or beneficial legislation.
- There is a need for an EC coordinated training programme for Local Authority employees to ensure that all departments are working towards

sustainable goals.

- 4.3. The subject of EMAS raised the most discussion and the group was divided on whether EMAS should be made mandatory. It was pointed out that situations are diverse and therefore the barriers cannot be generalised, as fiscal and funding systems are different across Europe. Feelings were split over whether it was the best tool to use. It was also pointed out that EMAS was given a lot of weight in the 6<sup>th</sup> Environmental Action Programme. It is interesting to note that Belgium is currently considering making EMAS mandatory.
- 4.4. The possibility of cities twinning with those who have successfully implemented EMAS was raised. It was noted that the EC are already highlighting experienced cities with EMAS as part of their Peer Review, which is a voluntary process, and this could provide one way of sharing good practice.
- 4.5. The suggestion that the EU should be more consistent was raised in relation to procurement. It was suggested that EU funding could be restricted to those that are committed to sustainability, although concern was expressed that this could mean that only the front runners who were already involved in the implementation of sustainable measures would get funding. It was felt that public procurement should be taken as seriously as Health and Safety and the way that the EU spends its money should be examined to ensure funds are spent as sustainably as possible.
- 4.6. The issue of life cycle costs and long-term investment was also discussed at length. The concepts raised in *Factor Four*<sup>4</sup> were raised to show how solutions can be found.
- 4.7. In addition to the above actions a number of other actions and recommendations were made for other stakeholders, which included:

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<sup>4</sup> This point refers to the book *Factor Four* by Ernest von Weizsacker, Amory B Lovins and L Hunter Lovins – who are leading exponents of the concept of eco-efficiency. Eco-efficiency is about using resources more productively, so 'getting more from less'.



- The recognition of the existing role and framework of Local Authorities and their allocation of power.
- A need for a cross-cutting exchange programme of expertise between professionals to be implemented.

Land Use Consultants

July 2003

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## **APPENDIX 1**

### **Attendees in the workshop on sustainable urban management**



## Sustainable urban management workshop attendees

Name	Organisation
Eva BAÑOS DE GUIASOLA	Eurocities
Jørgen BRUN	European Commission DG ENV
Prof. Massimo CLEMENTE	National Research Council of Italy
Thierry COANUS	Laboratoire Rives - Ecole Nationale des Taux Publics de L'etat
Sven DAMMANN	Danish Building and Urban Research Institute
Thijs DE LA COURT	COS Nederland
Malamatari DORA	Municipality of Exedoros, Albania
Tine FUCHS	Deutscher Industrie und Handelskammertag
Ulrich GEHRLEIN	Centre for Interdisciplinary Research
Maria GRACIA	City of Barcelona, Spain
Klaus ILLIGMANN	City of Muenchen, Germany
Jytte KELDBORG	European Environment Agency, Copenhagen
Pierre KERMAN	City of Grenoble
Carlo LAVALLE	European Commission - DG Joint Research Centre Institute for Environment & Sustainability
Dr. David LUDLOW	University of the West of England, Bristol, United Kingdom
Helmut LUSSE	Global to Local Ltd
Marlene MARQUES	Grupo de Estudos Ordenamento Do Territorio E Ambiente
Anthony PAYNE	European Sustainable Cities & Towns Campaign
Jacques REY	Assoc. Française du Conseil des Communes et Régions d'Europe
Leida RIJNHOUT	VODO - Flemish Platform for Sustainable Development
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