**Reference Framework for Sustainable Cities- RFSC**
**CONCLUSIONS & RECOMMENDATIONS BY THE MS/I WORKING GROUP**

**SUMMARY**

**INTRODUCTION The today challenge for European cities and towns**

*What is the context and setting for the project?*

In May 2007 the European Ministers responsible for urban development signed the "Leipzig Charter on Sustainable European Cities" with the aim to improve the policy setting for integrated urban development, with a particular focus on deprived communities.

In November 2008, in Marseille, they called for the application of the charter by setting up a concrete operationnal tool for implementation of the sustainable urban development, for the cities and with the cities. They also wished to increase the focus on climate change in recognition of its rising importance.

Today we face the additional challenges of a gloomy economic forecast, and long-term growing pressures on public budgets. Such changes in emphasis are natural and must be accommodated.

*But what is the perspective as seen by the city?*

Today, more than 70 % of the European citizens live in urban areas. And cities are complex organisms. They are all different. Yet they face similar challenges. There are literally thousands. And they are growing. Both in number and population.

On the one hand, cities are one of the greatest assets held by Europe's citizens, as they are the motors for the socio-economic development of Europe. They are important levers for economic growth and producers of knowledge, innovation and culture. They offer to their citizens spaces of creation and exchange of knowledge, wealth, cultures, and the opportunity to "live together".

Historically, the traditional model of the European cities and towns -compact, diverse and complex - has contributed to their economic efficiency, environmental quality and social cohesion, as well as for the creation of interesting urban landscapes and rich architectural and cultural heritage, which both functional and creative at the same time.

On the other hand, cities are currently facing many challenges: They have to adapt to: macro trends such as economic changes (globalisation as well as the financial and economic crisis), demographic, social and cultural evolutions (ageing, immigration, risk of poverty, etc), environmental challenges (preservation of resources and climate change), etc. They also have to address the needs and expectations of their residents, companies and social stakeholders that often prove to be contradictory.

Moreover, they have to take into consideration the needs of all the service users, even those who do not necessarily live within their administrative borders, but who still use them either occasionally or regularly.

City leaders have to master the complex task of handling multiple, often conflicting, decisions on very diverse issues. They compete with other cities in order to attract the best talents, to develop their economies, to deliver resilient communities and economies, and to create places of great quality for their inhabitants and visitors. Especially in today's knowledge society where people become more and more mobile and demanding, competition is very important.

In order to deal with such complex tasks, cities need efficient tools. Such tools have to give answers to questions such as:

- How to share experience and learn from each other best?
- How can cities best cooperate in order to give rise to a well balanced territorial development?
- How can they apply diagnosis, operational and assessment tools that can be shared between the elected representatives, their technical departments, professional bodies, and their citizens?

To tackle all these issues, a change is needed in our societies, our economies, our behaviours, and our technologies. This means that the path towards sustainability of the European City is a long term challenge which implies that we have to avoid the risk of looking only at the short term worries of the present or the deep economical crisis, reviewing the foundations of urban sustainability and using the occasion to pick up those old challenges that cities have been facing for centuries. The cost of inaction is high, and we have to start as soon as possible, because the next years will be crucial to curb the curve and to reverse some current developments, especially in relation with some environmental issues like climate change.

In this context it is important to work in an integrated way, overcoming sector approaches and developing new urban governance processes that includes and coordinates different administrative levels, stakeholders, citizens and all the relevant actors of urban policies.

In addition the implementation of public policies aimed at the sustainable development of the European cities cannot be achieved without an adequate evaluation of their costs, the possible forms of economic support available to the public authorities and their impacts.

Without doubt these are important challenges, which have to be reckoned not as a constraint, but as a historic opportunity to address –on the basis of a collective consensus- a complete change of paradigm, decoupling growth from energy and resources consumption, and redirecting the European city into the search for a greater sustainability following the perspective of the EU Sustainable Development Strategy.

Over the years a common vision has emerged throughout Europe calling for more sustainable cities, where we "balance and integrate the social, economic and environmental challenges and meet the needs of existing and future generation"[1].

However, are the existing processes for doing so most efficient and effective? Our thesis is that this is not so. The dialogue between stakeholders has to be improved. Yet it is rather expensive to set up. It is also not as structured as it could be: or where it is, it is perhaps focused on a specific theme or profession. The need today is to understand the inter-play between these. To know how actions in one specific field, like physical development, will have an impact in others: like societal well being, economic return, or environment. An integrated holistic approach is more and more vital. We know that for any system to be optimised it takes increasing levels of understanding about the impact of a change in one area to another. They need a framework and tools to support the dialogue.

There are many tripwires here too. Structural disfunctionalities. Big and small 'P' politics. Resource and capacity constraints. Large, and perhaps more particularly small towns and medium-sized cities require all the help they can get. They need to use quality tools to do their jobs. Modular tools that are relevant and useful. They all have some sort of tools, but are they always efficient, and how do they find out where

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[1] Bristol Accord.

to find new and better ones? Building on the existing ones that have proven to be successful therefore makes much sense.

So, it is in the context of these Ministerial commitment and the actual needs of cities that this project was launched. It is supported by France following the French EU Presidency in 2008.

**PART 1 Why does the European Union engage in sustainable cities?**

*The European Union's objectives*

Sustainable development is a fundamental principle of the European Union (EU) set out in the EU Treaty.[2] The EU's understanding of sustainable development relies on the definition given by the Brundtland report "Our Common Future" established for the United Nations in 1987[3] . According to this report, sustainable development means that the needs of the present generation should be met without compromising the ability of future generations to meet their own needs. It aims at the continuous improvement of the quality of life and well being for present and future generations.

In 2006, the European Council adopted an ambitious and comprehensive renewed EU Sustainable Development Strategy.[4] It builds on the Göteborg Strategy of 2001 and sets out how the EU can more effectively fulfil its long-standing commitment for sustainable development. At the same time, it reaffirms the key objectives of sustainable development which are as follows:
- Economic growth,
- Social equity and cohesion,
- Environmental protection.

More recently the Europe 2020 strategy (*Please see Appendix 1, Bibliography*) aims to deliver greener, smarter and socially inclusive growth.

Working together for sustainable cities is also the way to bring the EU closer to the people.

*The European Union's commitment*

In the past, the integrated approach to urban development has proved to be a very effective way to contribute to the implementation of the overall sustainability objectives. European policies therefore strongly support sustainable urban development based on an integrated approach.

What is integrated approach? It is a holistic multi-sector approach; it reviews the impacts of a measure in one field by evaluating them in all the other fields of urban development; it addresses every scale and level of action and responsibility.

Promoting sustainable urban development is a key objective of European Cohesion Policy seeking to exploit Europe's full economic, social and territorial potential. In the past, the URBAN Community Initiative has demonstrated the value of the integ-

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[2] Article 3(3) of the Treaty on European Union OJ C 115, 9.5.2008, p. 13.

[3] United Nations, Report of the World Commission on Environment and Development: Our Common Future, UN document A/42/427, 4 August 1987.

[4] Council of the European Union, Renewed EU Sustainable Development Strategy as adopted by the European Council on 15/16 June 2006, Brussels, 26 June 2006, 10917/06.

rated approach in around 200 cities across Europe. The current programming period of the Structural Funds picks up this thread and aims at spreading the concept across Europe. The URBACT Programme is one of the important elements of this policy.

European ministers responsible for urban and spatial development applied these principles to the development of European cities and regions. With the Leipzig Charter on Sustainable European Cities[5] and the Territorial Agenda of the European Union[6] of 2007, they defined joint objectives and possible solutions to sustainability issues.
Based on a number of previous key documents on urban policy – in particular the Lille Action Programme[7] of 2000, the Urban Acquis[8] of 2004, and the Bristol Accord[9] of 2005 – the Leipzig Charter defines two key objectives:
- Greater use should be made of integrated urban development approaches
- Special attention should be paid to deprived neighbourhoods within the context of the city as a whole

Ministers reinforced their commitment in 2008. With the Marseille Statement[10] they reconfirmed the Leipzig Charter objectives and put a special focus on climate change in recognition of its rising importance.
Furthermore, ministers were convinced that a more pronounced dialogue was necessary on urban sustainability. They decided to have a practical tool created that would translate the common sustainability goals and the Leipzig Charter objectives into more concrete terms. The aim was to help cities to apply the integrated approach and to facilitate the dialogue on sustainable development within and amongst cities, including urban actors and stakeholders at various levels and from different backgrounds, as well as the citizens. This was the starting point for the creation of a common European Reference Framework for Sustainable Cities.

**PART 2 Why do we need sustainable urban development?**

*Economic challenges*

- Regarding the economy the current global economic crisis is a serious short-and medium-term challenge with a strong negative impact on the socio- economic structures of the cities. There is a  risk that the crisis in the real estate market worsen the housing problem and its social outcomes. The reduction of demand and consequently the financial losses which result from this are also having an extremely negative effect on

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[5] Leipzig Charter on Sustainable European Cities, agreed on the occasion of the Informal Ministerial Meeting on Urban Development and Territorial Cohesion in Leipzig on 24/25 May 2007.
[6] Territorial Agenda of the EU – Towards a more competitive and sustainable Europe of diverse regions, agreed on the occasion of the Informal Ministerial Meeting on Urban Development and Territorial Cohesion in Leipzig on 24/25 May 2007.
[7] Lille Action Programme – A multi-annual programme of co-operation in urban affairs in the European Union, adopted at the Informal Meeting of Ministers dealing with urban affairs in Lille on 2 November 2000.
[8] Urban Acquis, Conclusions of the Ministerial Meeting on Urban Policy 'Cities empower Europe' in Rotterdam on 30 November 2004.
[9] Bristol Accord, Conclusions of the Ministerial Informal Meeting on Sustainable Communities in Europe in Bristol on 6/ December 2005.
[10] Final Declaration of the Ministers in charge of Urban Development, agreed at the Meeting on 'Sustainable and Cohesive Cities' in Marseille on 25 November 2008.

other sectors which are also very important for the cities' economy – like the banking, industry, retail or tertiary sectors. As a result, many companies are struggling for survival and unemployment rates increase continuously.

But it has also to be underlined that the cities have to find internally their potentials to be developed, and not aim only at a kind of development that is more appropriate to other contexts such as the private market. If it is true that the European cities must find their place in an extremely competitive global market, it is important to highlight that this has to be done in a sustainable way, taking into account not only the economic issues but also the social and environmental ones.

*Environmental challenges*

This environmental challenge is not a new issue for cities, as even the historical and traditional urban models only succeeded to function thanks to a certain system of relations with the environment, in which the city incorporated the environment for the urban metabolism, using it for the provision of materials and energy resources, and also as a sink for its impacts, wastes and emissions. Nevertheless, for centuries, the ecological footprint of the city was locally confined to the territory closest to it, and the natural cycles could regenerate these urban impacts; but nowadays, the impact of urban activities has changed both in a quantitative and qualitative ways.

Of course, the impacts are increasingly big and parallel to growth, which means that we have to minimise the ecological footprint by the reduction of the consumption of materials, resources and energy, and the improvement of eco-efficiency, taking into account at the same time that the forthcoming "oil peak" and the later end of the "oil era" implies the need to change our main energy supply patterns in the medium term. Cities are very important actors in this process, as they are the main centres of consumption and waste and emission producers: energy performance and efficiency of the new and existing building stock, transport and urban mobility, water and waste cycles, etc. are certainly crucial issues. Urban morphology is especially important as regards the promotion of a more compact city model –reducing land consumption and consequently fighting against urban sprawl-, with a good provision and allocation of mixed uses and activities, minimising at the same time the demand of mobility and allowing the optimization of public transportation.

But the increasing complexity of the relationship between the city and the environment has to be considered as well: nowadays, the urban impact clearly exceeds the carrying capacity of the immediate territory and environment, and is being moved to more distant areas, having a doubtless global scale on certain occasions such as greenhouse gases emissions, or the disposal of certain dangerous kinds of waste in very distant and disadvantaged areas

Climate change is just a clear example of the result of this combination of quantitative (increase of GHG emissions) and qualitative (global scale) impacts, showing us that the challenge is not only to work for the quantitative reduction of the impacts, or to just work for the quality of life and environment within the city, but also to think globally trying to resolve –as far as possible- the urban metabolism at the local scale, and thus avoiding collateral impacts on other territories.

*Social challenges*

Last but not least, the European societies are facing relevant social and demographic challenges related with a very diverse range of phenomena such as population decline or stagnation, immigration, population ageing, unbalanced distribution and flows of people, increasing diversity and complexity of households and family patterns, etc, which affect cities in different ways, producing a diverse range of urban processes like city shrinkage, sub-urbanization, urbanization, isolation and social segregation, etc.

Social cohesion within the city is acknowledging growing attention in urban policies as well, due to its close relation with global changes. In fact, the economic growth of the city as a whole, rarely means an equal distribution of his growth within the city, and is often related with process of polarization, social dualization, etc. As a consequence of these, spatial segregation is frequently increasing in Europe, raising the importance of working for the integration of immigrants and newcomers, fighting against social exclusion, etc.

As a part of this social dimension, educational policies are also increasingly important, as they constitute one of the main ways to prevent social inequalities and the main bridge between society and the labour market in an innovative economy.

## PART 3 The Reference framework: a tool shared by European cities and states

Local authorities have pioneered the search for methods and solutions to address the challenges of sustainable urban development by capitalizing on these experiences, the Reference framework was created to address specific needs, to provide new ideas, new insights, and to be usable by all cities and towns in order to go further in sustainable urban policies.

Today, as a consequence of urban challenges and a rapidly changing world, cities are looking for good examples and experiences to better understand the concept of sustainable urban development and to explore how they can introduce an integrated approach in their local environment.

A study of existing examples *(Please in Appendix 2)* shows that there is no standard solution to urban challenges. The specific context of each city determines what the solution should look like. Therefore, it was considered useful to collect as much information as possible on the specific skills developed by the European cities to face the complexity of the sustainable integrated urban development. The aim was to analyse both the processes and the content and to publish the result, in order to provide guidance to politicians and practitioners who wish to embark in sustainable urban development in their city or municipality. Starting from this result, the RFSC has been built with the aim to offer to local stakeholders an operational, concrete and tangible tool for the assessment and monitoring of sustainability progress in their cities and towns. This is important in order to promote a new planning culture as a "holistic" instrument able to contrast interventions prompted by occasional necessities or, even worse, by political expediencies or mere real estate speculations.

*Why do we need a reference framework now?*

The RFSC brings an added value to the existing local similar tools because of its overall European approach:

- Europe must remain globally competitive in the long term, with the purpose to ensure the cohesion within its limit, and must influence on world wide basis particularly on such issues as climate change. . Sustainable urban development can contribute to that.
- Europe cities must remain socially inclusive and attractive places, offering quality of life as more widespread and guaranteed to all categories of citizens as possible. . Sustainable urban development can contribute to that.
- Europe's Ministers want to see the Leipzig goals come to life
- A lot of cities need quality instruments to make that so - not all, and not to every extent; but some and to significant extents
- Modern challenges generally put growing pressures on cities who, in the light of these problems, need better and more efficient decision support
- We must future proof our cities; our economy; therefore we have to anticipate future developments so that actions can be taken to minimize possible negative consequences and seize opportunities for our economy, our society; and our environment

### *What does the RFSC seek to achieve?*

This project seeks to achieve the following:
- To deliver an generally accepted common framework for sustainable urban development ;
- To put in place instruments that encourage and facilitate skills and capacity building, in order to better deal with sustainable integrated urban development ;
- To make available a set of quality material (tools; good practices and the like) that can evolve and be adapted to suit city needs ;
- To mobilise city and all stakeholders at all levels to build a sustainable learning network ;
- To facilitate the European dialogue on sustainable urban development ;
- To deepen the common understanding of the integrated urban development approach.

### *What it is*

This reference framework is an operational and tangible tool which allows users to engage in /which encourages a constructive dialogue between the relevant actors: politicians, city managers, planners, citizens, businesses,etc and its aim is to support public administrations in programming interventions of integrated urban development.
Since it is important to structure and plan the process to develop and implement sustainable urban development, the reference framework starts with an assessment of the current state in the city or municipality. It provides a broad range of objectives that should help the actors to define their priorities and develop a strategy. A high number of good practices will be progressively included in the tool, supporting cities in identifying those being the most appropriate for their specificities. Furthermore, guidance is given to monitor the implementation and to evaluate the results.
As an open and flexible instrument, the reference framework leaves it to the decision-makers to pick and choose what suits their political, geographic, economic, environ-

mental and social situation. It also offers them food-for-thought for future action and political decisions. Some elements will be similar for many cities, others may be very different. Therefore, it is relevant to highlight that the document is a toolkit to be adapted according to the particular situation in the city or municipality.

*What it is not*

We wish to highlight that the reference framework does not propose a binding framework or a specific model on all cities or municipalities. It has to be intended as an operational tool, complementary to the local planning and programming tools.
Moreover, it doesn't have to be considered as an exhaustive tool, capable of giving solutions to all problems. Each local authority needs to assess its own situation, define its objectives and select the appropriate instruments to achieve them. The RF is not an automatic mechanism generating solutions, but an instrument for orienting and supporting decisions.

*The reference framework to evolve*

The toolkit also wants to encourage local authorities to develop their own measures or actions, which suit them better for a sustainable urban development, even if they are not considered in the RF.. Furthermore, it would be interesting to gather experience with the framework and feedback on its usability. It is foreseen that the toolkit will evolve during and as a result of the testing phase. (Please see Part 5)

*Sustainability is in our hands: let's make it happen!*

Sustainable urban development is a clear decision of the city leaders to change the approach of the city's policy. It requires a holistic view on all relevant dimensions (economic, environmental, and social), how they are interlinked and how they can achieve a higher quality of life by better coordination and coherence of their actions. No policy area should be dealt without exploring its relation to other areas and its impact on the overarching objective, which is sustainability.
This objective cannot be achieved in isolation; actions have an impact not only on individual level (local, regional, national), but can have effects at other levels. Legal provisions, shared responsibility and financing mechanisms with other levels of government require horizontal and vertical cooperation and coordination. Therefore, all levels of governance need to be involved in a transparent way.

*The Reference framework is a tool for dialogue for all actors*

Successful sustainable urban development cannot be achieved without involvement of all actors at local level. Joint commitment and actions are needed to create a sense of ownership among all actors and in particular the citizens. Each group plays a particular role in the process and contributes to its implementation.
Political commitment is the most decisive element in relation to sustainable urban development. All other actors involved must be ensured that the political leader(s) are committed to take the necessary decisions and actions in a mid-or long term perspective. Staff in local administration needs to be convinced and mobilised to contribute in order to get the process organised and managed successfully. Politicians furthermore

must seek support from and cooperation with all other actors, the citizens, the private sector, relevant public and private organisations, etc.

**PART 4 Report on the MS/I group works 2009/2010**

*Various working groups*

The definition of the architecture and specifications of this reference framework has relied on the support of two groups closely involved in the elaboration of the RFSC:
- A high level group, led by France, made up of representatives of Member States and other European countries, European institutions, representatives from local authority networks and professional associations and of the civil society, the so-called **MS/I Group.**
- A cities work group set up as part of the URBACT II programme and led by the city of Leipzig, **LC-FACIL**.
The two groups worked in close coordination, the role of the MS/I group being to build the reference framework and to refer it to the experiments, reactions and proposals of the "cities" group ; the role of the "cities" group was to examine and test existing reference frameworks and proposals by the MS/I group and to provide a corpus of practitioners recommendations. The role of the LC-Facil group will be extremely important in the 2nd "testing phase" which is proposed to begin at the 2nd semester 2010 *(Please see Part 5)*
- Other working groups at the scales of each MS/I members country have been involved in the process of the reference framework. They are **National Support Groups (NSG)**, set up in the Member States by the MS/I representative. The National Support Groups involve various organisations and institutions such as central government ministries, national agencies, other national/regional interest groups, experts, and importantly cities networks. Their structure depends on the national context and stakeholders involved in urban policies but every levels of the governance should be represented on each support groups for the Reference framework to be properly used.
The National Support Groups will have in the next phase of the project (testing phase, 2nd semester 2010/2011) an important role *(Please see Part 5)*.

*Organisation of the project*

The project was organised as follows *(Please see Figure 1):*
- **Monitoring Committee**: Urban Development Group
- **Steering Committee** comprising representatives of the following: French Ministry (MEEDDM), URBACT Secretariat, the European Commission and EU Presidency countries.
- **Project Experts / Team**: comprising MEEDDM sponsors; CERTU research experts, and Capgemini Consulting project management and domain expertise.
- **Member State / Institutions (MS/I) Group**: consisting on representatives of 17 Member States and neighbouring countries from across Europe*),* 2 European networks of local authorities (CEMR, Eurocities), the URBACT Secretariat, the lead partner of the URBACT Cities' Group and the European Commission *(Please see*

*Fig. 2 and Appendix 2)*. Representatives of the M-S are usually from the Ministry responsible for urban policy. The MS/I group has met bi-monthly.

**- National Support Groups (NSGs)** *(Please see Figure 3):* These are set up in the MS by the MS/I representative. They involve central government ministries, national agencies, other national/regional interest groups, experts, and importantly cities. Meeting frequencies and comosition is determined by the MS/I member. The objective of the NSGs is to mobilise country stakeholders.

**- URBACT project "LC-FACIL"** is composed of 7 pilot cities ; It provides critical support to the project . The pilot cities will take, test, and co-develop the products from the project.

The MS/I group and URBACT cities group form the 'hub' of the project. The various NSGs form the 'spokes'. It is through this design that a collaborative open and transparent process has been managed.

*Fig. 1 Organisation*
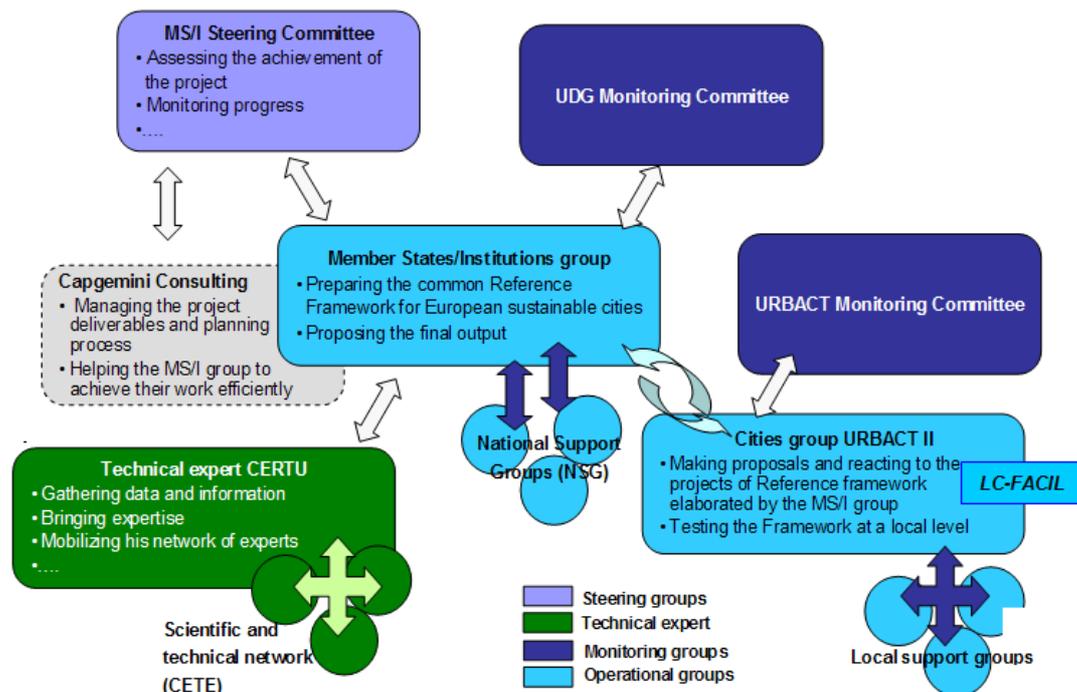


***The method used***

The major elements were as follows:
- Animation, process organisation, setting up various works of tehnical experts and European members, for the overall conception of the reference framework: CapGemini C.
- Research was undertaken by CERTU, a research French body, depending from the Ministry of Ecology. This included assessing what the current practices are in countries and cities on integrated sustainable urban policy. For this a framework comprising six elements (strategy, sustainability questions, visual assessment tool;

actions; indicators, monitoring tools policy) has been used to assess some 70 cities. This has formed a very robust and structured basis to develop content *(Please see Appendix 1)*.

- According to the principle of "adopt, adapt, create" , existing good practices are fully assessed and used in the elaboration of the framework rather than starting from scratch. The project team defined the working process and developed draft materials for review and discussion involving the MS/I and others.

- MS/I members and the URBACT Cities Group (LC-FACIL) have been involved in the design of the tool in order to ensure a transparent and involved process. Contribution is sought between and in MS/I meetings.

- External expertise has also been  required.

- Good practices have been collected by the MS/I group, its experts, and Member States National Support Groups (NSGs).

- Web-technologies have been used to capture and communicate content and plans : a collaborative website for the working groups has been created ; and the reference framework prototype is presented under the form of a webtool free of access and open source.

The Reference Framework is built to recognise the boundaries set by the setting and characteristics of a city, and the strategies of city leadership. It therefore offers a flexible and optional 'toolbox' consisting of components that can be used and further developed .

### *Stakeholder Engagement & Validation*

Engagement of MS/I members is an integral part of the project which ensures that this is an inclusive design involving Member States.

The active support and important practical input from the European local authorities networks Eurocities and Council for European Municipalities and Regions (CEMR) ensure that the design is done 'with the cities, for the cities'.

National Support Groups (NSG) and URBACT Cities group (LC-FACIL) participants offer the possibility to assess needs and priorities,

The cities of the URBACT LC-Facil group assess and comment on the applicability of the deliverables from the MS/I working group. This process ensures the practicality and usability of the products in the field prior to their broader deployment.
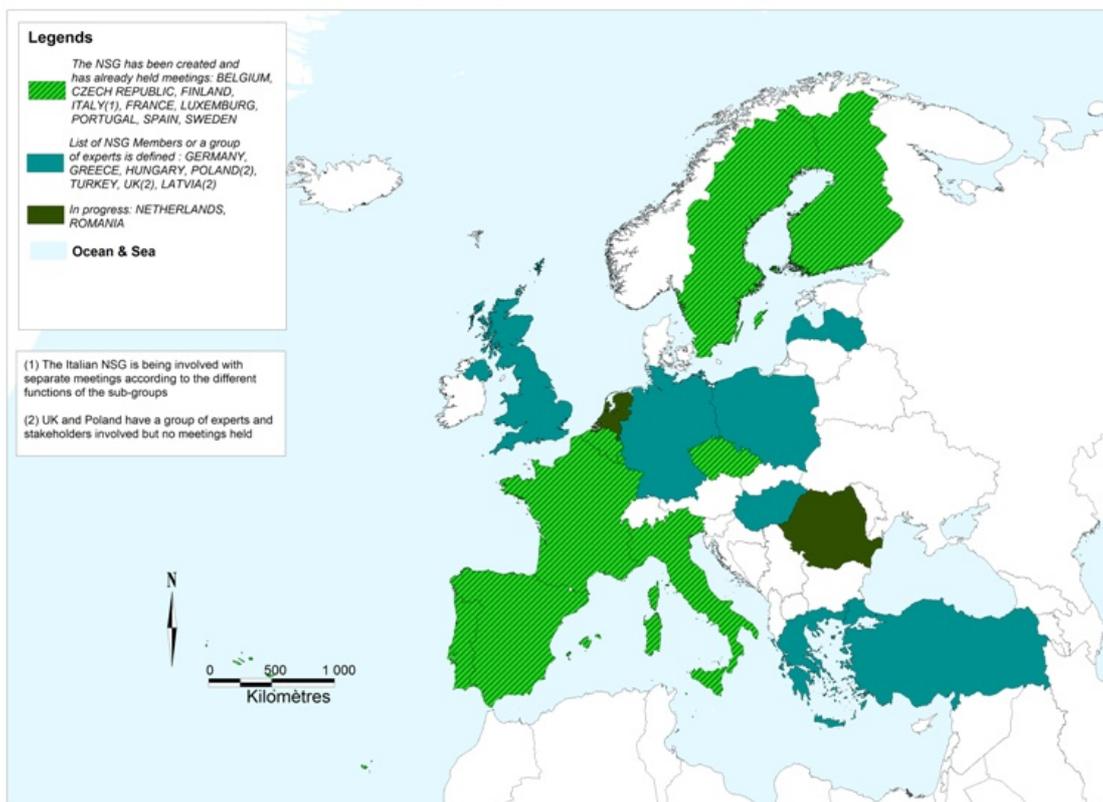
The responsibilities of the MS/I members involve mobilising the appropriate national bodies in order fot them to review and adjust policies and practices within their MS.

*Figure 2- MS/I Members Map*
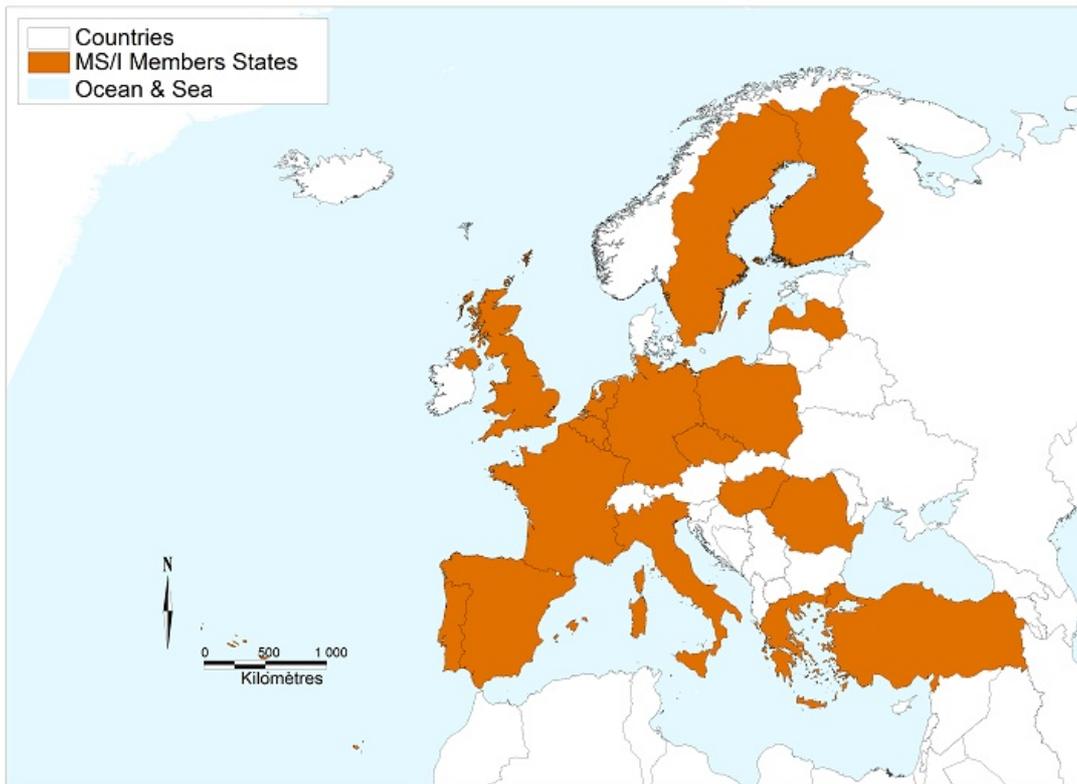


The following institutions are members of the MS/I Group: CEMR , EUROCITIES ,  European Commission

*Figure 3- National Support Groups Map*

***The technical experts support  the MS/I working group***

During the whole process the experts from the CERTU *(Please see Appendix 2)* have provided the MS/I working group with technical/academic support. They also made proposals regarding the structure and the contents of the reference framework.

The CERTU experts embarked upon the analysis of more than one hundred European documents that refer to existing reference frameworks at a city scale: the sampel was composed of Local Agenda 21, Cities Sustainable Strategy, Sustainable development frameworks, etc… This analysis led to a first draft on the general contents of the forthcoming reference framework keeping the focus on the contents of the Leipzig Charter and the Marseille Statement.

In order to stress and strengthen the global content, the CERTU focused its studies specifically on an initial list of cities where stakeholders had implemented an existing framework. Experts analysed in detail more than forty five documents of European cities. They took out a first short list of cities (twenty cities) in order to go deeper into analysis by involving directly stakeholders through a detailed questionnaire. Thus, the last and more specific consisted in visiting and interviewing about ten European cities with a view to examine their exemplarity in terms of methods, tools and processes, more than  in general terms of sustainability.

All these stages of work were very fruitful to highlight what should be the different common components of the upcoming European Reference Framework. Six main components were identified: 1. Strategy and objectives; 2. Actions and policies related to strategy and objectives; 3. Sustainable Criteria and 4. Assessment tool linked; 5 Sets of indicators and 6. Monitoring Tool linked.

*Figure 4: Main components of existing European cities reference frameworks*
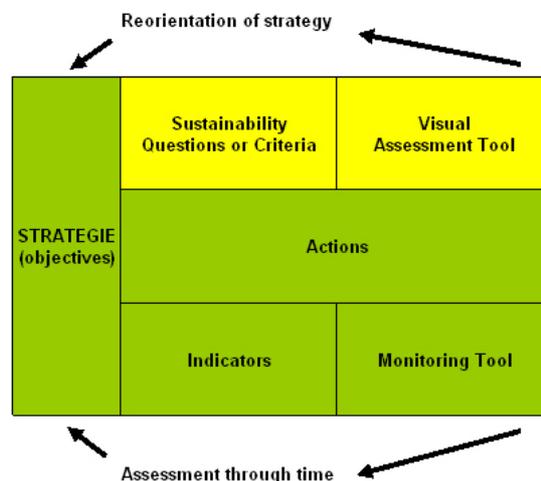


Moreover, the analysis of all existing reference framework highlighted useful tools (from the most simple to the most complex ones in terms of evaluating, of monitoring and of questioning a strategy, a policy, a project…), useful methods and processes (e.g. regarding the stakeholders, citizens involvement).

Thus, the CERTU experts, bringing all the material to the working group, participated actively to the building process and the construction of the contents of the reference framework (scientific expertise). The CERTU led the technical aspects of the con-

struction of questioning grids - the core element of the framework – according the three sustainable development pillars plus governance, and the identification of the various attributes linked to the questioning grids: 1. interdependences between questions; 2. baskets of indicators; 3. a first draft of key indicators; 6. a first version of the Monitoring tool; 5. questions that need to pay a specific attention to deprived neighbourhoods. In order to implement all elements, the CERTU did work with all partners: MS/I members, the Pilot Team, European Experts and also networks of local authorities and cities from LC-FACIL group.

Finally, the CERTU experts were also involved in the process and the construction of the first version of the Reference Framework for European sustainable cities Tool (the prototype): by identifying and clarifying the reference framework's usages (who, what, when and how?), the monitoring of the construction of the first computer version of the framework, the active participation in the definition of the user's guide.

### *Evolution of the working process in 2009/1ˢᵗ semester 2010*

Starting from the political objectives expressed by Ministers at national level, the aim of the 12- month working process by the members of the MS/I group was to translate them in an operational tool that could be used by practitioners at local level.

A considerable part of this process was dedicated to the translation of the objectives of the Leipzig Charter into 6 main axes, composed of  main objectives (5/6 per/axe) and operational objectives;  3 more axes concerning climate change deriving from the Marseille statement were added: this gave a list of 9 axes +1 transversal axe on Governance.
The group then set up a matrix crossing those axes with the main fields of sustainable urban development. All the cross-cutting themes have been classified depending on their degree of importance validated byconsultation with internal and external experts.

The group was then able to define a first ouline structure for the upcoming reference framework. The structure should be composed of 5 parts:
- An Introduction and Users' guide giving instructions and recommendations on how and when to use the reference framework and the tools associated,
- Questions and tools to help the user to characterize the current situation of his territory and identify its main advantages and challenges in terms of sustainable development,
- Questions and tools to help him adopt an integrated development approach,
- A set of suggested indicators and visualization tools to help the user monitor the progress of his/her city,
- A relevant documentation with direct access to European or national reference texts, cities illustrations and other interesting documents linked to the European sustainable city.

*Figure 5:* The structure of the Reference Framework for Sustainable Cities
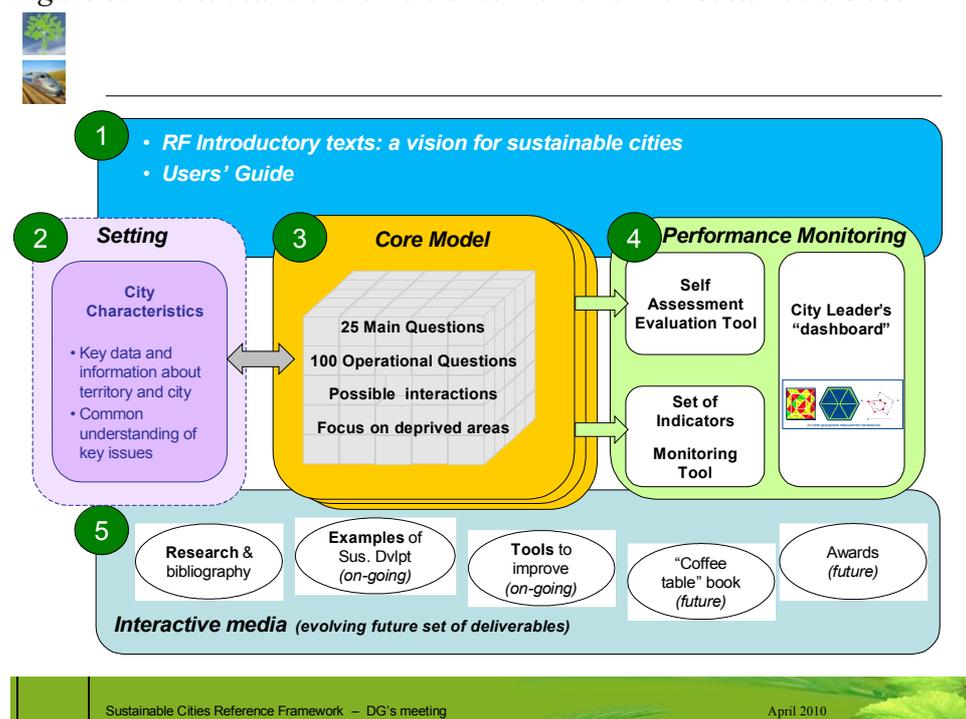


The evolution of the tool became more and more user-friendly oriented:

- A list of 20 questions level 1 and about 100 questions level 2 has been made, corresponding to what is in the "back office" (core model , *please see Figure 5*) : the elements coming from the 9 Leipzig and Marseille axes ;
- Interlinkages have been made between the different fields contained in the "back office" in order to help the user to think in terms of integrated approach: this means that, when a user is answering questions regarding for example the Transports field, there are linkages indicating that there are connections to make also with the housing policy, the biodiversity in the city, the preservation of land use, etc…

The main other evolution of the work has been the realization of a demonstration, so-called "DEMO", of what would be the upcoming tool : this has been very helpful to show how it could concretely work. The next step was the specification for the webtool prototype to be presented to Toledo.


### *Different versions of a web-tool ==(+Fig 6 Logo of the RFSC)==*


The RFSC has been developed as an interactive Webtool created by a contractor, "The Floating Stone". It includes the uses defined by the MS/I group works, such as : helping cities to develop their strategies, check their integrated approach, choose indicators, build a monitoring tool and focus attention on deprived neighbourhoods.

It also contains examples of illustrations of actions in different urban fields.

The prototype – so called V0- delivered in June 2010, will be pre-tested by the LC-FACIL group till the end of the year 2010 where the V1 will be delivered for the testing phase *(Please see Part 5.)*

The design of the tool allows translations by every Member state, as well as the possibility in a longer term, to add questions, indicators or illustrations, depending on the national or local context. The results from each of its uses, will be downloadable and can be used as starting points for dialogue with stakeholders and citizens, or in communication processes.

Finally, the European part of the web-tool will allow cities to share experiences and find peers to build cooperation with.

**PART 5 Recommendations for the testing phase "post June 2010"**

In order to consolidate, test, evaluate and refine the prototype of the tool in close co-operation with a larger number of European cities, a testing phase is necessary after the informal ministerial meeting in Toledo. Such a testing phase would increase the added value of the Reference Franework on Sustainable Cities (RFSC) and help especially small and medium-sized European cities to develop integrated sustainable urban development strategies and projects. This phase should start directly after the informal ministerial meeting in Toledo in order to avoid any delay and any disruption which could have a negative impact on the continuity of the process. The web tool should be finalised by December 2011 (in English) / March 2012 (fully operational tool in all EU languages)

*Description of the testing phase*

The testing phase should build on the following cornerstones for the period post-June 2010:

1/ Objectives of the testing phase

The aim of the second phase is in line with and continuity of the general aims of the RFSC:
- create and promote a common understanding about benefits of the integrated urban development policy approach,
- use monitoring and evaluation instruments as an outcome-orientated tool to support the main goal,
- give the cities (small, medium-sized, large cities) the opportunity to express their needs from the practitioners' point of view regarding their policies to support sustainable urban development (complementary tools, new functionalities, adaptation of already existing tools, etc.) towards different levels (regional/national/European),
- encourage dialogue and exchange on what is needed for the implementation of integrated approaches at city-level,
- create ownership of the RFSC among cities,
- improve the prototype of the RFSC.

To achieve these aims, the main tasks for the testing phase will be to consolidate, test, evaluate, and finalise the tool in close cooperation between Member States, cities, and the European Commission, and to raise the awareness for the RFSC.

## 2/ Time schedule for and content of the testing phase

### 2/1 Consolidation of the RFSC prototype (2nd semester 2010)

a) During the 2nd semester 2010, the prototype of the RFSC ('Version 0') will have to be consolidated according to the Ministers agreement. This task will be carried out mainly by the technical expert in cooperation with the renewed MS/I Group. The consolidation of the prototype should focus on:
- improving and simplifying the existing style, form and design,
- completing the missing elements (maturity grid, indicators, illustrations),
- developing a more integrated and user-friendly tool.

b) In order to ensure that the tool addresses the needs of cities, the consolidation phase should be organised in close cooperation with LC-FACIL partner cities. As they have already participated in the elaboration of the tool during the first phase, they will play an important role in the testing phase. Their contribution should include:
- testing the part "characterize my city: basic features" by several cities depending on their different own characteristics, in order to test this part under several angles,
- testing the part "strategy process" by one or two cities on an existing strategic programme of their municipality,
- testing the different evaluation and monitoring tools proposed (4 or 5) on specific projects in different fields (transport, housing, etc.) in order to verify also if they encourage really the integrated approach,
- making a proposal for a set of recommended common key indicators,
- having a critical reading of the RFSC prototype and proposing improvement.

c) The aim is to have a complete 'Version 1' of the RFSC ready (in English) in late autumn 2010.

### 2/2 Preparation of the test by a larger group of European cities (2nd semester 2010)

In parallel to the creation of the RFSC 'Version 1', the preparation of the test of this 'Version 1' by a larger group of European cities (envisaged number: 50 to 70 across Europe) aims to have the tool tested by cities who didn't participate in the first phase as the LC-Facil cities. This needs to be prepared with the support of a contractor (structuring the test, preparing questionnaires and guidance for the test-cities).

a) The selection of test cities should be organised in close coordination with Member States. To do so, Member States (UDG members) will be asked to submit a list of 1 to 5 test cities per country by October 2010. The number of test cities per country should generally be orientated to the Member States' size in terms of population. The overall set of test cities should cover a broad range of European cities in terms of sizes, functions, types, and challenges. The test cities must be committed to participate in all stages of the test. To ensure the communication at national and European level, Mem-

ber States are requested to name one contact person per test city as well as one national contact person. The national contact person must be able to communicate in English, as the working language with the contractor will be English. The national contact person will also need to ensure the communication with the (national) test cities in case language problems occur.

For the further follow-up of the testing phase, Member States should use or set up National Support Groups (some Member States, who were already involved in the MS/I group in the first phase, have already set up National Support Groups, which could be continued; other Member States should set up such groups or use similar national support structures).

The overall set of test cities will have to be validated by the UDG, as Monitoring Committee.

b) In parallel to the selection of the 50-70 test cities, the content of the test needs to be prepared and structured (preparing questionnaires and guidance for the test-cities, defining different user scenarios, etc.). The content of the test should be prepared in close cooperation with LC-FACIL, which will continue its works and build another important "test-set" in the second phase.

2/3 Translation of the RFSC 'Version 1' (end of 2010/beginning2011)

Member States will have to ensure that the main elements of the RFSC 'Version 1' will be translated into their national languages at the end of 2010 in order to ensure broad participation of and in the test cities (involving different city departments, but also citizens, NGOs, local politicians, and the private sector). Main supportive test material (e.g. questionnaires, guidelines) should also be translated into the national languages in order to facilitate the discussion in the cities.

2/4 Test of the RFSC 'Version 1' by a larger group of European cities (1st semester 2011)

a) The first half of 2011 should focus on the test of the RFSC 'Version 1' by the larger group of 50-70 selected test cities who would "discover" the tool and bring new feed-back on it after having tested it.

The test should cover the different parts of the RFSC 'Version 1' ("Characterize my city: basic features", questioning grids, evaluation and monitoring tools, good practice examples). It should also include a test of the different visualisations and of the set of common key indicators, which will be recommended in the 'Version 1' on the basis of the LC-FACIL and technical expert's proposals, and allow for reactions and comments. The test should be based on different user scenarios and different stages (for example developing or reviewing a strategy, a policy or a project).

Generally, the test cities should have a critical look at the 'Version 1' and carefully check where it needs to be improved in order to address their needs. The test cities should also be encouraged to contribute to the compilation of good practice examples.

During the test, the contractor should be at the cities' disposal if they need support or

advice on the testing of the RFSC 'Version 1', for example by providing answers to their questions by phone or mail, or by offering expert's visits to the cities in order to explain the RFSC and the test on the spot.

Member States should use their National Support Groups or similar structures to offer the test cities a national platform for communication and exchange during the test.

b) In parallel to the 50-70 selected test cities, the LC-FACIL partner cities will test the RFSC 'Version 1' under the same conditions (till May 2011 – end of the LC-Facil project).

2/5 Testing by cities, final assessment, recommendations, and finalisation of the RFSC 'Version 2' (2nd semester 2011)
a) The feedback from the test cities (which generally should be provided in English) needs to be collected, analysed, and synthesised by the contractor. On the basis of the test results the contractor should develop recommendations for the adaptation of the RFSC webtool.

The recommendations should also consider the feedback from the National Support Groups who supported the test cities during the test and who offered a larger platform for discussion and exchange at national level.

Furthermore, the recommendations could be enriched by additional expertise (for example from the technical expert of the MS/I group or similar national institutions, from academic experts, urban experts, representatives of the private sector, planners, etc., who could be involved through special workshops).

b) On the basis of the recommendations and with support from the contractor, the MS/I group should finalise the RFSC 'Version 2' by the end of 2011. According to the final assessment and the recommendations for the finalisation of the RFSC and its use for sustainable integrated urban development in European cities, the 'Version 2' should be delivered alongside with guidelines on how to use the RFSC and to make it a basis for sustainable urban development approaches.

c) The results of the testing phase and the final tool ('Version 2' in English) should be submitted to the Director Generals responsible for urban development for final endorsement under the Polish Council Presidency at the end of 2011.

2/6 Outlook – Turning the RFSC into a fully operational and widely disseminated tool (1st semester 2012)

After the finalisation of the RFSC, Member States will ensure that the main elements of the tool will be translated into their national languages in due time in order to make the RFSC fully operational and to ensure broad participation of and in European cities. Member States will also ensure that the RFSC is widely disseminated amongst local authorities.

This phase of making the RFSC a tool that is widely accepted and used by many cities all over Europe should start under the Danish Council Presidency in the 1$^{st}$ semester 2012

3/ Organisation of the testing phase: A joint European project

The testing phase needs to be organised and closely followed-up in its different stages (consolidation, preparation, testing-sets, assessment, recommendations, and finalisation) at European level. To do so, the successful cooperation and joint efforts of Member States, the Commission, and cities should be continued and the main working structures maintained. By so doing, Member States, the European Commission and cities will collaborate as equal partners in a combined top-down and bottom-up approach. France, the respective Council Presidencies, European local authorities networks and the European Commission (DG Regional Policy) will build the co-leadership for the renewed MSI/Group.

### *Renewed role of the MS/I group*

1/ Evolution of the context

During the Phase 1 of the project (April 2009/June 2010) the MS/I group had bimestrial meetings. These working sessions were prepared and moderated by Capgemini consulting. The aim of these sessions was that the MS/I group should make proposals in order to "invent" the RFSC tool.
The outcome of this phase has been the web prototype to be presented to the Ministers at the informal ministerial meeting in Toledo.
During the second phase (July2010/December 2011) the floor is in priority given to the cities who will test the tool.
It is therefore necessary to re-define the role of the MS/I group.

2/ Role of the renewed MS/I Group

The renewed MS/I group should fulfil the following tasks:
- Continuing its tasks during the first phase, the  MS/I group is in charge of the finalisation of the tool with the technical expert : validation of the parts of the tool remaining to be filled, choice of indicators, illustrations of best practices, validation of the versions 1 and 2 of the tool ;
- In the new phase it becomes a sort of « follow up committee » of the testing phase together with the contractor who will be selected for this:
  ➢ consultative role on the criteria of selection of the cities,
  ➢ follow up of the feed-back of the cities,
  ➢  reception and assessment of the first reporting elements  by the expert, etc
The MS/I members are responsible for acting as an interface between the local and the national level. In this respect the role of the NSG is crucial (information, dissemination helping role).

3/ Organisation

- Chair by a local authorities network representative *(to be confirmed)*: this choice would make more concrete the work in shift toward the local authorities and their re-

inforced role in the process ; the former chairwoman of group would remain a member of the group and management team.

- Members : as many as there are Member States in order to ensure the generalisation of the process and improve the ownership of the tool, the Lead Partner LC-Facil remaining a member of the group ;as well as the European Commission, Eurocities and CEMR.

- Number of meetings : 1 to 2 per/semester,

- Management group under the co-responsibility of the European Commission (Directorate General for Regional Policy) and France, composed of representatives of the local authorities networks (CEMR, Eurocities), the trio presidencies+1 or 2 volunteer persons of other MS, with the priority to Poland and Denmark, in order to organise the test phase in practical terms and to follow-up and coordinate the works until the final result and dissemination phase.

- A team of experts (the technical expert and the contractor selected for the testing phase) will assist the management team and provide the necessary expertise, practical and technical support during all stages of the testing phase. The contractor will also be in charge of involving other external experts, for example through organising workshops with academic and urban experts, in order to feed in additional expertise from the researchers' and practitioners' point of view. This team of experts attends the management team and MS/I group meetings.

 The other groups would consist of:

- The UDG as monitoring committee in order to ensure the continuity and the link to the intergovernmental process (Presidencies/Ministerial meetings).

- The steering committee composed of the Trio Council Presidency (Spain, Belgium Hungary), the upcoming Polish Council Presidency, the Urbact Secretariatand the European Commission, to steer the testing phase and to agree on the main steps and lines to take in the process.

- The URBACT project LC-FACIL, composed of eight project partners, will contribute to the testing phase through the participation in the MS/I group, through direct co-operation with the technical expert and the contractor especially for the consolidation of the prototype and for the preparation of the content of the test. The LC-FACIL cities will also take part in the test itself.

- National Support Groups (or comparable national support structures), which should be composed of representatives from national, regional and local level as well as other stakeholders (e.g. private sector, NGOs, urban experts), will contribute to the testing phase through the MS/I group members, but also through supporting the national test cities . Therefore they will have an increasing role by :
- Enriching, by :
- Giving inputs to the MS/I work group and reacting to their proposals
- Mobilising the diversity of their knowledge, skills and experience
- Providing pieces of information, giving and proposing (new) ideas for an appropriate elaboration and implementation of the Reference Framework
- Adapting, by :
- Integrating the RF process in the national public action
- Assessing the usefulness and the adaptability of the RF to national urban policies

- Making concrete proposals corresponding to the national context
- Helping to implement the RF at a local level
  - Promoting, by :
- Mobilising country stakeholders
- Communicating and driving adoption with the local & regional authorities, professional networks, private sector, civil society...
- Mobilising opinions and associations that play a growing role in urban development
- Proposing and launching new urban approaches in their country.

### *Shared financing of the testing phase*

Apart from the human resources that all partners of the project will have to provide (including travel and accommodation costs), the necessary financing of the external support (contractor), translations and logistics will be shared amongst the Member States and the European Commission according to the following distribution of tasks and costs:

- European Commission: Contracting and financing a contractor. The call for tender should be launched as soon as possible after the Informal Ministerial meeting in Toledo.

- Member States: Establishing and animating National Support Groups (or using existing national support structures); providing and financing translations of the RFSC prototype and of the final tool in their national language (the working language will be English); assisting their test cities (for example supporting the cities in translating their feedback on the test into English if necessary).

- France and other volunteer Member States: Providing additional human resources for the team of experts, especially for the consolidation of the RFSC prototype in the 2nd semester 2010.

- Council Presidencies: Providing meeting rooms and necessary facilities (e.g. interpretation if wished) for the MS/I group and supporting the MS/I group chair and management team in the organisation of meetings.

The joint financing of the testing phase re-affirm the common support for the RFSC and underline the shared responsibility. It also ensures the joint efforts in finalising the tool on the basis of a broad partnership, which will be crucial for the quality, acceptance, and the added-value of the RFSC.

### *Working plan for the 2nd phase*

| Phase | Action Name | Lead partners | Description | Concrete Results/ Outcomes | Deadlines/ Comments |
|-------|-------------|---------------|-------------|----------------------------|---------------------|
| **Phase 1**<br><br>**2nd semester 2010**<br><br>**Preparation of** | Consolidation of the prototype | Technical expert<br>LC-Facil | Improving existing form<br>Completing missing elements | Version 1 for testing phas | Nov/ Follow up by management team |
| | First testing | LC-Facil<br>Technical ex- | Testing each existing part of the | Improvement of the Version 0, | nov |

| | | | | | |
|---|---|---|---|---|---|
| | | pert | prototype<br>Critical appraisal in link with the upcoming expert work | towards V1<br><br>Elements for the testing phase | dec<br>Follow up by management team |
| | Translation of Version 1 by MS | Management team | Communication towards MS for translation | Letter to MS on behalf of the management team + sending of the V1<br><br>Communication at the UDG meeting | End nov<br>Follow up by management team<br><br>14 oct |
| | Expert for testing phase | EC | Preparation of the specifica-tions | Call for tender ready to be launched<br><br>Selection of the contractor | June/July<br><br>Sept.<br><br>November |
| the testing Phase | Call to cities | MS (UDG members) | Preparation of the call through local authorities networks and/or MS (UDG) | Letter + kit of in-formation : pro-cess, aim, Demo or prototype, cri-teria of selection deadline for sub-mitting, etc<br><br>Reception of candidates : | Sending : end of august<br><br><br>early October |
| | | Steering Com-mittee | Selection | "Jury" meeting | End of October |
| | | EC/contractor | Information to the selected cit-ies | Letters to the cit-ies + copy to the local authorities networks and DG of MS<br><br>NSG meetings | November<br><br><br>Last quarter-2010 |
| | Launching the ren renewed MS/I gr group | Management team<br><br>Contractor for the testing | Preparation of the working pro-gramme of the MS/I Group<br><br>Organisation of the tests | 1 or 2 manage-ment team pre-paratory meet-ings<br><br>2 MS/I group meetings | July /September<br><br><br>Early October (before UDG), Early December (before the test-ing phase) |

| | | | | | |
|---|---|---|---|---|---|
| Phase 2<br><br>1st semester 2011<br><br>Testing phase | Launching the testing phase | EC+ expert Management team | Preparatory working sessions with the expert<br><br>NSG meetings as numerous as possible | <br><br>Launching meeting with the cities-test panel | December<br><br><br>Very early January Management team attending the meeting+ chairmen of the NSG |
| | Follow up of the | Contractor | Elements com- | First appraisal, | |

| | | | | |
|---|---|---|---|---|
| | test | MS/I group | ing from the experts, LC-Facil, NSG | mainly at the end of the LC-Facil project | 1 meeting in March, 1 in June |
| **Phase 3**<br><br>**2nd semester 2011**<br><br>**Results of the testing phase** | Final assessment | <u>Contractor</u> Management team | Feed-back from the cities-tests, analysis, recommendations | Final report<br><br>Presentation to the DG meeting<br><br>Final meeting with Cities tests | Sept 2011<br><br>Polish Pdcy, end of 2011<br><br>Dec 2011 MSI & NSG members attending the meeting |
| | Improvement of the webtool | <u>Technical expert</u> Management team Contractor | Modification of tool according to the contractor report recommendations<br><br><br><br>MSI members work | Final version (Version 2)<br><br><br><br>Validation of the final version by UDG & DG | Oct/Nov/Dec 2011<br><br><br><br>1 meeting in October |
| | Translation of the final version by MS | <u>Management team</u> | Communication towards MS for translation through UDG members NSG meetings as numerous as possible | Letter to MS(DG) on behalf of the management team + sending of the V2 | |
| **Phase 4**<br><br>**1st semester 2012**<br><br>**Dissemination of the webtool** | Communication actions | <u>Management team</u> | Communication plan and strategy | Involvement of the NSG<br><br>Sendings to the main local authorities and professional networks at European and national levels<br><br>Presentations of the final version at meetings : TCUM, UDG, others | Under the Danish Pdcy |
| | Organisation of the maintenance of the tool | <u>Technical expert</u> | Definition of the ways of perennisation of an open source and free tool | | 1 Final MS/I meeting in February 2012 |

**CONCLUSION** : **Why should this tool be used?**

We are convinced of the added value of this tool ! Because :

- The RFSC can help cities to develop and promote sustainable strategies, plans and projects. This can be of particular interest in times of economic and financial crisis, where long-term thinking and integrated acting – crucial for sustainable urban development – are generally at stake .

- The RFSC is the result of a joint European effort and based on the analysis of existing reference frameworks in around 70 European cities in several Members-States. It reflects the shared European vision of sustainable urban development and the challenges to face. By doing so, it allows cities all over Europe to share their experience on the basis of common objectives, principles, and methods, which is essential for the mutual understanding and real exchange and dialogue.

- The RFSC is especially built for small and medium sized cities and towns, who may not have the financial or human resources to invest in expensive and time-consuming instruments or software.

- The tool has been set up with and by the cities, under the lead of Member States: European networks in the MS/I Group, associations of local authorities in the NSG of some member states, LC-Facil in the frame of Urbact. In each of these groups, member states are involved in one a way or another : they are members of the MS/I group, they manage their NSG groups, they co-finance Urbact.

- The tool is built to help cities to develop and to understand how to manage an integrated approach in their urban strategy or project . with the help of the interdependencies linking the different fields in the webtool, the tool indicates where there are possible synergies or conflicts off such policies and projects and thus helping cities to really use a smart and easier integrated approach.

- The tool offers to the users the opportunity of developing better multilevel governance and work together with all stakeholders by choosing to what degree they wish to share their objectives, choices and results.

- The next phase, which will focus on the cities testing the prototype,  should build fully on the needs identified in cities and by cities and integrate these in the further development and implementation of the tool. member states will deliver the tool which has been elaborated in cooperation between all relevant actors, cities now should take the lead to adapt it to their conditions and needs. This corresponds to the original aim of the Marseille statement : translate the Ministers' commitment (the Leipzig Charter, at national level) to an operational tool (the RFSC at the local level).

- Finally the RFSC is a transparent and free tool, open source, adaptable by the users, driven and supported by the public sector with the aim to help the cities and towns, and more specifically the small and medium-sized ones which could not such a tool produce by themselves.

Integrated sustainable urban development is not a product, it is a process !

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http://www.hel.fi/
http://www.helsinki.fi/en/

- o Turku (Finland) - Tools to follow and adapt the Sustainable Development Strategy and Questioning grid : from a strategy to main objectives & indicators/actions - http://www.turku.fi/

- o Rennes Métropole (France) – Le Baro'Métropole - http://www.rennes-metropole.fr/agenda-21-le-barometre,165858,fr.html

- o Malmö (Sweden) - Monitoring tool & Coherence between strategies plans and sustainable development - through the Overview Plan www.malmo.se/sustainablecity http://www.malmo.se/bostadbygge/oversikts-planervisioner/malmo2005aktualisering.4.8d0a111040d13c0908000201.html

- o Liverpool (The UK) - Integrated Sustainable Development planning & the adaptation and use of an assessment tool http://www.liverpoolfirst.org.uk/what-we-do/vision-for-liverpool http://www.liverpool.gov.uk/Environment/Planning/Local_Development_Framework/index.asp http://www.liverpool.gov.uk/Environment/Planning/Local_Development_Framework/Monitoring_and_information/index.asp http://www.liverpoolfirst.org.uk/primary-links/performance

**APPENDIX 2 BODIES INVOLVED IN THE PROCESS**

- Members of the MS/I Group :

**Lead Partner : France, Ministry of Ecology, Energy , Sustainable development and the Sea, Directorate General  for Development, Housing and Nature :** Marie-Claire Grima, Catherine Badie, Jenny Pankow

**Chair : Brigitte Bariol, director General of EPURES, Urban planning agency of Saint Etienne, France**

**Belgium : Federal Service of Social Inclusion :** Pascale Lambin/ Rik Baeten

**The Czech Republik : Ministry for Regional Development:** Jiri Markl

**Finland : Ministry of Employment and the Economy: Mika Hontanen**

**France : General Secretariat for urban and social development :** Valérie Lapenne

**Germany : Federal Ministry of Transport, Building and Urban Affairs, BBR :** Jürgen Göeddecke-Stellmann

**Greece : Ministry of Economy and Finance:** Rea Orfanou

**Hungaria :** Jarmi  Gyongi

**Italy, Ministry of Infrastructure and Transport:** Flavio Camerata

**The United Kingdom : Communities and Local Government:** Billy Kayada

**Latvia : Ministry of Regional Development and Local Government :** Indra Ciuksa/ Janis Ilgavizs

**Luxemburg : Ministry for Sustainable Development and Infrastructures / Cellule nationale d'Information pour la Politique Urbaine (CIPU) :** Tom Becker

**The Netherlands : Ministry of the Interior and Kingdom Relations/ Ministry of Housing, Spatial Planning and the Environment :** Tom Leeuwestein / Ron Spreeksmeester

**Poland : Ministry of Infrastructure :** Dorota Ciesielska

**Portugal : Directorate General for Spatial Planning and Urban Development :** Maria Jose Festas

**Romania : Ministry of Regional Developing and Housing :** Irina Rotaru

**Spain : Ministry of Housing :** Eduardo de Santiago Rodriguez

**Sweden : Ministry of the Environment/ Integration Ministry/ Boverket, National Board of Housing, Building and Planning :** Olov Schultz

**Turkey : ministry of Public works and Settlement :** Ebru Ölmez

**European Commission : DG REGIO:** Margit Tünnemann

**EUROCITIES:** Bernardo Rodrigues

**CEMR, Council of European Municipalities and Regions:** Angelika Poth-Mögele

**URBACT Secretariat :** Jean-Loup Drubigny

**Lead partner of LC-Facil, city of Leipzig :** Rheinard Wölpert, Karolin Pannike


- Experts of the project in 2009/2010

    **CAPGEMINI CONSULTING**

    **Capgemini Consulting** is the Global Strategy and Transformation Consulting brand of the Capgemini Group, specializing in advising and supporting organizations in transforming their business, from the development of innovative strategy through to execution, with a consistent focus on sustainable results. Capgemini Consulting proposes to leading companies and governments a fresh approach which uses innovative methods, technology and the talents of over 3,500 consultants world-wide.
    For more information: http://www.capgemini.com/consulting/

    In April 2009, Capgemini Consulting France was commissioned by the French Ministry of ecology, energy, sustainable development and the sea (MEEDDM) to support this key pan-EU project: the elaboration of the European Reference Framework for sustainable cities. The CAPGEMINI project management's roles were mainly to manage the project deliverables and planning process, bring innovative animation tools and methodology, organise the production process in a fluid and rigorous way and organise inter-session works between members, contribute to a positive environment and conviviality within the group, participate to the coordination and reporting to other groups and political events, contribute to deliverables presentation and communication.

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**CERTU**
**Centre for Studies on urban planning, transportation and public facilities**

A resource centre for sustainable cities - www.**certu**.fr

Certu produces and promotes methods and techniques for urban development. It is also a national resource centre and a place for exchanges on the subject of urban areas. In order to take account of the various links between themes such as transport, housing and business, it adopts «transversal» approaches to urban development. Certu already has a important presence in the fields covered by the "Grenelle de l'Environnement", and is committed to working with urban authorities to create sustainable cities. Certu organises its activities on the basis of an overall approach incorporating five lines of action, taking account of the following interfaces:
  o Urban Planning and Territories,
  o Transport and Mobility,
  o Environment, Energy and Risk Management,
  o Building, Energy and Accessibility,
  o Shared Public Spaces and Highways

Since January 2009, CERTU is commissioned by the French Ministry of ecology, energy, sustainable development and the sea (MEEDDM) to support the elaboration of the European Reference Framework for sustainable cities. The role of CERTU is to bring to the working groups technical added-value and provided vigilance points related to :
  o what could be both the reference framework in general,
  o what could be its components (methods, processes, tools, indicators, assessment, questions grid, usages…)
  o sustainable urban development and integrated urban approach.
With a high level of scientific and technical requirement, CERTU experts are also involved into the process and the construction of the Reference Framework for European sustainable cities Tool.

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**Network of technical experts of the French ministry of Ecology, Energy, Sustainable development and the Sea (CETE)**

This technical network was involved in the process working in collaboration with CERTU on the contents of the reference framework prototype: identification of existing reference framework in European cities, analysis and expertises on the questioning grids, expertises and first draft on baskets of indicators, interviewed of European cities stakeholders.

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