



REFERENCE FRAMEWORK FOR EUROPEAN SUSTAINABLE CITIES
A toolkit for the integrated approach

CONCLUSIONS & RECOMMENDATIONS
BY THE MS/I WORKING GROUP
for the Ministers in charge of Urban Development
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INTRODUCTION The current challenge facing European towns and cities

What is the context and setting of the project?

In May 2007 the European Ministers responsible for urban development signed the “Leipzig Charter on Sustainable European Cities” with the aim of improving EU policy on integrated urban development, with a particular focus on deprived communities.

In November 2008, in Marseille, they called for the implementation of the Charter by means of a concrete operational tool for implementing sustainable urban development, for the benefit of cities and with their cooperation. They also wished to increase the focus on climate change in recognition of its rising importance.

Today we face the additional challenges of gloomy economic prospects, and long-term increasing pressure on public budgets. Such changes in emphasis are natural and must be accommodated.

But what is the outlook for European cities?

Today, more than 70% of 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 among Europe’s greatest assets, as they are the driving forces of Europe’s socio-economic development. They are important levers for economic growth and the production of knowledge, innovation and culture. They offer their residents spaces for the creation and exchange of knowledge, wealth distribution, cultural diversity and the opportunity to “live together”.

Historically, the traditional model of the compact, diverse and complex European town or city has contributed to economic efficiency, environmental quality and social cohesion, as well as the creation of interesting urban landscapes and a rich architectural and cultural heritage, which is both functional and creative.

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

Moreover, they have to take into consideration the needs of all service users, even those who do not necessarily live within their administrative boundaries, but who still use them 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 to attract the best talents, develop their economies, deliver resilient communities and economies and

create places of great quality for their inhabitants and visitors. Competition is very intense and important, especially in today's knowledge society where people are becoming more and more mobile and demanding.

In order to deal with such complex tasks, cities need efficient tools that help to answer questions such as:

- How can cities share their experiences and learn from each other?
- How can cities best cooperate in order to achieve well balanced territorial development?
- How can they use diagnostic, operational and assessment tools that can be shared between elected representatives, their technical departments, professional bodies and citizens?

To tackle all these issues, our societies, economies, behaviour patterns and technologies need to change. This means that the road to the sustainability of the European City is a long one, which implies that we have to avoid the risk of looking only at short-term worries or at the current deep economic crisis. We have to review the foundations of urban sustainability and take the opportunity to rise to the age-old challenges 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 reverse some current developments, especially in relation to certain environmental issues such as climate change.

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

Furthermore, the implementation of public policies aimed at the sustainable development of 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 seen not as a constraint, but as an historic opportunity to address a complete change of paradigm achieved by a collective consensus. This means decoupling growth from energy and resource consumption, and redirecting the European city to the search for greater sustainability in line with the EU Sustainable Development Strategy.

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

However, are the existing processes for achieving this outcome efficient and effective enough? Our thesis is that this is not the case. Dialogue between stakeholders has to be improved. However, this is rather expensive. It is also not as structured as it could be, and where it is structured, it is perhaps too focused on a specific theme or profession. The need today is to understand the inter-play between these in order know how actions in one specific field, such as physical development, will have an impact on others, such as social well-being, economic revival or the environment. In this regard, an integrated, holistic approach is more and more vital. We know that for any system to be optimised increasing levels of understanding of the impact of a

¹ Bristol Accord.

change in one area on another need to be taken into account. They need a framework and tools to support the required 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 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 commitments and the actual needs of cities that this project was launched. It has been supported by France since the French EU Presidency in 2008.

PART 1 Why is the European Union committed to 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 1987³. 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 Gothenburg Strategy of 2001 and sets out how the EU can more effectively fulfil its long-standing commitment to 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 more socially inclusive growth to overcome the economic and financial crisis and to achieve a sustainable future.

The European Union's commitment

A Europe that seeks to place itself in the world needs strong cities that are attractive places for people to live, work and invest in. Cities are key partners when it comes to tackling global challenges. Working together for sustainable cities that offer a good quality of life is also the way to bring the EU closer to the people.

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

What is an integrated approach? It is a holistic multi-sectoral approach. It considers the impacts of a measure in one field by evaluating them in all the other fields of urban development. It aims to reconcile the various interests and needs concerned. And it addresses every scale and level of action and responsibility.

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

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.

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

European ministers responsible for urban and spatial development have applied these principles to the development of European cities and regions. With the Leipzig Charter on Sustainable European Cities⁵ and the Territorial Agenda of the European Union⁶ 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 Programme⁷ of 2000, the Urban Acquis⁸ of 2004, and the Bristol Accord⁹ 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 Statement¹⁰ they reconfirmed the Leipzig Charter objectives and put special emphasis on climate change in recognition of its growing importance.

Furthermore, ministers were convinced that a more intense 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 aims were 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.

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.

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 European cities. There is a risk that the crisis in the property market might worsen the housing problem and its social outcomes. The reduction of demand and consequently the financial losses resulting from this are also having an extremely negative effect on other sectors that are also very important for a city's economy – such as the banking, industrial, retail or service sectors. As a result, many companies are struggling for survival and unemployment rates are increase continually.

But cities have to become more aware of their internal potential for development, and not aim only at a kind of development that is more appropriate for other contexts, such as the private market. If it is true that 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 economic issues but also 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 thanks to a certain system of relationships 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 drain for its impacts, wastes and emissions. Nevertheless, for centuries, the ecological footprint of the European city was locally confined to the territory closest to it, and natural cycles could regenerate these urban impacts. However, nowadays, the impact of urban activities has changed both in 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 that the forthcoming “oil peak” and the subsequent end of the “oil era” imply 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 production: the 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 the good provision and allocation of mixed uses and activities, while minimising the demand for mobility and allowing the optimisation of public transport.

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, attaining a global dimension on certain occasions such as green-

house gas emissions or the disposal of certain dangerous kinds of waste in very distant and disadvantaged areas.

Climate change is a clear example of the result of this combination of quantitative (increase in 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 for the quality of life and environment within the city, but also to think globally to try and resolve –as far as possible- the urban metabolism at the local level, thus avoiding collateral impacts on other territories.

Social challenges

Last but not least, European societies are facing social and demographic challenges related to 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 such as city shrinkage, sub-urbanisation, urbanisation, isolation and social segregation, etc.

Social cohesion within the city is receiving growing attention in urban policies as well, due to its close connection with global changes. In fact, the economic growth of the city as a whole rarely means an equal distribution of its growth within the city, and is often linked with the process of polarisation, social dualisation, etc. Consequently, 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 are 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 capitalising on their experiences. The Reference framework has been created to address specific needs, to provide new ideas, new insights, and to be usable by all towns and cities in order to foster more 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 to their local environment.

A study of existing examples (*Please see 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 European cities to face the complexity of 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 on the sustainable urban development of their city or municipality. Starting from this result, the RFSC has been built with the aim of offering local stakeholders an operational, concrete and practical tool for the assessment and monitoring of sustainability progress in their towns and cities. 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 property speculation.

Why do we need a reference framework now?

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

- Europe must remain globally competitive in the long term, with a view to ensuring cohesion within its limits, and must exert its influence world wide on such issues as climate change. . Sustainable urban development can contribute to this.
- European cities must remain socially inclusive and attractive places, offering quality of life to all categories of citizens. Sustainable urban development can contribute to this.
- Europe’s Ministers want to see the Leipzig goals come to life
- Many cities need quality instruments to achieve this - not all, and not all to the same extent; but most and to a significant extent.
- Modern challenges generally put growing pressures on cities which, in the light of these problems, need better and more efficient decision-making support.
- We have to anticipate future developments so that actions can be taken to minimise possible negative consequences and seize opportunities for our economy, society and environment.

What does the RFSC seek to achieve?

This project seeks to achieve the following:

- To deliver a 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 cities and all stakeholders at all levels to build a sustainable learning network;
- To facilitate European dialogue on sustainable urban development;
- To deepen the common understanding of the integrated urban development approach.

What the RFSC is

This reference framework is an operational and practical tool which allows and encourages users to engage in a constructive dialogue between the relevant actors: politicians, city managers, planners, citizens, businesses, etc. Its aim is to support public administrations in programming interventions in integrated urban development.

Since it is important to structure and plan the process of developing and implementing sustainable urban development, the reference framework starts with an assessment of the current state of affairs in the city or municipality concerned. It provides a broad range of objectives that should help 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 that are the most appropriate for their specific needs. Furthermore, guidance is given on monitoring the implementation of the tool and on evaluating 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, environmental 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 the RFSC is not

We wish to highlight that the reference framework does not propose a binding framework or a specific model for all cities or municipalities. It is intended as an operational tool, complementary to existing local planning and programming tools. Moreover, it does not 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 RFSC is not an automatic mechanism generating solutions, but an instrument for orienting and supporting decisions.

The reference framework is to evolve

The toolkit also wants to encourage local authorities to develop their own measures or actions, which suit them better for sustainable urban development, even if they are not already included in the RFSC.. 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 results from a clear decision by city leaders to change their approach to 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 actions undertaken. No policy area should be dealt without exploring its relationship with 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 one level (local, regional, national), but on other levels as well. 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 the 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 sure that the political leader(s) are committed to taking the necessary decisions and actions in a mid-or long term perspective. Staff in local government administrations need 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's work in 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 development of the RFSC:

- A high level group, led by France, made up of representatives of Member States and other European countries, European institutions, representatives of 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**.

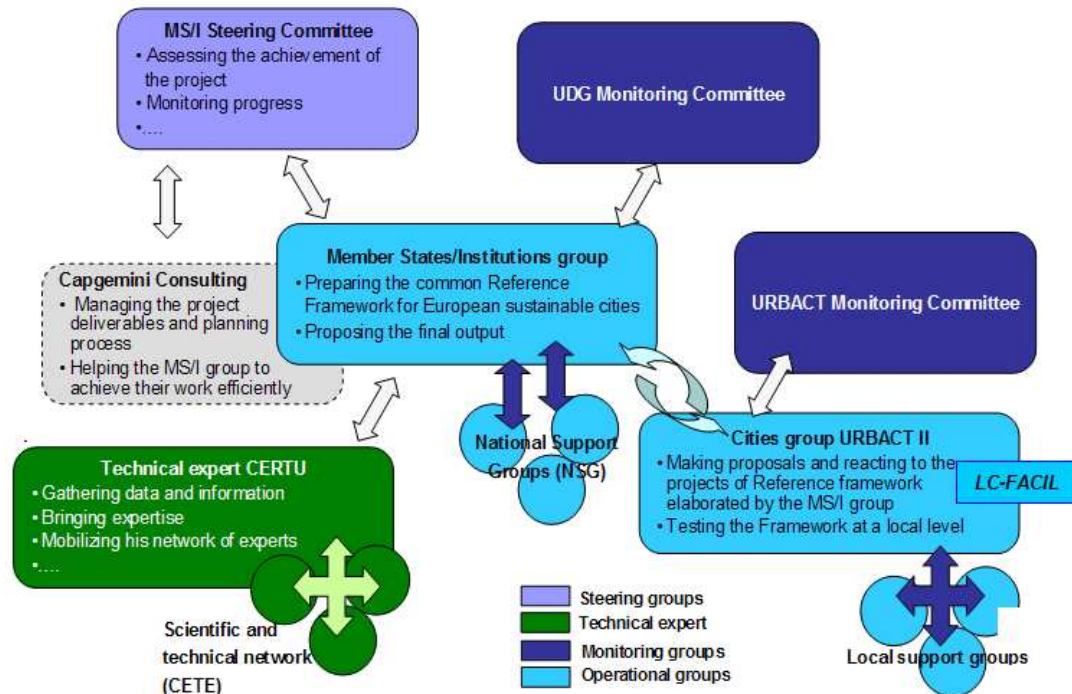
The two groups worked in close coordination, the role of the MS/I group being to build the reference framework and to refer it to the experiments, reactions and proposals of the “cities” group ; the role of the “cities” group was to examine and test the proposals by the MS/I group and to provide a corpus of practitioner recommendations. The role of the LC-Facil group will be extremely important in the 2nd “testing phase”, which is due to begin in the second half of 2010 (*Please see Part 5*).

- Other working groups at the level of each MS/I member country have been involved in the process of the reference framework. They are the **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 city networks. Their structure depends on the national context and stakeholders involved in urban policies, but every level of governance should be represented in each support groups for the Reference framework to be properly used.

In the next phase of the project (testing phase, 2nd half of 2010 and 2011), the National Support Groups will have an important role to play (*Please see Part 5*).

Organisation of the project

Fig. 1 Organisation



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 of 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 been meeting on a bi-monthly basis.
- **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 composition is decided by the MS/I member. The objective of the NSGs is to mobilise country stakeholders.
- **URBACT project "LC-FACIL"** is composed of 6 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.

The method used

The major elements were as follows:

- Moderating, process organisation, setting up various groups of technical experts and European members, for the overall conception of the reference framework: CapGemini C.
- Research was undertaken by CERTU, a French research body that is part of the French Ministry of Ecology. This included assessing what the current practices are in countries and cities on integrated sustainable urban policy. For this purpose, a framework comprising six elements (strategy, sustainability questions, visual assessment tool; actions; indicators, monitoring tools policy) was used to assess some 70 cities. This has formed a very robust and structured basis for developing content (*Please see Appendix 1*).
- According to the principle of “adopt, adapt, create”, existing good practices have been fully assessed and used in the production 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 participatory process. Contributions were sought between and during 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 in the form of a freely accessible open source webtool.

The Reference Framework is built on the recognition of the boundaries set by the context 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

The commitment of MS/I members has been a basic tenet of the project, ensuring its inclusive design involving all Member States.

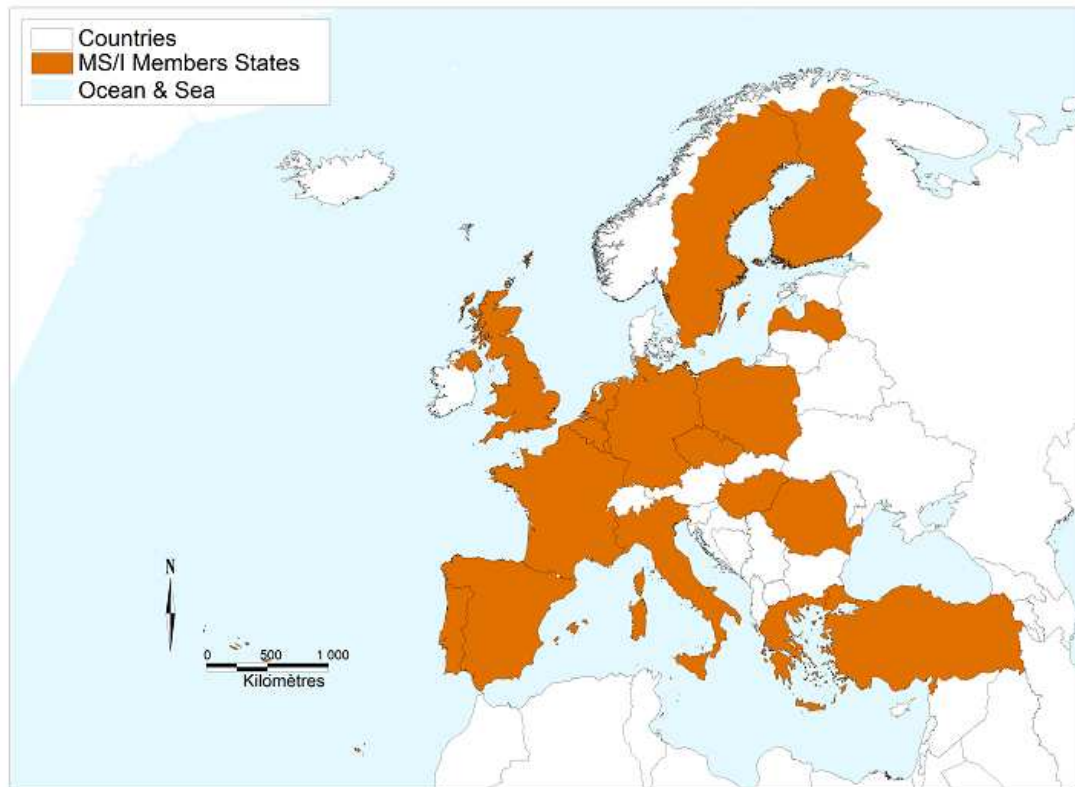
The active contributions and important practical inputs of the European local authority networks Eurocities and the Council for European Municipalities and Regions (CEMR) have helped ensure that there is a degree of local input and that the RFSC has been designed ‘with the cities, for the cities’.

The National Support Groups (NSG) and URBACT Cities group (LC-FACIL) helped to assess needs and priorities.

The cities that are members of the URBACT LC-Facil group have assessed and commented on the applicability of the deliverables from the MS/I working group. This process has ensured the practicality and usability of the products in the field prior to their broader deployment.

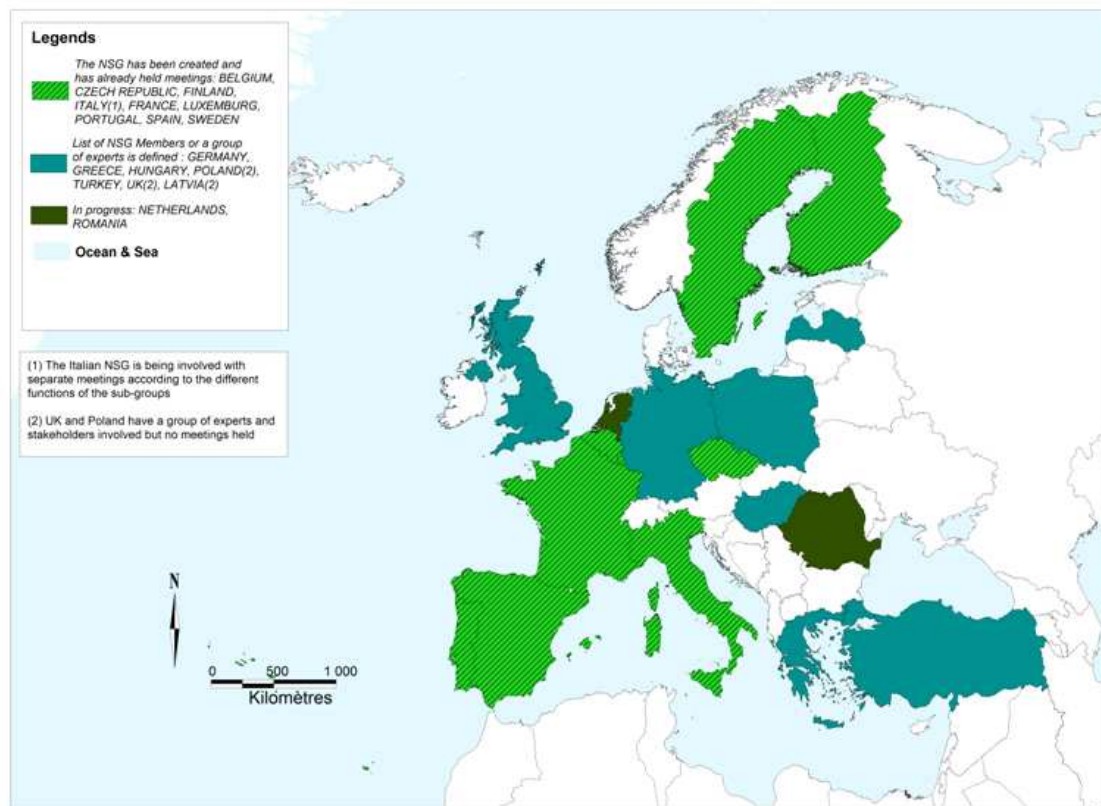
The responsibilities of the MS/I members have included mobilising the appropriate national bodies in order for them to review and adjust policies and practices within their MS.

Figure 2- MS/I Members Map



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

Figure 3- National Support Groups Map



The technical experts support the MS/I working group

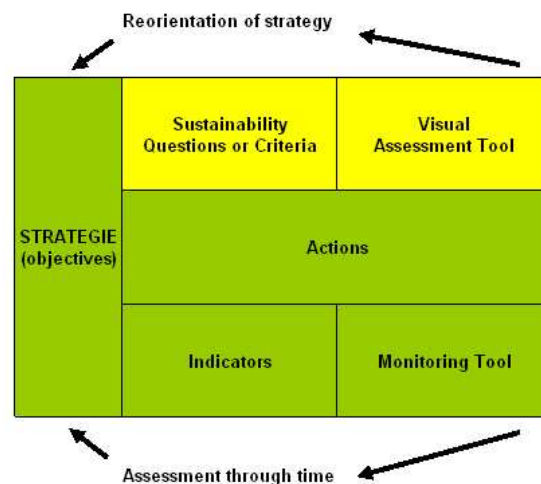
During the whole process the experts from the CERTU (*Please see Appendix 2*) have provided the MS/I working group with technical/academic support. They have also made proposals regarding the structure and contents of the reference framework.

The CERTU experts embarked upon the analysis of more than one hundred European documents that refer to existing reference frameworks at city level: the sample was composed of Local Agenda 21, Cities Sustainable Strategy, Sustainable development frameworks, etc... This analysis led to a first draft of 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 enhance the overall comprehensive scope of the 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 45 documents from European cities. They drew up a first short list of 20 cities in order to deepen their analysis by directly involving stakeholders through a detailed questionnaire. The next more specific stage of this process consisted of visiting and interviewing about ten European cities with a view to examining their exemplary nature in terms of methods, tools and processes, more than in general terms of sustainability.

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

Figure 4: Main components of existing European cities reference frameworks



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

Thus, the CERTU experts, by contributing all this material to the working group, participated actively in the building process and the construction of the contents of the reference framework (scientific expertise). The CERTU led the technical aspects of the construction of questionnaire grids - the core element of the framework – based on the three sustainable development pillars plus governance. The CERTU also identified the various attributes relating to the questionnaire grids, namely: 1. interdependence of questions; 2. baskets of indicators; 3. a first draft of key indicators; 4. a first version of the Monitoring tool; and 5. questions that require paying special attention to deprived neighbourhoods. In order to cover all these elements, the CERTU worked with all the partners: MS/I members, the Pilot Team, European Experts and also networks of local authorities and cities from the LC-FACIL group.

The CERTU experts were also involved in the process of designing and constructing the first version of the Reference Framework for European sustainable cities Tool (the prototype). They did so by identifying and clarifying the reference framework's possible uses (who, what, when and how?), by monitoring the construction of the first computer version of the framework, and by participating actively in the drafting of the user's guide.

Evolution of the working process in 2009/1st half of 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 into an operational tool that could be used by practitioners at local level.

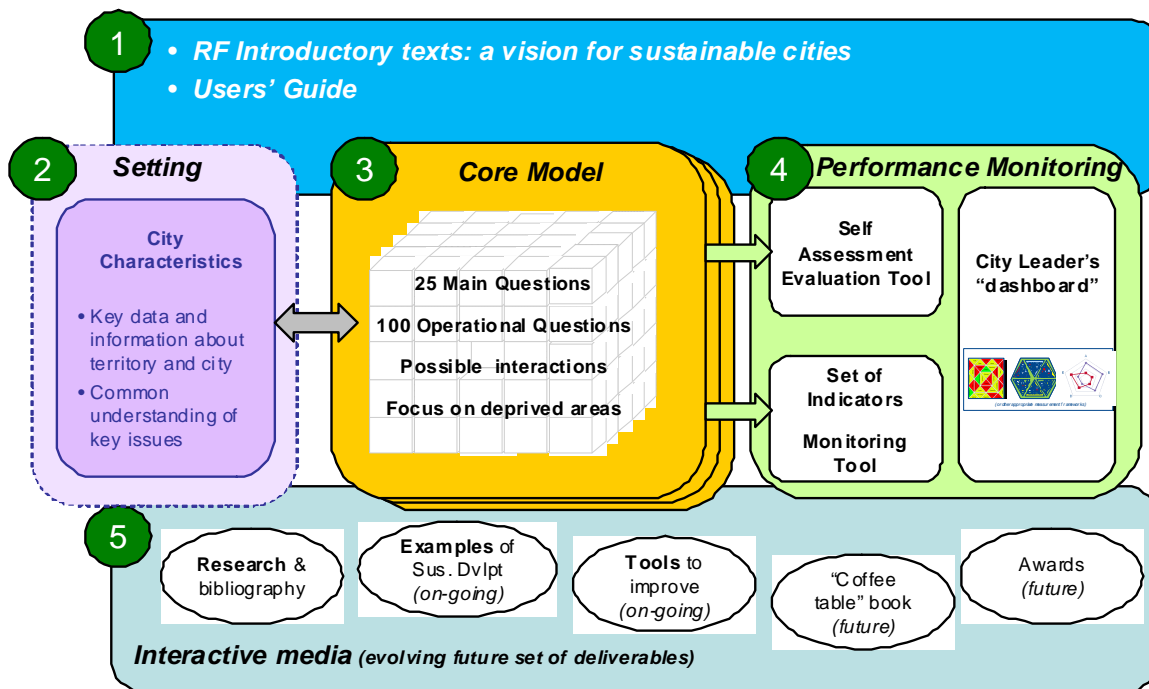
A considerable part of this process was dedicated to the translation of the objectives of the Leipzig Charter into six main axes, composed of the main objectives (5/6 per/axis) and operational objectives. Three more axes concerning climate change derived from the Marseille statement were added, resulting in a list of nine axes + one cross-cutting axis on Governance.

The group then set up a matrix connecting these axes with the main fields of sustainable urban development. All the cross-cutting themes have been classified depending on their degree of importance and validated in consultation with internal and external experts.

The group was then able to produce a first outline structure for the forthcoming reference framework consisting of five parts:

- an Introduction and Users' Guide giving instructions and recommendations on how and when to use the reference framework and the related tools;
- questions and tools to help users describe the current situation in their territory and identify its main advantages and challenges in terms of sustainable development;
- questions and tools to help users adopt an integrated approach to urban development;
- a set of suggested indicators and visualisation tools to help users monitor the progress made by their city;
- relevant documentation with direct access to European or national reference texts, city illustrations and other interesting documents relating to the European sustainable city.

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



Since its inception, the tool has become more and more user-friendly:

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

The main other development was the production of a demonstration RFSC, the so-called "DEMO" version, showing what the forthcoming tool would be like: this has been very helpful to show how the RFSC could work in practice. The next step was to draw up the specifications for the webtool prototype to be presented at the Toledo meeting.

Different versions of a web-tool

Figure 6: Logo of the Reference Framework for Sustainable Cities



The RFSC has been developed as an interactive webtool created by a contractor called “The Floating Stone”. This webtool has all the features defined by the MS/I working group, namely: helping cities to develop their strategies; assessing their current state of a sustainable city; checking their adoption of the integrated approach; choosing indicators out of a broad set of indicators; including recommended key indicators; developing a monitoring tool; focusing attention on deprived neighbourhoods; and fostering exchanges and discussions on the basis of a common understanding and format.

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

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

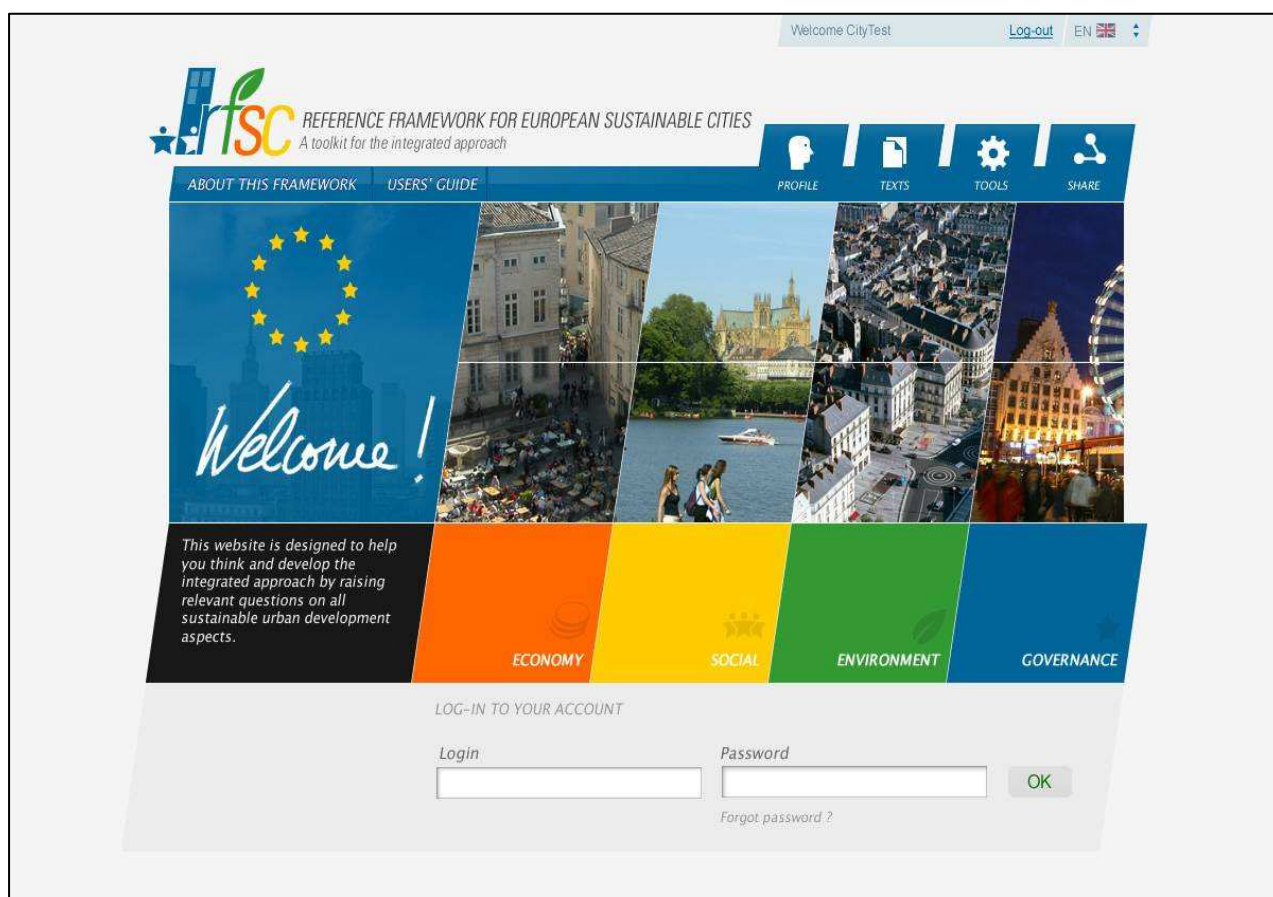
The tool has been designed to allow translations of it by every Member state, as well as the possibility in the longer term, to add questions, indicators or illustrations, depending on the national or local context. The results of each of its uses will be downloadable and could be used as starting points for engaging a dialogue with stakeholders and citizens or for initiating communication processes.

Finally, from a European perspective, the webtool will allow cities to share experiences and find peers across Europe with whom to cooperate.

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 Framework on Sustainable Cities (RFSC) and help European cities, especially small and medium-sized ones, to develop integrated sustainable urban development strategies and projects. This phase should start immediately 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).

Figure 7: Welcome page of the RFSC web-tool



Description of the testing phase

The testing phase should be built on the following cornerstones for the post-June 2010 period.

1/ Objectives of the testing phase

In line with the general aims of the RFSC, the aims of the second phase are:

- to create and promote a common understanding of the benefits of an integrated approach to urban development policy;
- to use monitoring and evaluation instruments as an outcome-orientated tool in support of the main goals;
- to give European cities (be they small, medium-sized or large) the opportunity to express their needs from the practitioners' point of view regarding policies in favour of sustainable urban development (complementary tools, new functionalities, adaptation of existing tools, etc.) at different levels (regional/national/European);
- to foster dialogue and exchanges on what is needed for the implementation of integrated approaches at city level;
- to help cities take ownership of the RFSC;
- to 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 with Member States, cities, and the European Commission, and to raise awareness of 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 half of 2010, the prototype of the RFSC ('Version 0') will have to be consolidated in line with the agreement reached by the ministers. 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 meets the needs of cities, the consolidation phase should be organised in close cooperation with LC-FACIL partner cities. As they participated in the development of the tool during the first phase, they will play an important role in the testing phase. Their contribution should include:

- testing the section entitled "characterise my city: basic features" with several cities depending on their own various characteristics, in order to test this section from several angles;
- testing the "strategy process" section with one or two cities using an existing municipal strategic programme;

- testing the different evaluation and monitoring tools proposed (4 or 5) on specific projects in different fields (transport, housing, etc.) in order to check if they really encourage the integrated approach;
- testing the proposal for a set of recommended common key indicators;
- making a critical assessment of the RFSC prototype and proposing improvements.

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 with the creation of 'Version 1' of the RFSC, preparations will begin for having it tested by a larger group of European cities (50 to 70 from across Europe). The idea is to have the tool tested by cities that did not participate in the first phase. This preparation needs to be done with the support of a contractor (for structuring the test, preparing questionnaires and providing guidance for the test-cities).

a) The selection of test cities should be organised in close coordination with Member States. Member States (UDG members) will be asked to submit a list of one to five test cities per country by October 2010. The number of test cities per country should generally be based on 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 size, function, type and challenge. The test cities must be committed to participating in all stages of the test. To ensure good communication at national and European level, Member 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 good communication with the (national) test cities in case language problems should occur.

To follow up on the testing phase, Member States should use or set up National Support Groups. The Member States 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, which may be already in place and which ensure the involvement of cities and regions and other stakeholders concerned.

The overall set of test cities will have to be validated by the UDG acting in its capacity as the Monitoring Committee.

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

2/3 Translation of the RFSC ‘Version 1’ (end of 2010/beginning 2011)

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

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

a) In the first half of 2011, testing of the RFSC ‘Version 1’ should focus on the larger group of 50-70 selected test cities, who would “discover“ the tool and bring new feedback on it after having tested it.

The test should cover the different parts of the RFSC ‘Version 1’ (“Characterise 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 ‘Version 1’ on the basis of the technical expert’s proposals and the LC-FACIL comments, 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 ‘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 visits by experts 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 RFSC ‘Version 2’ (2nd half 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 the support of 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, ‘Version 2’ should be delivered with guidelines on how to use the RFSC 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 are translated into their national languages by March 2012 in order to make the RFSC fully operational and to ensure broad participation of 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 1st half of 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 authority networks and the European Commission (DG Regional Policy) will provide the co-leadership for the renewed MSI/Group.

Renewed role of the MS/I group

1/ Evolution of the context

During Phase 1 of the project (April 2009/June 2010) the MS/I group held bimonthly 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 (July 2010/December 2011) priority will be given to the cities that 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 completed, choice of indicators and recommended key indicators, illustrations of best practices, validation of versions 1 and 2 of the tool ;
- In the new phase the MS/I group becomes a sort of “follow up committee” for the testing phase:
 - it plays a consultative role regarding the criteria for selecting the cities;
 - it follows up the feed-back received from the cities;
 - it receives and assesses the first reports by the expert, etc.

The MS/I group will be supported by the contractor, who will act as the interface with the large group of test cities (organising the test of the prototype, collecting and analysing the feedback from the test cities, reporting back to the MS/I group and formulating recommendations for the RFSC). The MS/I members are responsible for acting as an interface between the local and the national levels. In this respect, the role of the NSGs is crucial (information dissemination).

3/ Organisation

- The **new MS/I group** will be chaired by a local authority network representative , the Council of European Municipalities and Regions- CEMR : this choice will allow the required shift to be made toward empowering the local authorities and reinforcing their role in the process. In order to ensure continuity, the former chairwoman of the initial MS/I group will remain a member of the group and of its management team).
- **Members of the MS/I group:** the membership should include as many volunteering Member States as possible in order to ensure the generalisation of the process and improve the ownership of the tool. The Lead Partner LC-Facil will remain a member of the group, along with the European Commission and the Eurocities and CEMR networks.

- **Frequency of meetings:** one to two per half-year.
- The **MS/I group's management team** will function under **the joint responsibility of the European Commission (Directorate General for Regional Policy) and France**. It will be composed of representatives of the local authority networks (CEMR, Eurocities), the trio of EU presidencies, plus one or two volunteers from other Member States, although priority will be given to Poland and Denmark. One of the Management team's main tasks will be to organise the test phase in practical terms and to follow-up and coordinate the work until the final result and the 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' points of view. This team of experts will attend management team and MS/I group meetings.

The other groups would consist of:

- The **UDG** acting as a monitoring committee in order to ensure continuity and linkage with the intergovernmental process (Presidencies/Ministerial meetings).
- The **steering committee** will be composed of the Trio of Council Presidencies (Spain, Belgium and Hungary), as well as the forthcoming Polish Council Presidency, the Urbact Secretariat and the European Commission. Its role will be to steer the testing phase and agree on the main steps and lines of action to be taken in the process.
- The **URBACT LC-FACIL** project, composed of six project partners, will contribute to the testing phase through its participation in the MS/I group and through direct cooperation with the technical expert and the contractor, especially with a view to consolidating the prototype and to preparing the content of the test. The LC-FACIL cities will also take part in the testing itself.
- **National Support Groups** (or comparable national support structures) should be composed of representatives of national, regional and local authorities, as well as other stakeholders (e.g. the private sector, NGOs and urban experts). They 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 increasingly important role to play:
 - **RFSC enhancement:**
 - giving inputs to the MS/I working group and reacting to its proposals;
 - mobilising the diversity of knowledge, skills and experience of their members;
 - providing information, giving and proposing new ideas for the appropriate development and implementation of the Reference Framework;
 - **RFSC adaptation:**
 - integrating the RFSC process into the national public action framework;

- assessing the usefulness and adaptability of the RFSC to national urban policies;
- making concrete proposals that fit the national context;
- helping to implement the RFSC at local level.
- RFSC promotion:
 - mobilising country stakeholders;
 - communicating with local and regional authorities, professional networks, the private sector, civil society, etc. in order get them to adopt the RFSC;
 - mobilising public opinion and associations that are playing a growing role in urban development.

Shared financing of the testing phase

- *European Commission*: assigning 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 leading/moderating 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 languages (the working language will be English); assisting their test cities (for example, by helping the cities to translate 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 half of 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-affirms common support for the RFSC and underlines the shared responsibility. It also ensures 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/ Out-comes	Deadlines/ Comments
Phase 1 2nd half 2010 Preparation of the testing	Consolidation of the prototype	<u>Technical expert</u> LC-Facil	Improving existing form Completing missing elements	Version 1 for testing phase	Nov/ Follow up by management team
	First testing	<u>LC-Facil</u> Technical expert	Testing each existing part of the prototype Critical appraisal in liaison with the forthcoming expert work	Improvement of the Version 0, towards Version1 Elements for the testing phase	November December Follow up by management team
	Translation of Version 1 by MS	<u>Management team</u>	Communication with MS on translation	Letter to MS on behalf of the management team + sending of the Version1 Communication at the UDG meeting	End November Follow up by management team 14 October
	Expert for testing phase	<u>EC</u>	Preparation of the specifications	Call for tender ready to be launched	June/July September
				Selection of the contractor	November
	Call to cities	MS (UDG members)	Preparation of the call through local authority networks and/or MS (UDG)	Letter + kit for information : process, aim, Demo or prototype, criteria of selection, deadline for submitting, list of UDG members, etc Reception of candidates	Sending : end of August Early October
		<u>UDG</u>	Approval of Selection		14 October

		<u>EC/contractor</u>	Information to selected cities	Letters to the cities + copy to the local authority networks (CEMR, Eurocities, LC-FACIL), and to BE-Pres. to inform DG of MS and UDG NSG meetings	November Last quarter of 2010
	Launching the renewed MS/I group	<u>MS</u> <u>Management team</u> Contractor for the testing	Preparation of the working programme of the MS/I Group Organisation of the tests	1 or 2 management team preparatory meetings 2 MS/I group meetings	July /September Early October (before UDG), Early December (before the testing phase)
Phase 2 1st half 2011 Testing phase	Launching the testing phase	<u>EC/contractor + expert</u> Management team MS	Preparatory working sessions with the expert NSG meetings as numerous as possible	Launch meeting with the test cities	December Early February Management team attending the meeting+ NSG chairpersons
	Follow up of the testing (testing by cities from February till May)	<u>Contractor</u> MS/I group	Elements coming from the experts, LC-Facil, NSG	First appraisal, mainly at the end of the LC-Facil project	One meeting in March, one meeting in June
Phase 3 2nd half 2011 Results of the testing phase	Final assessment	<u>Contractor</u> Management team	Feed-back from the test cities, analysis (from June to August), recommendations	Final report Presentation to the UDG and DG meeting Meeting with test cities	Sept 2011 Polish Pdcy, end of 2011 (Nov./Dec.) September 2011 MSI & NSG members attend the meeting
	Improvement of the webtool	<u>Technical expert</u> Management team Contractor	Modification of tool according to the contractor's report recommendations MSI members work	Final version (Version 2) Validation of the final version by UDG (Oct./Nov.?) & DG (Dec.?)	Oct/Nov 2011 One MS/I group meeting in October

CONCLUSION: Why should this tool be used?

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

- The RFSC can help cities 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 be faced. 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 mutual understanding and real exchanges and dialogue.
- The RFSC has been especially designed and built for small and medium sized towns and cities, who may otherwise 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 leadership of Member States and in cooperation with the European Commission: European networks in the MS/I Group, associations of local authorities in the NSG of some member states, LC-Facil in the framework of the Urbact project. In each of these groups, Member States have been involved in one way or another: they are members of the MS/I group, they manage their NSG groups and they co-finance Urbact.
- The tool has been built to help cities to develop and understand how to manage an integrated approach to their urban strategy or project. With the help of the interdependencies linking the different fields in the webtool, the RFSC tool indicates where there are possible synergies or conflicts between such policies and projects and thus helps cities to really use a smart and more easily integrated approach.
- The tool offers users the opportunity to develop better multilevel governance and work together with all stakeholders by choosing to what extent 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 that has been developed in cooperation between all relevant actors. The cities should now take the lead in adapting the RFSC to their conditions and needs. This complies with the original aim of the Marseille statement, namely: to translate the Ministers' commitments (the Leipzig Charter and at national level) to an operational tool (the RFSC to be implemented at the local level).
- Finally, the RFSC is a transparent and free tool, open source, adaptable by its users, driven and supported by the public sector, with the aim of helping European towns and cities, especially the smaller and medium-sized ones, which would otherwise not be able to produce themselves.

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

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The Main City documentation analysed by CERTU (non exhaustive – focus on some relevant cities, and interviewed cities). For further reference, please see the CERTU Reports already mentioned or contact the CERTU

- City of Goteborg (Sweden) - The Societal Development + A dynamic & communicative monitoring tool -
<http://www.goteborg.se/wps/portal/gotrends>
<http://www.goteborg.se/wps/portal>
<http://ncva.itn.liu.se/explorer>
- City of Leipzig (Germany) – Integrated urban development concept (SEKo) –
<http://www.leipzig.de>
<http://www.leipzig.de/stadtentwicklungskonzept>
- Stockholm (Sweden) - Vision 2030 - the Stockholm of the future
<http://www.stockholm.se/OmStockholm/framtidens-stockholm/Vision-2030/>
- Barcelona (Spain) The Barcelona sustainable reference framework - Barcelona Ecology Agency - Agenda 21 of Barcelona - The Barcelona sustainable reference framework
<http://www.bcn.es/agenda21/>
<http://www.bcnecologia.net/index.php?lang=EN>
- Vitoria-Gasteiz (Spain) Agenda 21 of Vitoria-Gasteiz (framework, method and indicators) - Vitoria-Gasteiz (2008) - Agenda 21 of Vitoria-Gasteiz (framework, method and indicators) - <http://www.vitoria-gasteiz.org/w24/es/html/>
- Bern Canton (Department) (Switzerland) - An assessment tool : the Bern Compass
http://www.bve.be.ch/site/fr/index/aue/bve_aue_ent_nachhaltigkeitsbeurteilung.htm
- Malaga (Spain) - Stakeholders involvement in terms of adaptation of Sustainable strategy & monitoring tool (indicators) -
<http://www.omaui-malaga.com/bibliografia/ficha.asp?pag=7>,
<http://www.omaui-malaga.com/pagina.asp?cod=71>,
www.agenda21malaga.org
- Helsinki (Finland) - An assessment tool (peer review) and organisation in the creation and use of framework
<http://www.hel.fi/>
<http://www.helsinki.fi/en/>

- 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/>
- Rennes Métropole (France) – Le Baro'Métropole - <http://www.rennes-metropole.fr/agenda-21-le-barometre,165858,fr.html>
- Malmö (Sweden) - Monitoring tool & Coherence between strategies plans and sustainable development - through the Overview Plan
www.malmo.se/sustainablecity
<http://www.malmo.se/bostadbygge/oversiktsplanervisioner/malmo2005aktualisering.4.8d0a111040d13c0908000201.html>
- 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

Chairperson : 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 Republic : Ministry for Regional Development: Jiri Markl

Finland : Ministry of Employment and the Economy/ Ministry of the Environment: Mika Honkanen/Olli Maijala

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

Germany : Federal Institute for Research, Building, Urban Affairs and Spatial Development -BBR : Jürgen Göttsche-Stellmann

Greece : Ministry of Economy and Finance: Rea Orfanou

Hungary : Jarmi Gyongyi

Italy, Ministry of Infrastructure and Transport, Directorate General for Territorial Development, Programmation and International projects,: 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 Development 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: Directorate-General for Regional Policy: Santiago García-Patrón Rivas, 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 : Reinhard Wölpert, Karolin Pannike, representing the cities of : Rennes-Métropole (FR), Kirklees Metropolitan Council (UK), Vitoria-Gasteiz (ES), Gothenburg (SE), Bytom (PL) and Leipzig (DE))

- **Experts of the project in 2009/2010**

CAPGEMINI CONSULTING

Capgemini Consulting is the Global Strategy and Transformation Consulting brand of the Capgemini Group, specialising in advising and supporting organisations 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 design and development of the European Reference Framework for sustainable cities (RFSC). The CAPGEMINI project management roles were mainly: to manage the project deliverables and planning process; to bring innovative working tools and methodology; to organise the production process in a fluid and rigorous way; and to organise inter-session work between members. Capgemini was also expected to contribute to a positive environment and foster conviviality within the group, to participate in the coordination work, and to report to other groups and political players, and contribute to presentation and communication deliverables.

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CERTU

Centre for Studies on urban planning, transport 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 «cross-cutting» approaches to urban development. Certu already has a important presence in the fields covered by the “Grenelle de l’Environnement” (the French national Forum on the Environment), 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:

- Urban Planning and Territories,
- Transport and Mobility,
- Environment, Energy and Risk Management,
- Building, Energy and Accessibility,
- Shared Public Spaces and Highways

Since January 2009, CERTU has been commissioned by the French Ministry of ecology, energy, sustainable development and the sea (MEEDDM) to support the design and development of the European Reference Framework for sustainable cities (RFSC). The role of CERTU is to bring to the working groups technical added-value and to focus on key points to be covered relating to:

- what could be both the reference framework in general;
- what could be its components (methods, processes, tools, indicators, assessment, question grid, uses, etc.);
- sustainable urban development and the integrated approach to urban development.

With demanding scientific and technical standards, CERTU experts are also involved in the process of designing and developing 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 RFSC process in collaboration with CERTU, working on the contents of the reference framework prototype: identification of existing reference frameworks in European cities, analysis and expert advice on the questioning grids, expertise and first draft of sets of indicators, interviews with European city stakeholders.

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