



Part-funded by the European Union

URBANworks

Integrated Solutions for Sustainability Management
in the Baltic Cities



A toolkit supporting local authorities to develop an organisational unit to ensure sustainable city development.

Acknowledgements

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Kyösti Lempa, project coordinator

URBANworks - A toolkit supporting local authorities to develop an organisational unit to ensure sustainable city development.

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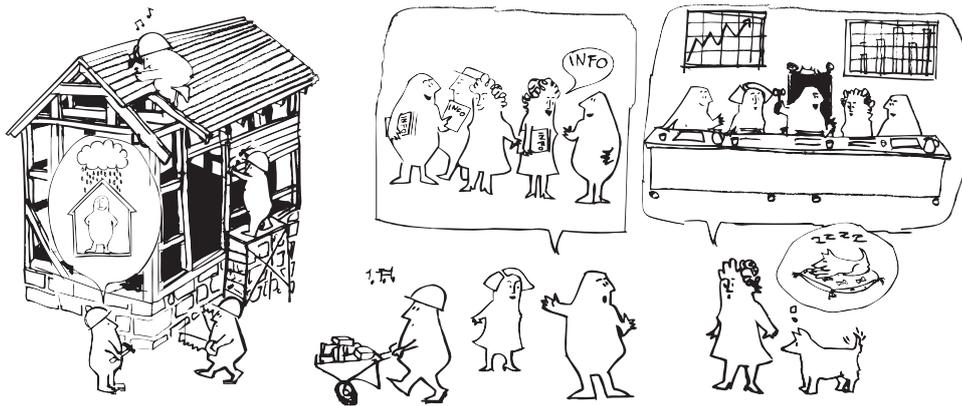
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Integrated Solutions for Sustainability Management in the Baltic Cities

URBANworks



A toolkit supporting local authorities to develop an organisational unit to ensure sustainable city development.

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What is URBANworks?

At the local level, sustainable development requires understanding, resources, skills, cross-sectoral cooperation, political commitment and most of all - *an organisational structure to systematically coordinate the efforts*. This toolkit - **URBANworks** - covers all of these aspects.

Sustainability management unit:

In this guide, this term refers to a **working unit that coordinates the sustainable development of a city**. Such units vary from city to city - from Local Agenda 21 offices or Mayor's offices to networks within or outside the administration.

How will I benefit from using the Toolkit?

Each building block in the Guide provides **tailored guidance** and **concrete examples** from cities like yours to support you in developing your management unit. Additionally, the second section, a *Managing sustainability - An organisational framework* document links to the guidance and contains **specific exercises** to help you to work through potentially abstract concepts in a practical way. The process is also designed to help you to build support for the work from the start.

How is it organised?

URBANworks is divided into two sections: **Guide** and **Managing sustainability - An organisational framework**.

The **Guide** section of URBANworks will lead you through five "building blocks" that are required for the development of an effective sustainability management unit. In each building block, questions will prompt you to reflect on your city's situation in regards to specific thematic issues.

For each of the five building blocks, you will receive **Expert Guidance** based on the experts' experiences bringing cities through the process in the SUSTAINMENT project. This sheet will be brief and specific to your city. Together, these five Expert Guidance sheets will make up a "**Blueprint**" reflecting your city's overall situation. They are meant to be used in your discussions with your working group, department, other departments, etc.



This Guide will support the development of a sustainability management unit to meet the specific needs of your city in terms of sustainable development. In order to make the links between the concepts more clear, this guide compares the sustainability management unit to that of a building.

There are five basic building blocks needed to construct a building. Each building block corresponds to an element necessary for the effective coordination of sustainable city development.



- 1. Foundation** – Common understanding of sustainable development
- 2. Frame** – Political support for sustainable development
- 3. Function** – The role of a unit to manage sustainability
- 4. Construction Materials** – Sufficiency of resources for sustainable development
- 5. Layout** – Organisation of the unit and its connections to the municipal administration

How to navigate through the Guide

In each of the five building blocks, you go through the following path.

1. The first page - **Definition** - introduces you to the element required for managing sustainable city development.
2. The second page - **Questions** - presents you with a question about your city. Choose the option that best applies to your city's situation and move to the page it refers to.
3. The third page - **Option** - provides a description about the specific situation you have selected. From here, you can move to the following city example.
4. The fourth page - **City Example** - briefly describes a real city also dealing with this specific situation. From here, you can move to the following Expert guidance.



5. The fifth page - **Expert Guidance** - provides brief guidance to your city's current situation by experts, focusing on the following themes: **governance, communication, management, and sustainable development tools.**



From each Expert Guidance page you will be guided to the next element, and finally, from the fifth element to the **Blueprint page**, where you can summarize your choices.



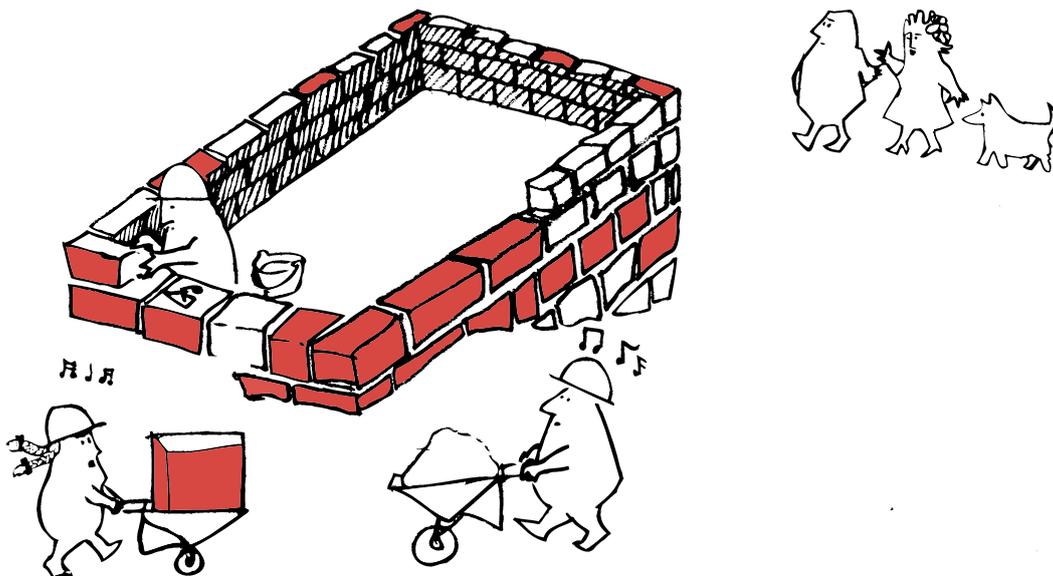
Foundation

Foundation

Foundation - the common understanding of sustainable development

In a building, the foundation supports the entire structure. For a building to withstand long-term changes in its environment, it needs a solid foundation.

This is also true for the unit managing the sustainable development of your city. There should be a shared understanding of what is meant by sustainable development in order to effectively manage the process. Without this, it is difficult to move forward in a coherent way.



The common understanding of sustainable development -

Of course everyone does not have to interpret sustainable development in the same way. After all, the goal is to balance issues. However, it helps to have the key people – decision makers, administrators and other influential actors - discussing based on a shared understanding. Whether or not a shared understanding exists can usually be seen by looking at the city's strategies. Ideally, there is a single overriding development strategy which clearly and consistently refers to sustainable development goals, but often vague definitions, unconnected references to sustainable development, and conflicting policies exist.

Is there a general understanding of sustainable development in your city? Is it reflected in the leading city documents? This is the key to the eventual direction of your city's development and also to the efficiency with which your city develops in a sustainable way.

Our city supports the achieving of its sustainable development goals with....

A.

one or a few clear strategies that refer to sustainable development in a consistent way (go to page 10)

B.

general overall strategies with broad references to sustainable development (go to page 14)

C.

several unconnected strategies that refer to sustainable development (go to page 18)

D.

no strategies referring to sustainable development (go to page 22)

Tip!

Choose the option that best applies to your city.



Foundation

A.

one or a few clear strategies that refer to sustainable development in a consistent way

Clear strategies signal that there is a shared vision in regards to sustainability in your city and that decision makers' awareness of the issue is relatively high. This supports management efforts and builds a strong case for cross-sectoral cooperation within the local administration.

How can your unit leverage the clear strategies to gain the long-term political commitment and resources necessary for its work? Is there a need for further development of a monitoring system, target setting and indicator work? The coherence between clear sustainable development strategies and their sectoral implementation supports the achievement of your city's sustainability goals.





City example – **Växjö (SE)**

The City of Växjö's ecoBUDGET®

The City of Växjö, a signatory of the Aalborg Commitments, has made sustainable development its overall goal. This goal is reflected in the city's budget for 2008. The concept of sustainable development influences all work and activities taking place in the city. They are using a management system called *ecoBUDGET* to steer the work and activities in the right direction.

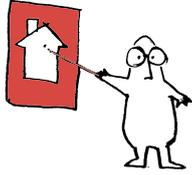
ecoBUDGET's aim is to manage natural resources with the same efficiency as financial resources. The traditional accounting system is supplemented with an ecological accounting system in which physical environmental quantities are measured instead of money. The system encourages Växjö to prepare activity plans to achieve the set targets. Activities and target monitoring help keep the long-term vision concrete and manageable. As such, *ecoBUDGET* is an environmental management system designed for political organisations.

Tip!

More details can be found online in Växjö's *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Foundation



Expert Guidance

A.

One or a few clear strategies that refer to sustainable development in a consistent way

Governance



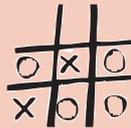
In order to maintain your municipality's commitment to sustainable development, **the formulation of a long-term strategy** is a prerequisite. It is equally important to outline the contents of this document for the public on a regular basis using different creative methods. This helps transfer politicians' commitment to civil society.

Communication



Consider whether you have **the ideal mix of involved stakeholders** and the **type of involvement**. With both internal and external stakeholders involved, several communication strategies must be developed depending on the recipients and the response that you would like to achieve. How can these communication strategies support one another and the achievement of your goals?

Management



To gain the most value from implementing these strategies, it is important to focus on **both long- and short-term goals and break them into concrete steps**. What are the strategic bold steps that support you to turn the plans into action and continuously move your city's sustainable development forward along with societal development?

Sustainable Development Tools



Even an established process needs **periodical evaluation to readjust its goals, projects, and indicators** with each new turn of the management cycle. Based on your current goals and vision, what are the most important sustainability gaps and how should the indicators be adjusted to present them?



Tip!

Further expert guidance in the *Managing sustainability - An organisational framework* starting on page 115.

Continue to the next element on page 28.

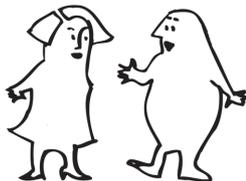
Foundation

B.

general overall strategies with broad references to sustainable development

The inclusion of these concepts in guiding documents – even through broad references - reflects a general understanding and awareness of decision makers. Broad references might result from political compromises or a weak common understanding of the concept. The lack of a clear strategy as a base creates challenges for coordination and building further political support. Also, it fails to indicate a clear direction for development.

Could your unit support the strategic work of the politicians with projects related to the quantitative target setting and indicator work? Is the unit located and structured in a way to effectively do so? The city needs clear sustainability strategies in order to develop in a sustainable manner.



City example – **Turku (FI)**

The City of Turku facing the challenge of broad sustainable development strategies...

In the City of Turku, a signatory of the Aalborg Commitments, the City Council has approved its second City Strategy, which identifies sustainable development as one of its central values. Additionally, Turku has the Turku Agenda 21, i.e. Sustainable Development Programme of Turku, which is guided by the City Strategy and other relevant strategies.

The actual implementation of these strategies has been challenging due to the lack of defined goals in these documents and the prioritisation of these documents. The lack of defined goals related to sustainability also partly reflects political compromises. In order to integrate sustainable development principles into all local government policies, the Sustainable Development Programme of Turku needs to be lifted to the same level as other sectors' strategies. At the moment, it is subordinate to the Environmental Strategy. Furthermore, these strategies were originally left aside from the main guiding documents. This status has proven difficult to change.

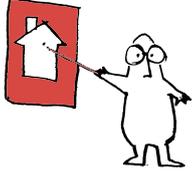
However, solutions are being developed. The regional Agenda 21 office is involved in strengthening the coordination of the sustainable development process within the city administration. They are working to secure an effective cross-departmental cooperation with a stronger shared understanding of sustainability goals. One of the main activities of the Agenda 21 office has been to adjust the *ecoBUDGET*[®] management system to the needs of Turku. It would make the coordination of the three aspects of sustainability systematic and coherent.

Tip!

More details can be found online in Turku's *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Foundation



Expert Guidance

B.

General overall strategies with broad references to sustainable development

Governance



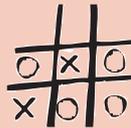
Capacity on sustainable development issues needs to be built within the city administration. The education of both staff members and decision-makers is essential to **raise general awareness and prepare for the next step towards sustainable city development**: the adoption of a clear strategy.

Communication



Facilitate generative dialogue with your internal stakeholders. Since stakeholders engage in processes that they see as relevant to their work, it is crucial that you clearly **define your target audience and involve those who view sustainability as relevant and interesting**. How can you maximise the value of collaboration for both this audience and the unit itself?

Management



The organisation should be brought together to envision how a clearly defined focus on sustainable development benefits both the administration and the city. In what concrete ways could **sustainability be integrated into the current strategies and cross-departmental work?**

Sustainable Development Tools



Common judgement criteria can help your unit to specify and gain support for a shared understanding of sustainable development. If it is challenging to form consensus around criteria, look to outside resources dealing with the subject for some ideas e.g. Brundtland Commission, The Rio Conference or Natural Step's systems.



Tip!

Further expert guidance in the *Managing sustainability* - An organisational framework starting on page 115.

Continue to the next element on page 28.

Foundation

C.

several unconnected strategies
that refer to sustainable
development

The inclusion of references to sustainable development in your overall strategies signals some awareness of the concepts. The existence of several unconnected strategies might result from political conflict or a weak shared understanding. However, it makes it difficult to coordinate a consistent process, let alone to gather the support necessary to proceed in one direction. Trying to reach a mutual understanding creates opportunities to inspire one another and learn from the different approaches to sustainability. Coherence between guiding documents is needed if they are to guide city development.

What are the reasons in your city for not connecting their strategies more closely? Could your unit support the strategic work of politicians with projects related to the target setting and indicator work? Is your unit located and structured in a way to do so effectively? The city needs clear sustainability strategies and goals in order to coordinate its development.





City example – Riga (LV)

The City of Riga incorporating the Aalborg commitments into the city development goals

Riga's City Council has adopted the City's Development Plan for 2006-2018. This plan focuses on society, economy and the urban environment and contains three inter-linked documents. Although the sustainability is included in the city's development goals, the Aalborg Commitments are still considered to be the guiding document for managing sustainability. Thus, Riga needs to find a balance between these two guiding documents to fulfil its overall development goals, as well as the principles of sustainable development.

Riga's Local Agenda 21 office, currently the *Sustainability Management Centre Agenda 21*, is responsible for the implementation of the Aalborg Commitments. Since Riga's Aalborg Commitments Baseline Review identified some shortcomings in terms of sustainable development and generated recommendations, the LA21 office is working to develop an implementation strategy and action plan to stimulate dialogue between the decision-makers, administrators, experts, NGOs and interested citizens.

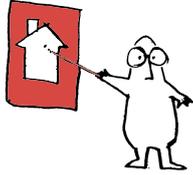
With an existing and proactive LA21 office, the city of Riga has a good foundation from which to work. The office has built strong partnerships at local, national, as well as international level. Within the city administration, the unit cooperates with the City Development Department to ensure coherence between the city's development goals and the current indicators. One way to more effectively coordinate the development process would be to further develop the current office into a coordinating and analytical sustainability management unit.

Tip!

More details can be found online in Riga's *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Definition	Questions	Option	City example	Expert Guidance
Foundation				



Expert Guidance

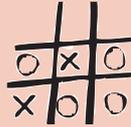
C. *Several unconnected strategies that refer to sustainable development*

Governance

Your sustainability management unit should focus on enhancing cross-departmental cooperation within the city administration. How could you identify locally suitable means to elaborate a strategic approach to sustainable development that is agreed upon and jointly promoted by all departments?

Communication

Communication needs to be differentiated depending on its purpose. It can help explore stakeholder needs or ways of perceiving reality, community, actions and values. It can also encourage stakeholder participation in determining the focus the city's sustainable development process.

Management

Bring together unconnected parties by focusing on their visions of the municipality's future, and identifying ways to create a shared vision and principles of sustainable development for the city. How can the organisational strategies create a win-win-win perspective and be a gain for your department, other departments and citizens?

Sustainable Development Tools

A visioning session with the concerned departments of the city administration could bring you to a common goal and consensus about how to define a sustainable future for your city. How could you then implement these visions?

**Tip!**

Further expert guidance in the *Managing sustainability* - An organisational framework starting on page 115.

Continue to the next element on page 28.

Foundation

D.

no strategies referring to sustainable development

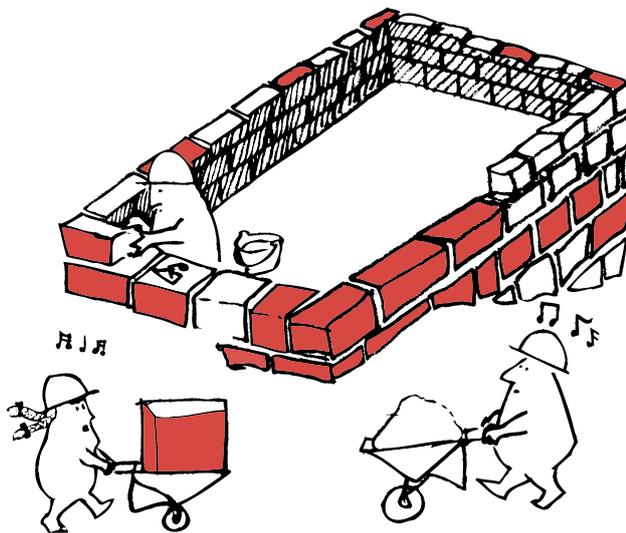
Although your city's strategies do not specifically refer to sustainable development, they most likely account for the main idea – caring for the wellbeing of your city's current and future generations. Think of it as an opportunity! You can now start to identify different aspects of sustainable development in the strategies and use them to develop a common understanding of this concept in your city. Without a defined and shared understanding, it is difficult to find the right direction to head in, let alone gathering the support required to get there.

Could your unit support the strategic work of politicians with projects related to the target setting and indicator work? Is your unit located and structured in a way to do so effectively? How could you further develop the city strategies towards one clear definition of the sustainable development? The city needs clear sustainability strategies and goals in order to coordinate its development.

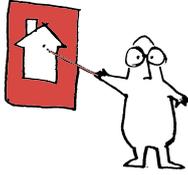
To get started with your city's sustainable development process, see the Expert Guidance on page 24.

To see how other cities have proceeded, look back to their work by selecting A, B, or C for the city examples.





Foundation



Expert Guidance

D.

No strategies referring to sustainable development

Governance



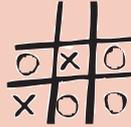
Your management unit has to introduce the notion of sustainable development into existing policies. You can use the current public focus on environmental issues to promote sustainability within the city administration. In addition, to directly addressing decision-makers, could you put pressure on politicians by raising environmental awareness among citizens?

Communication



The first step is to address either the internal stakeholders, such as top management, to gain official support to initiate the sustainable development process or to create a pull effect from your citizens. What are the short- and long-term goals of your communication strategies? In the short term, focusing on the initiatives that are easy to implement shows stakeholders the immediate value-added of sustainability work. It also gives them an extra incentive to participate!

Management



Starting a conscious process of sustainable development demands innovative action, re-allocation of resources, as well as the top management's understanding of the need for clear strategies integrating specific concepts. What strategic aspects of sustainability can your unit focus on? What value would an organisational focus on sustainability bring to your municipality?

Sustainable Development Tools



Use the common environmental, social and economic aspects of sustainable development to link to the specific vision of a sustainable future for your city. Agreeing on criteria to define sustainable development in your city is a solid and significant step.



Tip!

Further expert guidance in the *Managing sustainability* - An organisational framework starting on page 115.

Continue to the next element on page 28.

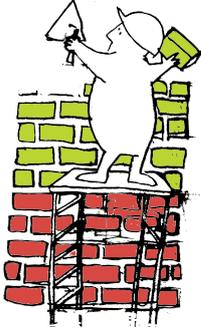
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Frame

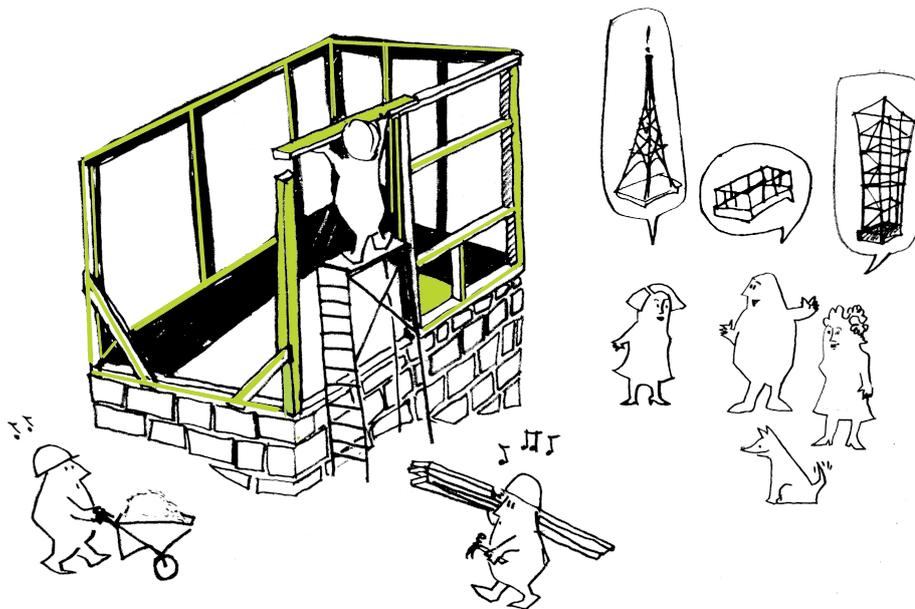
Frame



Frame - the type and intensity of political support

In a building, the frame supports the rest of the structure. It is constructed on the foundation and is affected by the building's layout and function, as well as the construction materials used.

This is also true for the unit managing the sustainable development of your city. Here, the political support can prop up and reinforce sustainable development efforts. The type of political support is reflected by the official mandate that a management unit has to carry out its work. The intensity of political support can be described by the strength and continuity of political support.



The type and intensity of political support -

Political support is reflected by a management unit's mandate to carry out specific work, by the resources allocated to its work and its position within the city administration.

How do elections impact the sustainability of your city's development? How and by whom is the sustainability of your city currently managed? Does that management unit have an official political mandate and from whom? The strength and continuity of political support are both issues, as their lack requires continuous additional efforts - to build general support for the concept of sustainable development, but also to manage the current path of city development.

Regarding the political support for your sustainable development work, which of the following best describes the situation in your city administration?

A.

continuous support of the work promoting sustainable development (go to page 30)

B.

general support for sustainable development, although political elections often shift the focus (go to page 34)

C.

changing support for sustainable development (go to page 38)

D.

generally or historically weak support for sustainable development (go to page 42)

Tip!

Choose the option that best applies to your city.



Definition	Questions	Option	City example	Expert Guidance
Frame				

A.
 continuous support of the work promoting sustainable development

Although you may not be worried about whether the next elections will drastically change the direction of your work, there are ways to further strengthen your current situation.

In terms of your unit's resources, are they sufficient and allocated correctly? Does your unit have an optimal position in the city administration? Without these elements the effectiveness of your work might be compromised. The unit needs to take the advantage of the long term political support and continue developing its own processes to effectively push forward the city's sustainability.



Definition	Questions	Option	City example	Expert Guidance
				Frame



City example – **Kristiansand (NO)**

Leveraging the continuous political support in the City of Kristiansand...

In **Kristiansand**, there is broad political support for sustainable development. It is one of four key issues for the city and the city administration is motivated to move forward. The City Council approved the new Strategic Plan for Sustainable Development 2008-2011 in June 2007. The plan includes the use of an environmental management system in various sectors and a wide range of indicators, as well as the establishment of a cross-sectoral Sustainability Management Centre.

However, the city also has challenges to overcome. For example, they must carefully decide on the structure, partners, as well as the funding sources of this future unit. Partnership with the NGOs would provide more information channels and more active public participation, but might also shift the focus away from the political decision making process and involvement of the politicians. Focusing on the local and national government as a partner and funder would mean more solid funding, but might also result in more bureaucracy and administration and less flexibility and creativity for the work on sustainability.

Tip!

More details can be found online in Kristiansand's *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Definition	Questions	Option	City example	Expert Guidance
Frame				



Expert Guidance

- A. *Continuous support of the work promoting sustainable development*

Governance



Take advantage of political support and build a dynamic **sustainability network** within your municipality. Contact representatives of the civil society and involve them in the implementation of your vision. Could active public stakeholders help you overcome some resource shortages?

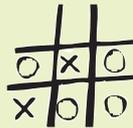
Communication



By emphasising the generation of **dialogue with politicians and other stakeholders**, you can benefit from (free) external resources. In what areas do you most need stakeholder involvement? What would happen if you ask questions instead of providing answers? This could empower stakeholders to come up with sustainable solutions in their areas of interest, encourage involvement and help you communicate active involvement.

Definition	Questions	Option	City example	Expert Guidance
				Frame

Management



Be proactive in designing your next steps, take concrete actions and create innovative leadership and organisational processes to continuously **increase the level of implementation**. Turn your unit's plans into actions to maintain the political support. What are your short- and long-term steps? Which key people holding the mandate should be involved in initiating these steps and how?

Sustainable Development Tools



With strong political support for sustainability work you may find some politicians with a special interest in sustainable development to **cooperate with your unit**. They should be familiar with your processes to manage sustainability, your city's current state of sustainability as well as the sustainability gap. Encourage these politicians to take your unit's proposals to the city council.



Tip!

Further expert guidance in the *Managing sustainability - An organisational framework* starting on page 115.

Continue to the next element on page 48.

Definition	Questions	Option	City example	Expert Guidance
Frame				

B.

general support for sustainable development, although political elections often shift the focus



This situation increases your unit's access to the necessary resources and actors within the city administration or governing body. However, sustainable development is a long-term process and the constant vulnerability to political changes limits the effectiveness of the work. There are ways to shield yourself from the instability. An approved and clear strategy, a viable action plan and sufficient resources available to implement the strategy enable continuity.

Are your resources allocated efficiently and in a way that strengthens long-term internal and external support? Can your unit link its plans with the city's budgeting process? The unit needs to have long-term political support to effectively manage the process of sustainability development.



Definition	Questions	Option	City example	Expert Guidance
				Frame



City example – Örebro (SE)

City of Örebro's Planning Department actively engaging stakeholders to ensure political support...

Örebro's City Administrative Office has the mandate and political support to work with sustainable development issues. This office includes people with various technical backgrounds. Due to a strategic location, they are directed by the Municipal Executive Committee and get political support for their work directly from the City Council. They are actively cooperating with the Mayor and politicians, despite political changes in the last election. Their changes have not weakened the overall support for sustainable development, but have shifted the priorities and the "shared understanding" of sustainable development.

In order to ensure political support in the future, Örebro's City Administrative Office is focusing on creating its sustainability management unit to be a valuable resource of the Municipal Executive Committee in its work on long-term sustainable development. The development plan for this unit has been approved by the Municipal Executive Committee. Specifically, the management unit is to support the coordination of activities concerning public health, democracy, environment, integration and gender equality, all within the framework of a strategic responsibility for sustainable development.

Tip!

More details can be found online in Örebro's *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Definition	Questions	Option	City example	Expert Guidance
Frame				



Expert Guidance

- B. *General support for sustainable development, although political elections often shift the focus*

Governance



You can further foster the public's identification with your municipality's sustainability issues through participation. By maintaining civil society's focus on the sustainability of development you will set the preconditions necessary for long-term political commitments.

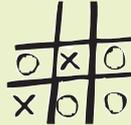
Communication



Your communication strategy for your management unit should be designed based on your strategic goals and target audience. Thus, a political shift may make it necessary to redesign your management and communication strategies aiming at your new target audience – the new members of the city council. Consider whether - and how - you could benefit from continuously addressing all political parties.

Definition	Questions	Option	City example	Expert Guidance
				Frame

Management



A set of guiding principles and values will help you navigate and survive turbulent times such as elections, financial crunches, and shifts in the engagement of people. What would these principles be?

Sustainable Development Tools



There is much to gain from an increased consensus on sustainability. Organize local strategic citizen campaigns on key sustainability issues and include information about the sustainability gaps, as well as the achievements gained through coordinated efforts.



Tip!

Further expert guidance in the *Managing sustainability - An organisational framework* starting on page 115.

Continue to the next element on page 48.



Definition	Questions	Option	City example	Expert Guidance
Frame				

C.
changing support for sustainable development

There are ways to improve the perceived importance of this issue. The reason for inconsistent support might stem from an unclear definition of the “sustainable development” concept within your city administration or among your politicians. Your city’s guiding documents might not clearly or consistently refer to the concept. Or if the references are there, perhaps there is no method of implementation and no monitoring system signalling this inconsistency to others in your city administration.

Convincing top administrators and politicians of the need for the coordination of sustainable development efforts before the next elections will help broaden your base of support. Helping them to see the need for long-term planning increases your chances of securing the longer term support and resources needed for efficient coordination efforts.



Definition	Questions	Option	City example	Expert Guidance
				Frame



C.

City example – **Riga (LV)**

Building the continuous support for the work of the City of Riga’s Agenda 21 Office...

The City of Riga’s Agenda 21 Office was first established as a division at the Department of Environment to promote sustainable urban development in accordance with the Aalborg Charter. Since then, the LA21 office has coordinated the development and implementation of the Riga Environmental Action Programme (2002-2010) and acted as an information centre. After Riga signed the Aalborg Commitments, the office was made responsible for implementation. It was given a certain level of administrative independence to fulfil its mission under the supervision of a political Agenda 21 Board led by the City Council chairman.

However, municipal elections in 2006 removed the Agenda 21 Board and placed the LA21 office under subordination of the Department of Environment. This weakened the LA21 Office’s ability to coordinate the city’s sustainable development process. To improve its situation, the office would like to be recognised as “a special status institution subordinate directly to the chairman of the City Council”. To shield itself and the sustainable development process of the city from changes caused by the elections, the Riga’s LA21 Office has, in cooperation with the City Development Department, managed to push the sustainability process forward. They are currently, for example, working to include sustainable development indicators in the city’s monitoring system.

Tip!

More details can be found online in Riga’s *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Definition	Questions	Option	City example	Expert Guidance
Frame				



Expert Guidance

C. *Changing support for sustainable development*

Governance

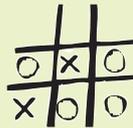
Education events are indispensable to sensitising key management staff and decision-makers to the requirements of sustainable city development and recruiting influential allies within the city administration.

Communication

Find the success stories of how you have reached your target groups and evaluate whether you should build on earlier initiatives and/or whether you should search for new ways of communicating. If money talks in your administration, show that your work is financially feasible. How will you create a buzz and energy around the topic of sustainability?

Definition	Questions	Option	City example	Expert Guidance
				Frame

Management



Your unit can benefit from promoting its success stories. Additionally, focusing on **the potential value of coordinating from strategic position** will also strengthen the political support for a focus on sustainable development. How can the city's strategies and other decision makers' actions support your work? In turn, how can you support the vision and mission of the administration and the city?

Sustainable Development Tools



Draw the attention of a broad range of stakeholders to the issues of sustainable development using earlier successful project results and indicators, but **tailor the information to each specific target audience**. How can you present the advantages of working in an integrated way to others?



Tip!
Further expert guidance in the *Managing sustainability - An organisational framework* starting on page 115.

Continue to the next element on page 48.



Definition	Questions	Option	City example	Expert Guidance
Frame				

D.

generally or historically
weak support for
sustainable development

Although this a challenging situation - all hope is not lost! Sustainable development may be a new and thus, undefined concept for your city. Your city's guiding documents might not clearly or consistently refer to the concept. Or maybe the references are there, but there is no method for their implementation and no monitoring system signalling this inconsistency to others in your city administration. It is also likely that there is a weak understanding and support for the concept in your city - with your public. Whatever the reasons, there are avenues for improving the situation. Convincing the public, top administration and politicians for the need for sustainability management before the next elections will help build up support.

Is it possible to take advantage of support for sustainable development outside of your city to kick-start the support within your own city administration? Does your unit's current role facilitate effective coordination? What resources do you need and how are they allocated between building support among stakeholders versus other functions? Building long-term political support is essential to effectively manage the city's sustainable development.



Definition	Questions	Option	City example	Expert Guidance
				Frame



City example – **Kaliningrad (RU)**

The City of Kaliningrad getting involved in sustainable development...

The City of Kaliningrad has a working group actively promoting sustainable development and establishing a unit to coordinate these functions. Due to its history, sustainable development is a new, but relevant, concept for Kaliningrad to start tackling. A strong foundation, such as a sustainability strategy or coordinating unit in the city administration like an Agenda 21 office, on which to build the work of sustainability management does not exist. However, there is a municipal Institution, ECAT Kaliningrad, which supports the city administration and the other public bodies in the region to implement environmental and sustainability projects. Sustainable development is of increasing interest to the city administration. However, support has been higher among the officers at a sectoral level than at the higher levels and City Council.

In discussions with the city representatives, the working group has outlined several options for a potential sustainability management unit. Kaliningrad can build on its existing set of environmental indicators used to monitor the state of the environment and explore potential partnerships between stakeholders such as the university. The next steps for the city will be to achieve stronger support for the sustainability work from the City Council. The general awareness of these issues needs to also be increased, both among the city administration and the citizens.

Tip!

More details can be found online in Kaliningrad's *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Definition	Questions	Option	City example	Expert Guidance
Frame				



Expert Guidance

D. *Generally or historically weak support for sustainable development*

Governance



There is an urgent need to **start an information campaign** on sustainable development in your municipality. It is crucial that the unit designs the appropriate communication tools to envision principles of sustainable city development to your community and create a basis for according policies to be developed.

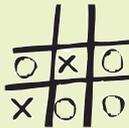
Communication



One way of gaining the interest of politicians and other stakeholders is by **presenting the current supportive trends and new opportunities that emerge** when focusing on sustainable development. Invite the stakeholders to reflect upon how they can benefit from contributing to the process. What message would you like to send and how can you make sustainable development attractive and valuable within your local community?

Definition	Questions	Option	City example	Expert Guidance
				Frame

Management



When **raising awareness** within the city administration, **highlight the value of planned activities** and how they will facilitate sustainable development. How can the work of the unit support the political agenda? What strategic opportunities would arise if administrative resources were optimised?

Sustainable Development Tools



When drawing attention to the issues of sustainable development, **show the advantages** of working with such questions in an integrated way using indicators and project results.



Tip!

Further expert guidance in the *Managing sustainability - An organisational framework* starting on page 115.

Continue to the next element on page 48.

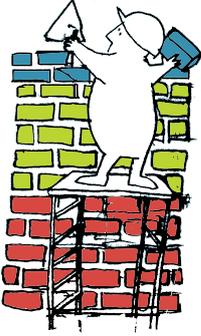


Notes



Function

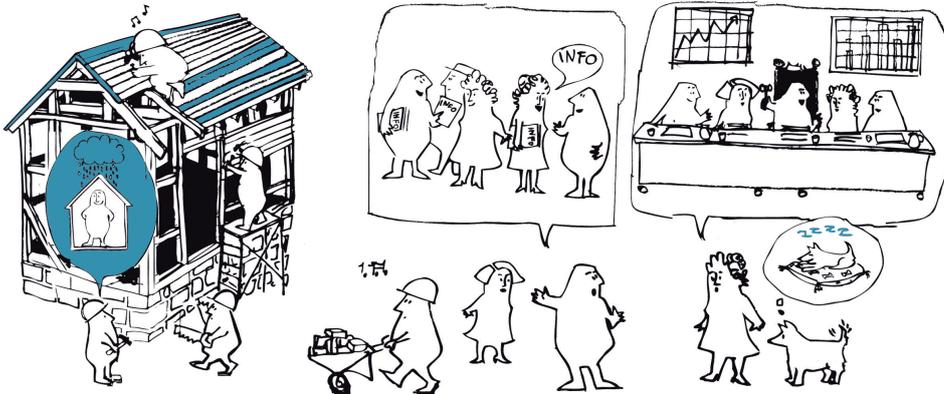
Function



Function - the role of the sustainability management unit

In a building, its function defines how the building will be used: is it for living or for storage? Its success in fulfilling that role depends on the work done to construct a solid foundation and frame. It further defines the construction materials and building layout needed.

This is also true for the unit managing the sustainable development of your city. The role of the coordinating unit further defines the tasks that it will carry out. The type of role depends on your city's needs, political support, the resources available, and the structure of the management unit.



Definition	Questions	Option	City example	Expert Guidance
				Function

The role of the sustainability management unit -

Depending on your city administration's needs and processes, your working unit can manage the sustainability of your city by playing one or more roles. However, each of these roles may have different requirements.

To ensure that the management unit is able to fulfil its intended role(s), ask yourself the following questions: Does carrying out these roles require specific and different resources? different (or even flexible) structural characteristics? different levels of political support? Defining the appropriate role(s) is necessary to effectively coordinate your city's sustainable development

Our city needs a sustainable development unit to take the role of...

A.
strategic planning,
implementing or monitoring
of the city's sustainable
development programme
(go to page 50)

B.
awareness raising and
consensus building
(go to page 54)

C.
networking and building
partnerships (go to page 58)

D.
consultant for sectoral
implementation and cross-
sectoral cooperation within
the administration
(go to page 62)

E.
project implementation
(go to page 66)

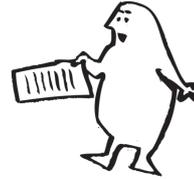
Tip!
Choose the option that
best applies to your city.



Function

A.

strategic planning,
implementing or monitoring
of the city's sustainable
development programme



This is a central role in the coordination of the city's sustainable development. Active participation in the planning of the city development strategies and action plans requires a strong and politically backed position within the city administration.

Does your unit have the optimal position for such a role? Without a strong coordinating unit, the city's sustainability is compromised. How directly do you want to manage this process? What additional roles should your unit take on? Who in your city administration should carry out the other necessary roles, such as awareness raising, networking, project management, and cross-sectoral cooperation? How will you cooperate with them?



Definition	Questions	Option	City example	Expert Guidance
				Function



City example – Växjö (SE)

Växjö's sustainability management unit as a strategic planning, implementing and monitoring unit...

During 2007, the City of Växjö has actively developed an overall sustainability monitoring system resulting in 10 sustainability indicators that will be included in the city's monitoring system. Växjö is working to establish a management unit to support the implementation of sustainable development across all sectors. They feel that the most effective way to do so is to place the coordinator of such a unit in the Executive Office of the city – to work for the Executive Board.

This management unit will facilitate building contacts with politicians and create conditions for reaching the city administration. The coordinator will head a cross-departmental network to support sustainable development in the whole organisation. While each department will retain responsibilities for its regular activities, the network builds close co-operation between departments in different matters. The unit will analyse the city's development in terms of sustainability, develop a long-term strategy, and evaluate the environmental, social and economic long-term implications of actions.

Tip!

More details can be found online in Växjö's *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Definition	Questions	Option	City example	Expert Guidance
Function				

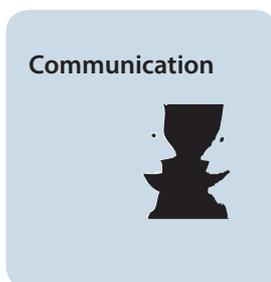


Expert Guidance

- A. *Strategic planning, implementing or monitoring of the city's sustainable development programme*

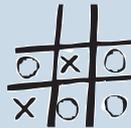


It is important to guarantee **sufficient visibility of your unit's work** in order to foster support for your sustainable development programme. You should adopt both internal and external communication strategies. Instead of just providing one-way communication, use interactive methods that make it easy to gather feedback.



You are dependent on the **input from your stakeholders**. Do you communicate from a management or leadership perspective? **Which channels** do you use to **communicate** with stakeholders, to invite them to participate and to provide information? What type of message will inspire your target audience(s) the most - a demanding, controlling, inviting or facilitating message?

Management



Your unit's function is highly related to its focus, mandate and resources. Thus, it is crucial to **define** what **type of work** the unit will carry out. How will the results be used within your unit and the overall city administration – especially the other sectors? What mandate needs to be obtained to carry out this type of work?

Sustainable Development Tools



A clear **overview of the city development** is the key to overcoming the challenge of integration. How can you organise your city's work and projects? How can you monitor your city's progress using critical sustainability indicators?



Tip!

Further expert guidance in the *Managing sustainability - An organisational framework* starting on page 115.

Continue to the next element on page 72.

Definition	Questions	Option	City example	Expert Guidance
Function				

B.

awareness raising and consensus building

Awareness raising and consensus building are an effective way to tackle a city's sustainable development. It builds the common understanding of sustainable development in your city. Your management unit needs many points of contact within the city administration and to external stakeholders, the appropriate structure, and a tailored set of resources.

Does your unit currently have an optimal structure and the resources for this role? Without someone to raise awareness and build consensus among the administrators and politicians, the city's sustainability is compromised. What additional roles should your unit take on? Who in your city administration should carry out strategic planning, implementing and monitoring, project management, networking and cross-sectoral cooperation? How will you cooperate with them?



Definition	Questions	Option	City example	Expert Guidance
				Function



City example – **the Kouvola Region Federation (FI)**

The Kouvola Region’s sustainability management unit takes on the role of awareness raising and capacity building...

The Kouvola Region Federation of Municipalities is working towards further developing its region’s Local Agenda 21 office. This management unit will have a central role in advising citizens, municipalities as well as enterprises in environmental issues. The principle idea is to work at the grassroots level and deal with the practical issues of daily life.

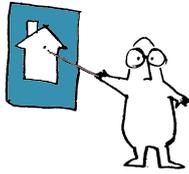
In order to effectively increase awareness of sustainable development, the unit needs to also operate at the municipal level. To disseminate and share information with the municipalities within the federation, they would like to work with a broader set of stakeholders, including various regional departments, NGOs, and businesses. In order to gain access to the public and vice versa, they would like to locate the unit in an area easily reached by people, e.g. in a shopping centre. Wherever the location, the unit is exploring the possibility of disseminating information through exhibitions, participation in an environmental school network, the development of a children’s board game, or perhaps by organizing thematic consulting days. A mobile unit has also been considered in order to spread knowledge within the region of seven municipalities.

Tip!

More details can be found online in Kouvola Region of Federation’s *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Definition	Questions	Option	City example	Expert Guidance
Function				



Expert Guidance

B. *Awareness raising and consensus building*

Governance



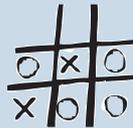
Awareness raising and consensus building are first steps in the sustainable development process and need to be followed up. Once a knowledge base is established, the sustainability management unit can proceed with concrete action to **implement** your sustainability **strategy**. How can your drive and determination support the building of your unit's credibility?

Communication



This function could be linked with a goal in your communication strategy. However, make sure to design a message that demands action and creates a Buzz, which people will easily remember. Otherwise, awareness raising has a risk of being too passive and one-way. What activities and goals does your communication strategy consist of to raise awareness and **build consensus** internal and **external** to your organisation?

Management



This role also requires **generating and distributing knowledge**. How and to whom should the knowledge be distributed? What is the focus? What are the long-termed goals for raising the awareness of sustainable development and consensus building?

Sustainable Development Tools



Sustainability indicators are tools perfect for raising awareness as they efficiently communicate both the current status of the city and the gap that needs to be bridged to achieve the envisioned future. How can you communicate **key indicators**, their values and trends in an interesting way to politicians and the public?



Tip!

Further expert guidance in the *Managing sustainability* - *An organisational framework* starting on page 115.

Continue to the next element on page 72.

Definition	Questions	Option	City example	Expert Guidance
Function				

C.
networking and building partnerships

Networking and partnership building can be an effective way to manage a city's sustainable development. It requires effective two-way communication with top level administration, different departments, citizens, private sector stakeholders, etc. The appropriate structure and a tailored mix of resources promote a working unit's effectiveness and the city's sustainability.

How can your unit identify the strategic partners to focus on? Are your unit's structure and position optimal for this role? Without active networkers, the city's sustainability is compromised, but what other roles should your unit take on? Who in your city administration should carry out strategic planning, implementing and monitoring, project management, awareness raising, and cross sectoral cooperation? How will you cooperate with them?





City example – **Panevezys (LT)**

Panevezys sustainability management unit networks and builds partnerships...

Within the City of Panevezys there exists a “Sustainable City of Panevezys” (SCP) division to coordinate projects and implement the Local Agenda 21 Local Environmental Action Plan (LEAP). The SCP division consists of eight working groups covering various themes related to sustainable development. The working groups consist of representatives of public and private companies, scientific institutions, municipality administration and politicians. Although each group works independently, the working group leaders make up a cross-sectoral board for the SCP division.

The SCP division, which is accountable to the city Mayor, advises the Mayor in regard to strategic trends. The SCP division coordinator ensures proper horizontal coordination among the working groups, which results in effective decision-making.

As decisions and activities have impacts outside of the city (eg transport, tourism, business entities, universities) and the implementation of decisions also requires cooperation beyond the municipal administration, Panevezys’s SCP division works to ensure the participation of these groups in the decision making process.

Tip!

More details can be found online in Panevezys’s *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Definition	Questions	Option	City example	Expert Guidance
Function				



Expert Guidance

C. *Networking and building partnerships*

Governance



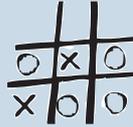
Your unit could **establish interest networks** as platforms for the **exchange of innovative ideas** on sustainable development. Besides building connections to different stakeholders within civil society, you should not forget to liaise with regional and national governments. With successful communication, you might even be able to influence higher level policy.

Communication



Communication is an essential part of this role, as it spreads and exchanges knowledge and **creates a context**. Today, dialogue can be initiated through physical meetings, phone discussions and many other means of **distance communication**. Which types of communication channels are best for your mixed set of stakeholders?

Management



This role may be challenging due to the diverse range of working methods and focuses on sustainable development – some of which could potentially conflict. By defining a **shared set of values and principles** you create a great room for individuality, but also a shared playground where all can act, share knowledge and support each other– what are the guiding principles for the work of your unit?

Sustainable Development Tools



The efficient cooperation with partners requires a **shared vision**. **Visioning work** with stakeholder groups can also be used to form agreement on judgment criteria for sustainability and the identification of sustainability indicators.



Tip!

Further expert guidance in the *Managing sustainability* - *An organisational framework* starting on page 115.

Continue to the next element on page 72.

Definition	Questions	Option	City example	Expert Guidance
Function				

D.

consultant for sectoral implementation and cross-sectoral cooperation within the administration

Coordinating various sectors' work and their cooperation can be an effective way to manage a city's sustainable development. It requires strong communication with the top level administration, different departments, citizens, private sector stakeholders, etc. Gaining credibility within the various sectors requires a politically supported central position in the city administration.

How can you create a common understanding of sustainable development across the various sectors? How can you ensure coherence between the city strategies and their implementation? Who are the strategic contacts within each sector? Without cross-sectoral coordinators, the city's sustainability is compromised. However, what other roles should your unit take on? Who in your city administration should carry out strategic planning, networking, project management, and awareness raising? How will you cooperate with them?



Definition	Questions	Option	City example	Expert Guidance
				Function



City example – **Gdansk (PL)**

Gdansk’s sustainability management unit to work on sectoral implementation and cross-sectoral cooperation...

The sustainable development process of the City of Gdansk is managed as a part of the City Development Strategy and its 22 operational programmes. It is named Local Agenda 21. The Local Agenda 21 Forum formed by the representatives of administration, business, NGOs, industry, researchers, and citizens is considered to be a consulting group evaluating the policy and presenting its conclusions to the city board.

Gdansk’s sustainability management unit is planned to cooperate closely with all of the departments and the coordinators of the 22 operational strategy programmes. They will facilitate the exchange ideas and information, report on activities and provide guidance. In the future, the unit would have a central role in policy formulation and evaluation, analysing the implementation of the strategy and sectoral programmes, and defining the implementation activities. To carry out such cross-sectoral coordination, the unit needs a position close to or within the Mayor’s Office.

Tip!

More details can be found online in Gdansk’s *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Definition	Questions	Option	City example	Expert Guidance
Function				



Expert Guidance

- D. *Consultant for sectoral implementation and cross-sectoral cooperation within the administration*

Governance



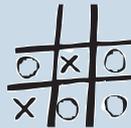
It is important that your sustainability management unit makes sustainable development a **high priority** on the city **administration's agenda**. In order to continuously push forward the process, you need to offer ongoing specified **training to staff** members in all sectors.

Communication



Think of communication as a tool to **engage experts** and **initiate cross sectoral cooperation** within the administration. Initiate your communication activities by focusing on releasing the potential already present within the administration. How can you take advantage of resources within the administration to create greater organisational value?

Management



This role could demand a high amount of **resources** in relation to staff, expertise and knowledge sharing. What areas within sustainable development will you focus on? How can you draw on resources and expertise outside your unit to ensure qualified answers to inquiries and to expand the resources of your unit?

Sustainable Development Tools



Ensuring sectoral implementation is aligned with overall sustainable development strategies might require **monitoring** and **target setting for indicators** which are not currently part of collected statistics. What external experts, such as university experts, could contribute to indicator development and analysis?



Tip!

Further expert guidance in the *Managing sustainability* - An organisational framework starting on page 115.

Continue to the next element on page 72.

Definition	Questions	Option	City example	Expert Guidance
Function				

E.
project implementation

Project implementation is one way in which to manage the implementation and monitoring of your city’s sustainable development strategies. It requires skills for project management, political and sectoral support for actual project implementation, cross sectoral projects, and an overview of the city sustainable development strategy and gaps.

How can you secure long-term funding despite a short-term project coordination role? What other partners and resources are available? This role is important, but what additional roles should your unit take on? Who in your city administration should carry out strategic planning, networking, awareness raising, and cross sectoral cooperation? How will you cooperate with them?





E.

City example – **Siauliai (LT)**

Siauliai's sustainability management unit takes on the role of project implementation...

The City of Siauliai sees their overall sustainable development process strongly focusing on the development and implementation of investment projects. Their aim is to create a competitive economy and better quality of life and living environment for their citizens. Thus, they will manage the sustainable development of their city from within the Department of Investment and City Development. Other municipal departments, stakeholders and the community will be encouraged to participate in the establishment of the new unit within this department and to contribute to its activities, i.e. - the implementation of the City Action Plan for 2007, investment projects, etc. The unit will develop and implement projects focusing on issues such as infrastructure, environment or social issues.

The unit will promote the fulfilling the objectives in the city's long- and medium-term strategic programmes. They will also stimulate further progress of sustainable urban development through the completion of investment projects.

Tip!

More details can be found online in Siauliai's *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Function



Expert Guidance

E. *Project implementation*

Governance



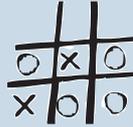
It is crucial to generate **long-term commitment** of your municipality to sustainable development. In this context your unit has the task to coordinate its actions according to a **long-term vision** in order to guarantee for a sensible succession of projects. Make sure to repeatedly readapt your activities to the underlying strategy and to disseminate its contents both internally and externally.

Communication



New projects create fresh **knowledge** and **stakeholder involvement**. To maintain a long-term focus on your goals, always keep in mind how to use the gained knowledge to establish a recognisable image of your organisation, facilitate long-term stakeholder involvement, and ensure the continuation of the process after specific projects end. How can other stakeholders and projects benefit from the knowledge created within a particular project?

Management



Projects tend to be dynamic and lead to new findings. Ensure that new projects pick up when other projects end, so that **knowledge** and **progress** are not left at a standstill. How have you incorporated continuity within your organisational strategy and role? How can you ensure that the focus and the intensity of your sustainable development work continuously **moves forward**?

Sustainable Development Tools



In terms of **project implementation**, how can you choose which projects your sustainability management unit should implement? How do the projects link together to **support the overall city strategies** in a balanced way? How can you feed **project results** into a system that monitors the overall sustainable development of the city?



Tip!

Further expert guidance in the *Managing sustainability - An organisational framework* starting on page 115.

Continue to the next element on page 72.

Notes



Construction materials

Construction materials

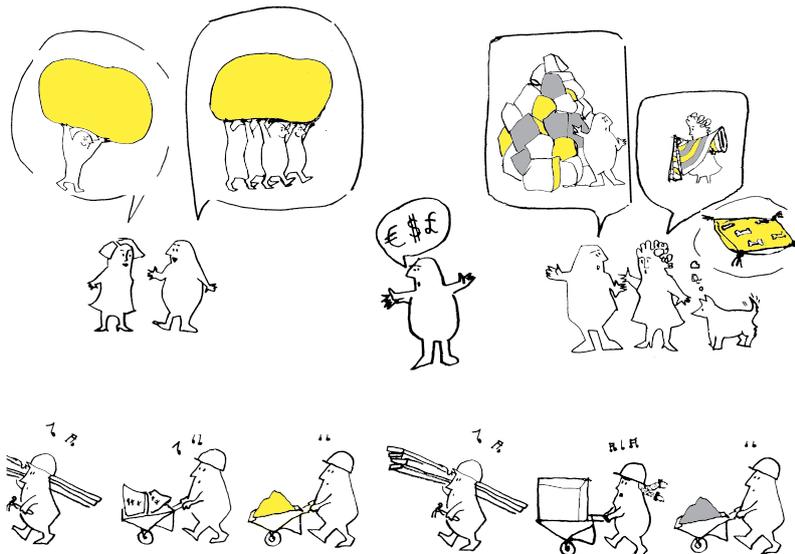


Construction Materials

– the sufficiency of resources for coordination of sustainable development

In a building, the construction materials are the raw components needed. The need for certain materials depends on the building's layout, function, foundation and frame. The availability of these materials may also vary according to the local situation.

This is also true for the unit that manages the sustainability of your city. The coordinating unit needs a tailored set of resources to carry out its defined roles. The availability of this mix of i.e. financial resources and sufficient staff - both in terms of quantity and skill sets - often depends on the local political support for development of sustainability work in your city administration.



Construction materials

The sufficiency of resources for coordination of sustainable development -

Resources refer to the number and expertise of staff, time allocation, and of course, financial resources. An overall weak understanding of sustainability issues and lack of political support is usually reflected in the resources allocated to the work. However, insufficient resource allocation restricts the quality and efficiency of work and the functions that a unit can carry out. In the end, it negatively affects the overall sustainable development process of the city.

What set of resources is required for the management unit to carry out its mandate? Are such resources - in terms of quality or quantity – allocated in both the short- and long-term? Should another structure or role be considered due to insufficient resources?

Which of the following best describes the current situation in terms of the resources needed for the coordination of your city's sustainable development process?

A.

generally sufficient resources,
but not the optimal mix
(go to page 74)

B.

generally sufficient
resources, but not as
long-term as needed
(go to page 78)

C.

no resources are specifically
allocated to the coordination of
the overall process, but we try
to do this alongside our regular
work (go to page 82)

Tip!
Choose the option that
best applies to your city.



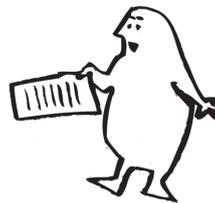
Construction materials

A.

generally sufficient resources,
but not the optimal mix

Since politicians influence resource allocation, your situation indicates relatively strong political support for your work to coordinate sustainable development. However, it is also important to have the right set of resources at the right time: staff numbers, expertise, and finances. If the resources cannot be allocated to meet your unit's changing needs, based on the city's changing needs, it might indicate a need for updating the action programme designed to implement certain sustainability-related aspects of your city's development strategy. The strategy development, together with the politicians, should take into account that resources are not always flexible in the short-term.

How can your unit keep politicians aware of your unit's resource needs and influence the political decisions regarding resource allocation? What are your city's main sustainability concerns and is your unit's current role in line with these? Short-term resource allocation requires prioritization of work and definition of the management unit's primary role. To manage your city's sustainability, the management unit needs to secure for itself sufficient and balanced set of resources for the long term.



Construction materials



A.

City example – **Kristiansand (NO)**

The City of Kristiansand with generally sufficient resources, but not the optimal mix...

The City Council of Kristiansand has approved the establishment of a Sustainability Management Centre. This unit has both human and technical resources - one full time staff person with communication resources dedicated to the initial phase of activities. This might not be sufficient in the long-term, but is a necessary first step to proceed.

There are two options for the unit's location - close to mayor's office or in a foundation, which will be outside the municipality's administrative structure. These affect the resource allocation. The former option binds the unit closely with the city budget, while the latter provides a variety of human and financial resources.

With a current national focus on sustainability, the recent City Council approval for the Strategic Plan for Sustainable Development in Kristiansand 2008 – 2011, and the recent approval the sustainability management unit, Kristiansand's current sustainable development team feels confident about an optimal mix available for long-term coordination work.

However, there are still many challenges - the upcoming local elections and resulting new politicians, the involvement of NGO's in the establishing of a management unit, and the availability of possible governmental funding. Responding to these challenges will most likely open new possibilities for success with the sustainability work in Kristiansand in the future.

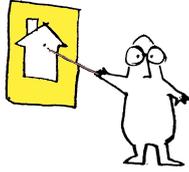
Tip!

More details can be found online in Kristiansand's *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Definition	Questions	Option	City example	Expert Guidance
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Construction materials



Expert Guidance

- A. Generally sufficient resources, but not the optimal mix

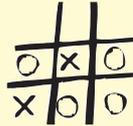
Governance

In order to **optimise** the use of the **available financial support**, there is an urgent need for your sustainability management unit to assess the relevance and the resource requirements of the upcoming tasks. Enhancing **cross-departmental cooperation** allows you to gather the information necessary to evaluate current priorities. Additionally, a unified front of different administration departments can help to influence politicians and assure resource availability on the long-run.

Communication

To proactively ensure that the sustainable development process is continuously pushed forward, promote a generative **dialogue** with politicians and key municipal decision-makers, while running a parallel dialogue with both **internal** and **external stakeholders**. Could you use your stakeholders as a generative resource and let them provide you with answers to your development questions?

Management



Keep in mind the **resources** available in your city and the **potential connections** you can develop between different departments of the city administration. How can you benefit from involving others as experts in your management unit? Are there benefits other than financial and staff resources that you need?

Sustainable Development Tools



Sufficient resources provide **capacity to follow** the development processes and efforts of the city and the **ability to monitor** these with indicators. Will **involving other departments** currently working with indicators and projects help to supplement your current resources? What is the efficient way to divide the tasks between the different departments to avoid overlap and create a win-win in the collaboration? Can the targets set in your city provide guidance to where resources should be allocated?



Tip!

Further expert guidance in the *Managing sustainability - An organisational framework* starting on page 115.

Continue to the next element on page 88.

Construction materials

B.

generally sufficient resources, but not as long-term as needed

Since politicians influence resource allocation, your situation indicates that you have relatively strong political support for your work coordinating sustainable development. However, since city development is a long-term process, it is also important that resource allocation also reflects this aspect. While frequent changes in staff and project-based funding may give flexibility and allow for new skills and ideas to come into your unit, it can limit the continuity and efficiency of your coordination.

Clear references to your city's sustainable development goals in the city's guiding strategies and a strong political commitment will improve your chances of securing long-term resources. Thus, how can you involve the politicians to see the benefits of resource allocation? In the meantime, how can you prioritise your work and roles to optimise your short-term resources? To manage your city's sustainability, the management unit needs to secure for itself sufficient and balanced set of resources for the long term.



Construction materials



B.

City example – **Southwest Finland Agenda 21 Office (FI)**

The Regional Agenda 21 Office in Turku with generally sufficient resources, but not long-term...

The City of Turku has an Agenda21 office shared with 28 municipalities in the Southwest Finland. The office gets financial resources from the municipalities, project funding, consultancy, and event participation fees of companies. Municipal funding is approved every programme period, but the additional project funding is short-term, and consultancy and company fees come in irregularly. Thus, as the office has long-term responsibilities, the balance between financial and human resources and the assigned responsibilities of the office is not optimal.

However, multiplicity of municipalities and sources of funding help the office to meet management challenges. Individual municipalities provide both human and financial resources. This stabilizes the effects of political waving in the funding and provides the broad range of knowledge and skills for strategy and programme development. Another aspect is the high number of short-term projects that overlap in time. Thus, there are periods of intense activity with insufficient of human resources. These challenges are being addressed in the further development of the office's management and structure.

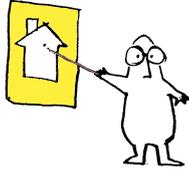
Tip!

More details can be found online in Turku's *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Definition	Questions	Option	City example	Expert Guidance
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Construction materials



Expert Guidance

- B. *Generally sufficient resources, but not as long-term as needed*

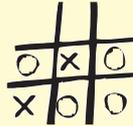
Governance

In order to move the sustainable development of your city forward, long-term efforts are needed. Your most pressing aim should be to persuade decision-makers of the importance of the sustainability management unit's work and thus ultimately guarantee the **long-term funding** of your activities. Compile a mid-term work plan for your unit in order to envision **benefits** of sustainable city development to the **leaders of your municipality**.

Communication

It is important to develop a dynamic **communication strategy** that enables stakeholders to engage and commit to activities with a **long-term perspective** and with a variety of resources. In designing a communication strategy for your unit, make sure to account for changes in your unit's development over time. What kinds of sub-strategies to support your long-term organisational development process? Where and when is it valuable to engage specific stakeholders? How?

Management



While long-term strategic goals are essential to the progress of the sustainability management unit, the **complexity of society** demands for dynamic, proactive and flexible management strategy. This requires **shorter milestones**. How would a progressional development process look in terms of different development stages of the unit? Be innovative and think about the various perspectives and scenarios.

Sustainable Development Tools



The **establishment** of a sustainability **monitoring and reporting system** to coordinate your city's sustainable development requires **resources different from the maintenance** of that system. Thus, in analysing your resource needs, account the different phases your organisation will go through. How can you take advantage of currently available short-term resources? What long-term processes in your city administration can you draw on to supplement your current short-term resources?



Tip!

Further expert guidance in the *Managing sustainability - An organisational framework* starting on page 115.

Continue to the next element on page 88.

Construction materials

C.

no resources are specifically allocated to the coordination of the overall process, but we try to do this alongside our regular work

Congratulations - you have managed to come this far without sufficient resources. The lack of resources might be a general problem in your city administration. Or perhaps politicians or financial decision makers in your city administration do not understand that coordinating the city's sustainable development requires additional work with monitoring, cross-sectoral collaboration, etc. Inadequate resources limit the effectiveness, continuity and quality of your city's efforts to develop sustainably.

How can you communicate the need for this work and its long-term value to key decision makers? What are your city's main concerns related to sustainable development? Identifying how your work supports the implementation of the city's main strategies creates a solid base for requesting sufficient resources in the long-term. Strengthening the common understanding of sustainable development process in your city can put it on the political agenda.



Construction materials



City example – **Velikiy Novgorod (RU)**

The City of Velikiy Novgorod and its plans for external coordination...

The City of Velikiy Novgorod has managed to move forward on issues related to sustainability due to a network of top managers in the city administration who find such issues important. Currently, this network is the main human resource for the efforts. However, it is only the first step towards a more concrete coordinating unit.

A sustainability management unit will be established in the framework of the Dialog Centre – an existing organisation located outside of the city administration structure. The Dialog Centre has knowledge and expertise in public administration, social issues and business. The resources provided by the Dialog Centre will enable the new unit's work, which will focus on consultancy and advising the city administration and keep close ties with city officials.

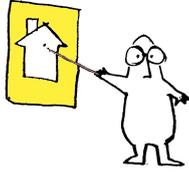
Tip!

More details can be found online in Velikiy Novgorod's *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Definition	Questions	Option	City example	Expert Guidance
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Construction materials



Expert Guidance

- C. *No resources are specifically allocated to the coordination of the overall process, but we try to do this alongside our regular work*

Governance

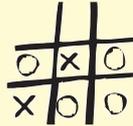
In order to gain access to resources, you should aim to sensitise politicians to sustainable development. To **build capacity** within your city administration, **education** in sustainability issues is suitable to provide key staff members with the **tools to lobby the local government** and possibly obtain the required budget for the sustainability management unit.

Communication

An **internal communication strategy** and platform are essential to maintaining and sharing your knowledge base. Similarly, an **external platform and strategy** needs to be visible to stakeholders. What are your goals and **target audience**? How can you benefit from existing internal and external communication platforms and complement them with new communication possibilities?

Construction materials

Management



Efficient management and coordination is about **optimising resource use**. What are your motivations and ambitions for coordinating sustainable development? How does your current work already support these? How can you initiate small steps – with and without additional resources - that will lead you in the wished long-termed strategic direction? How can you benefit from the connections between your unit and the rest of the city administration?

Sustainable Development Tools



Coordinating the monitoring and reporting using **indicators** and projects specific to other departments and sectors **adds value** to the processes existing in the city administration. What is the value and for whom? How can your city's project and indicator work be organised to efficiently and continually push forward the sustainable development of your city?



Tip!

Further expert guidance in the *Managing sustainability* - An organisational framework starting on page 115.

Continue to the next element on page 88.

Notes



Layout

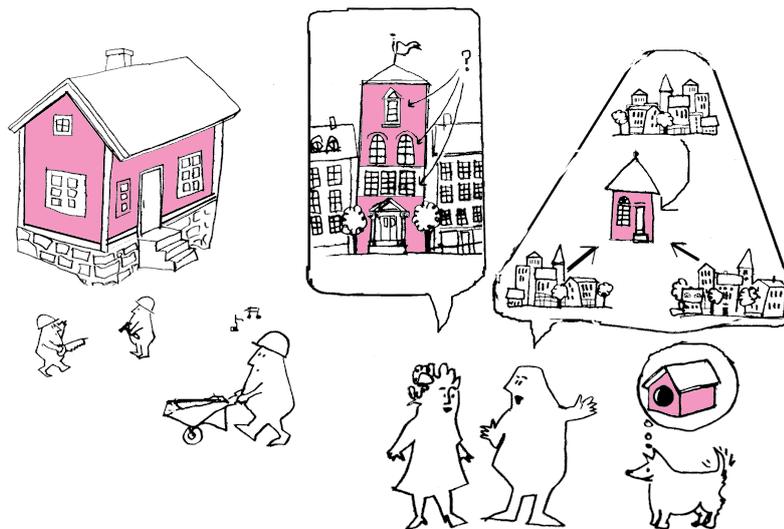
Layout



Layout – the organisation of the unit and its connections to the municipal administration

A building's layout is the organisation and placement of the buildings components. For support, it requires an appropriate foundation and frame. The layout also needs to work well with the building's function and the construction materials available.

This is also true for the unit managing the sustainable development of your city. The organisation and location of the sustainability management unit determine the scope of the unit's function. Whether it should be a rigidly or flexibly structured organisation and whether it should be located inside or external to the city administration depends heavily on things like existence of a common understanding of sustainable development, political support and mandate.



The organisation of the unit and its connections to the municipal administration

The layout includes both the organisation of the unit - how tight or dispersed a unit it is - as well as the unit's location - whether it is within the actual city administrative structure or external to it.

The most efficient way of structuring your unit depends on answers to questions such as: What is the unit's role? From whom does the unit get its mandate and how can it fit into this organisation's structure? With whom does the unit need to have direct contact? What is its geographical scope of influence? What kinds of resources are required? To fulfil its mandate, the working unit must have a politically backed structure that matches its needs and resources.

Our city's sustainability issues are driven by a...

A.

sustainability management unit with a close connection to mayor's office
(go to page 90)

B.

sustainability management unit located outside of the municipal administration
(go to page 94)

C.

established Agenda 21 office within the city administration
(go to page 98)

D.

established Agenda 21 office outside the municipal administration
(go to page 102)

E.

network of committed administrators
(go to page 106)

Tip!
Choose the option that best applies to your city.



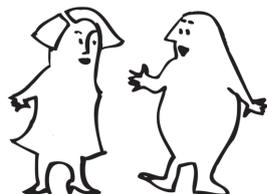
Definition	Questions	Option	City example	Expert Guidance
Layout				

A.

sustainability management unit with a close connection to mayor's office

This unit has access not only to the mayor's office, but also to the various sectors - facilitating cross-sectoral cooperation - which is necessary for ensuring the long-term sustainability of a city. With high level political support, it is also likely that the necessary resources are available. However, communication with the external stakeholders and citizens and the management of more detailed sustainable development work may be a challenge.

How can this unit effectively manage the more detailed work regarding sustainable development carried out in the city administration? The unit must be structured in a way that supports the fulfilling of its determined role(s).





A.

City example – Örebro (SE)

The City of Örebro's Administrative Office...

Örebro's Planning Department is closely connected to the Mayor's office, as well as the different sectors of municipal administration. It is one of the four departments in the Municipal Administrative Office. Currently, the Planning Department is responsible for the planning and implementation of the strategies for sustainable development. However, the unit sees the need to develop to the point where sustainable development will be incorporated into the city's general policy model and handled cyclically - much like municipal finances.

Therefore, for the future, they envision a cross-sectoral coordinating unit still belonging to the Municipal Administrative Office and being guided by the Municipal Executive Committee. This facilitates contact with political management, creates support for the unit and enables dissemination. Their unit will be responsible for coordination, increasing awareness, monitoring and reporting, leading and developing, and interacting.

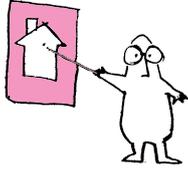
While it will have close connections to the different sectors, the unit will not be responsible for implementing activities of the sectors. Instead, the unit will work with the departments to support and create the conditions for their implementation of integrated and cross-sectoral work on sustainability.

Tip!

More details can be found online in Örebro's *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Definition	Questions	Option	City example	Expert Guidance
Layout				



Expert Guidance

- A. Sustainability management unit with a close connection to mayor's office

Governance



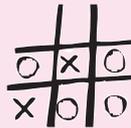
Having this influential position facilitates the establishment of a **common vision** on sustainable development internally. Your challenge might be to communicate your strategies to the public. Identify participation methods specifically suited to your city to secure civil society's support.

Communication



Communication is an important component of building of a network that is proactive and inclusive. However, you must carefully **identify your target audiences** of communications to ensure the effectiveness and efficiency of your work. Initiate activities to involve your identified target audience to achieve the strategic goals. How will you evaluate your communication strategies to ensure that they support your strategic vision? The city vision?

Management



While a close connection to the Mayor's office can be an advantage, **shifts in strategic focus** that depend on the Mayor's political party may be a challenge for your unit. To **maintain consistency**, proactively keep focus on the overall vision, long term goal and strategies of the unit. How could you gain a strong mandate for the unit, involving it in the top-level decision making?

Sustainable Development Tools



From this strategic location and political support, **the city can be managed as a system**. How can you work with the departments that are implementing projects to organise the information and knowledge created in a systematic way to reflect the progress being made in terms of sustainable development? How can you make politicians and the Mayor's Office understand the need for Sustainability targets alongside Political targets?



Tip!

Further expert guidance in the *Managing sustainability - An organisational framework* starting on page 115.

Continue to your *Blueprint* on page 112.

Layout

B.

sustainability management unit located outside of the municipal administration

An external or outsourced unit may be administratively and economically beneficial or enable dealing with a regional geographic scope. It might also provide a safe distance from political turmoil or allow for more flexible daily management due to less administrative procedures restricting work. However, influencing strategic and political issues and implementation of strategies might be challenging from an external location.

How can such a unit raise the visibility of its work and make sure to stay involved in the policy-making process? A critical mass of common understanding, political support from municipal government(s), a clearly defined role, as well as appropriate resources are critical for an external unit to successfully manage the sustainable development of a city or region.





B.

City example – **Velikiy Novgorod (RU)**

From the City of Velikiy Novgorod's administrative network to the Dialogue Centre...

Currently, the City of Velikiy Novgorod deals with aspects of its city's sustainable development through a network of city administrators. This network meets informally on a regular basis to discuss cross-sectoral issues. In order to formalise a sustainability management process it would like to establish a unit that will be coordinated by experts within the city administration. To get around the restrictive structural framework of its city administration, the coordinating unit will be located in an external institution - the Dialogue Centre.

This Centre was established to increase the effectiveness of municipal education management. The new unit will coordinate and integrate the efforts of the city administration, the business community, the public and civil society. A legal partnership will be created between the city administration and the Dialogue Centre to formalise the advisory role that the sustainability management unit will play.

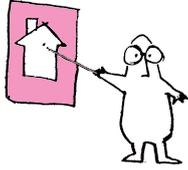
With a location external to the city administration, there is the risk of reduced influence on political decision making. Novgorod's solution is active participation by the unit's representatives in the city board meetings, working committees and activities related to the planning and management of the city development. In turn, the city's top managers and administrators also remain involved in the sustainability management unit's planning and management work.

Tip!

More details can be found online in Velikiy Novgorod's Managing sustainability - *An organisational plan* at www.urbanworks-toolkit.eu.



Definition	Questions	Option	City example	Expert Guidance
Layout				



Expert Guidance

B.

Sustainability management unit located outside of the municipal administration

Governance



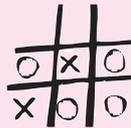
Sustainability management from outside the structures of the city administration might make the **lobbying of politics** more difficult. Therefore, it is indispensable to closely **cooperate** with and build strong ties between different departments of the city administration. The **backing of the municipal administration** can help you to enhance your influence on decision-makers.

Communication



Communication is crucial tool for building your network and getting sustainable development issues onto the political agenda. Who in the administration should you communicate with and how? Initiate activities to **involve your target audience(s) inside** the administration (including politicians) and external stakeholders to achieve your strategic goals. What additional communication possibilities exist due to your location outside the municipal administration?

Management



Ensure that the **responsibilities** that your external unit has taken on, match with the **time period** for which you have the **mandated position**. How can you create **short- and long-term goals** to carry out the long-term process of sustainable development? Also, do you have the necessary connections to the city administration to support your work with the city's development process? How can you take advantage of the freedom that comes with this external position in terms of creating a sustainable development platform and involving other stakeholders?

Sustainable Development Tools



This external position provides opportunities for analytical work more than coordinative work. From the outside, you can **view the city as a system** and integrate all the development using systems analysis. How can you work with the municipal departments that are implementing projects? In what ways can the monitoring of the city's development be organised to provide an overall view? The information must be organised in a systematic way that reflects the city's state and progress in terms of sustainable development.



Tip!

Further expert guidance in the *Managing sustainability* - *An organisational framework* starting on page 115.

Continue to your *Blueprint* on page 112.

Definition	Questions	Option	City example	Expert Guidance
Layout				

C.

established Agenda 21 office
within the city administration

You already have a certain set of resources in terms of staff and finances, a defined role, and a location within the city administration. As Agenda 21 offices traditionally work from a strong environmental perspective, how can your unit integrate economic and social aspects of sustainability in its work? What kind of re-structuring would allow you to effectively support cross-sectoral cooperation within the city?

Within the city, Agenda 21 offices are traditionally located at the departmental level or below. Is it possible to effectively coordinate the sustainability of the entire city from your current location? The unit must be structured in a way that supports it to carry out its broader role.





C.

City example – Riga (LV)

Building the continuous support for the work of the City of Riga's Agenda 21 Office

The Riga's Agenda 21 office was first established as a division at the Department of Environment to promote sustainable urban development in accordance with the Aalborg Charter. Since then, the LA21 office has coordinated the development and implementation of the Riga Environmental Action Programme (2002-2010) and acted as an information centre. After Riga signed the Aalborg Commitments, the office was made responsible for implementation. It was given a certain level of administrative independence to fulfil its mission under the supervision of a political Agenda 21 Board led by the City Council chairman.

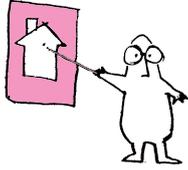
However, municipal elections in 2006 removed the Agenda 21 Board and placed the LA21 office under subordination of the Department of Environment. This weakened the LA21 Office's ability to coordinate the city's sustainable development process. To improve its situation, the office would like to be recognised as "a special status institution subordinate directly to the chairman of the City Council". To shield itself and the sustainable development process of the city from changes caused by the elections, the Riga's LA21 Office has, in cooperation with the City Development Department, managed to push the sustainability process forward. They are currently, for example, working to include sustainable development indicators in the city's monitoring system.

Tip!

More details can be found online in Riga's *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Definition	Questions	Option	City example	Expert Guidance
Layout				



Expert Guidance

- C. Established Agenda 21 office within the city administration

Governance



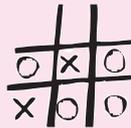
Continuing from an existing LA21 office is an advantage. Nevertheless, you need to **reconsider the structures and concepts** currently in place in order to conceive an optimised sustainability steering unit. When adapting your LA21 office to new challenges, try to identify innovative ideas how to make sustainability – and your own unit – visible throughout all departments and civil society.

Communication



Your internal communication strategy should support your organisational transformation. Keep the **broadened strategic focus** in mind to reach your multiple internal and external target audiences. How will your unit's mix of communication strategies ensure you achieve the strategic goals? How will you evaluate if your communication strategies support you in reaching your strategic vision? The city vision?

Management



This transformation demands a **change in management** both within the unit and within the city administration. Thus, great emphasis must be placed on how to create new working procedures. How can you involve the city administration and your colleagues in designing the new structure and role of the sustainability management unit? How can you help them envision the value-added from the development of the unit?

Sustainable Development Tools



Your unit's monitoring and reporting systems can reflect a **broadened approach** than that of the traditional LA 21 Office. How will you ensure the promotion of a **balance of social, economic and environmental** aspects in your work? Can you demonstrate how environmental, social and economic dimensions influence each other and that win-win solutions are possible with such an integrated work? Could you use indicators from all kinds of categories to make this point convincing?



Tip!

Further expert guidance in the *Managing sustainability* - An organisational framework starting on page 115.

Continue to your *Blueprint* on page 112.

Layout

D.

established Agenda 21
office outside the municipal
administration

You have a defined role and a certain set of resources in terms of staff and finances. Your external position can provide a buffer against political changes and allows for longer-term planning. More effective management of the sustainability of your city or region, however, might mean redeveloping your structure and strategy.

As Agenda 21 offices traditionally have a strong environmental perspective, how can your unit ensure that sustainability management also covers economic and social aspects. If you are set up to serve several local authorities with differing needs, what structure would allow you to effectively support cross-sectoral cooperation in the local authorities? What kind of resources do you need for this work?





D.

City example – **the Kouvola Region of Federations Agenda 21 Office (FI)**

The Kouvola Regional Agenda 21 Office...

The Kouvola Region Federation of Municipalities' Local Agenda 21 office's work is based on an LA21 Programme approved by the Council of the Federation. The LA21 office has a mandate from the Federation of Municipalities and is part of the region's general development department. The office's mandate to promote regional cooperation allows it to contribute to the new models of cooperation between municipalities. The fact that the office is not officially linked to a specific sector, like environment, helps it to cooperate with all sectors. However, at the same time the office has benefited from having close physical proximity to departments like the Land Use and Planning and Regional Development as it has facilitated a certain level of information flow between the offices.

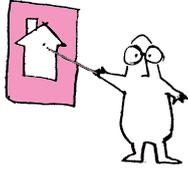
Currently, work is being done to redevelop the current regional Local Agenda 21 Office into a unit that can better manage the sustainability of the region and allow it to broaden its role. They are considering a new location that would improve their ability to fulfil these new roles: access to citizens and other stakeholders for education, consulting, and networking, while still cooperating with other departments within the regional administration.

Tip!

More details can be found online in the Kouvola Region of Federation's *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.



Definition	Questions	Option	City example	Expert Guidance
Layout				



Expert Guidance

- D. *Established Agenda 21 office outside the municipal administration*

Governance



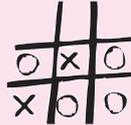
Your LA21 Office's work **linking civil society** and the **local government** means that there are existing connections to public organisations. Formalise the links into relationships to build **official networks**. Use your civil society contacts to build political support for introducing sustainable development issues into the municipality's agenda.

Communication



Use communication as a **tool to build your network** and the reality within which you wish to operate. Initiate activities to involve your identified target audience to achieve the strategic goals. How will you evaluate your communication strategies to ensure that they support your strategic vision? The city vision? What additional communication possibilities exist due to your location outside the municipal administration?

Management



Transforming the LA21 Office demands a **change in management** within the unit. What principles and bold steps should guide the changes and the expansion of new knowledge generated and maintained within your unit? How will this affect the management unit's role in relation to the municipality and to stakeholders?

Sustainable Development Tools



Your external position provides opportunities for **analytical work** more than coordinative work. From the outside, you can **view the city as a system**. Use your freedom to **team up with other actors**, such as universities, to strengthen your capacity. How can you work with the municipal departments that are implementing projects to organise the information in a systematic way that reflects the city's progress in terms of sustainable development.



Tip!

Further expert guidance in the *Managing sustainability - An organisational framework* starting on page 115.

Continue to your *Blueprint* on page 112.

Layout

E.

network of committed
administrators

A network is one way to initiate the process of managing the sustainability of your city. It can provide a city or region with a great tool to promote cross-sectoral cooperation. The network's structure can be informal or more defined depending on its role. However, an informal network without responsible coordinator will be severely challenged in the actual long-term management of a city's sustainable development.

In creating a more formalised network, what is the optimal placement within the city administration or governing body? How can the network formalise its role, but still retain its current cross-sectoral links? How can you gain the short- and long-term political support and resources necessary to establish the unit? The structure of the sustainability management unit must reflect sufficient resources and good contacts to internal and external stakeholders.





E.

City example – Växjö (SE)

Växjö's formalised network of committed administrators

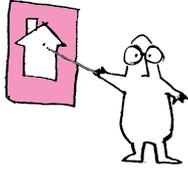
In Växjö, the work for sustainable development is/will be carried out in each of the city departments. Each department has its own responsibilities for its regular activities, but they operate in close co-operation on various sustainability issues. In the future, the city is planning to have a sustainability management unit and a coordinator working under the City Executive Board. The coordinator will work with a cross-departmental network, supporting and facilitating integrated working methods and cross-departmental co-operation. Thus the management unit will function as a network organization with representation from all municipal departments.

During the autumn of 2007, Växjö is working to establish this internal sustainable development network. To start off with, the network will participate in an educational program called "Scenario planning – the link between future and strategy". The ability to foresee, understand and shape the future is the key to an organization's long-term performance. The program provides an opportunity to learn about concrete methods to explore the future and develop new strategies.

Tip!

More details can be found online in Växjö's *Managing sustainability - An organisational plan* at www.urbanworks-toolkit.eu.





Expert Guidance

E. *Network of committed administrators*

Governance



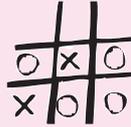
In this situation, a **network** of people from different departments within the city administration needs to embrace the tasks that are usually accomplished by a homogenous unit collaborating on a day-to-day basis. This situation is challenging, but gaining knowledge and good ideas from your peer municipalities can help find solutions. Which **best practice examples** could you use to adapt the functioning of your network?

Communication



Creating **communication strategies** can help formalise and **clarify your structure**. How can you create an internal communication strategy to ensure the maintenance, generation and exchange of existing and new knowledge in your network? How can you create clear two-way channels of communication that add value to all network members?

Management



Due to your network structure, your unit requires a **strong set of values and guiding principles** to work from. To strengthen your working base, can you secure **resources** (time, finances, expertise, etc.) from the organisations participating in the network? How can you engage network participants effectively so that participants are able to see the added value of the network? What are the success criteria for your unit?

Sustainable Development Tools



Coordination requires **information and data from all the sectors**. Can your network's **cross-sectoral participation** be used as a resource to provide a coordinator with the information needed to maintain an overall view of the city's sustainable development? Can you – through the network - support the different sectors to organise their work in a way that results in comprehensive sustainable development for the city?



Tip!

Further expert guidance in the *Managing sustainability - An organisational framework* starting on page 115.

Continue to your Blueprint on page 112.

Notes



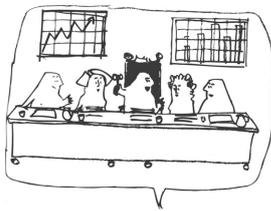
Blueprint

*Managing sustainability
- An organisational framework*

Your Blueprint

Congratulations! You have made it through the Guide – the first step - and are ready to start the hands-on work of “building” the sustainability management unit. This unit will help ensure that your city is developing in a balanced way - one that meets the needs of present generations without compromising the ability of future generations to meet their own needs.

In going through the Guide, you have chosen **five specific situations and tailored Expert Guidance pages** related to these situations- based on your insight into your city’s situation. Together, these pages provide a holistic view of how your city can move forward effectively - a blueprint for your sustainability management unit.



The blueprint is meant to be used in your discussions with your working group, department, other departments, etc. It is also something to guide you when you go through concrete **exercises** included in the **Managing sustainability - An organisational framework** which supports you in the drafting of a development plan for the sustainability management unit.

Please check that you have chosen the most relevant situations for your city and mark them below. This summary, together with the related Expert guidance, you can use as your Blueprint. Make copies of these selected pages and present them to your target audience.

Foundation – Common understanding of sustainable development

Our city supports the achieving of its sustainable development goals with...

- one or a few clear strategies that refer to sustainable development in a consistent way (go to page 10)
- general overall strategies with broad references to sustainable development (go to page 14)
- several unconnected strategies that refer to sustainable development (go to page 18)
- no strategies referring to sustainable development (go to page 22)

Frame – Political support for sustainable development

Regarding the political support for your sustainable development work, which of the following best describes the situation in your city administration?

- continuous support of the work promoting sustainable development (go to page 30)
- general support for sustainable development, although political elections often shift the focus (go to page 34)
- changing support for sustainable development (go to page 38)
- generally or historically weak support for sustainable development (go to page 42)

Function – The role of a unit to manage sustainability

Our city needs a sustainable development unit to take the role of...

- strategic planning, implementing or monitoring of the city's sustainable development programme (go to page 50)
- awareness raising and consensus building (go to page 54)
- networking and building partnerships (go to page 58)
- consultant for sectoral implementation and cross-sectoral cooperation within the administration (go to page 62)
- project implementation (go to page 66)

Construction Materials

– Sufficiency of resources for sustainable development

Which of the following best describes the current situation in terms of the resources needed for the coordination of your city's sustainable development process?

- generally sufficient resources, but not the optimal mix (go to page 74)
- generally sufficient resources, but not as long-term as needed (go to page 78)
- no resources are specifically allocated to the coordination of the overall process, but we try to do this alongside our regular work (go to page 82)

Layout

– the organisation of the unit and its connections to the municipal administration

Our city's sustainability issues are driven by a...

- sustainability management unit with a close connection to mayor's office (go to page 90)
- sustainability management unit located outside of the municipal administration (go to page 94)
- established Agenda 21 office within the city administration (go to page 98)
- established Agenda 21 office outside the municipal administration (go to page 102)
- network of committed administrators (go to page 106)



Managing sustainability - An organisational framework

With your blueprint, you are ready to tackle the actual development of your management unit.

The *Managing sustainability - An organisational framework* document contains exercises and processes that support you in gathering the information necessary for and preparing for the development of your organisational unit.

The *Managing sustainability - An organisational framework* deals with the same four themes as your Expert Guidance pages: **Governance**, **Communication**, **Management**, and **Sustainable Development Tools** one-by-one. The document helps you organise the information and transform the guidance into a tangible concept for your decision makers.

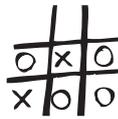
Governance



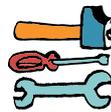
Communication



Management



Sustainable
Development Tools



We wish you good luck and a sustainable future!



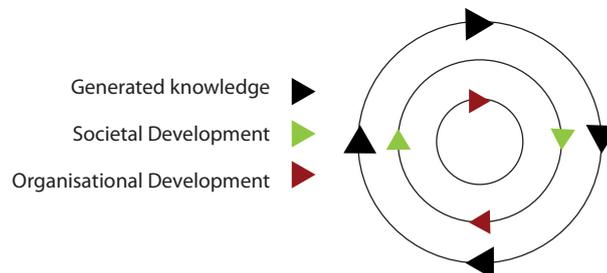
Managing sustainability - An organisational framework

1 Definitions and concepts

Why promote sustainable development through organisational changes in management within the city administration or related organisations? Simply because sustainability is where it begins and ends.

Urban sustainability requires our focus, as more and more of the earth's citizens are calling cities home each day. Thus, **municipalities have a main role** in facing this challenge. We call on municipalities to ensure that sustainability is pushed forward by facilitating the process of developing our cities into vibrant centres of opportunity for generations to come.

Sustainability is not a goal, but a conscious and dynamic process. To take steps towards a sustainable community and a bright future, organisations must have the ability to adapt to ongoing changes and challenges within society – and draw on resources such as knowledge generated, innovation, culture, and history.



An organisation incapable of adapting risks becoming static and a fleeting part of our constantly evolving world. In order to minimise those risks, an organisation should view its performance in a holistic way – which requires **accounting for the environmental, social and economic dimensions within its organisational policies and activities.**

For a municipality to ensure sustainable development towards its long-term goals requires exploration - of new techniques for management, governance, communication and learning. This process towards sustainability is one that demands vision, flexibility and structure, creativity, resources, participation, commitment and planning. The **results will be unique** in each location.



1.1. A Sustainability Management Unit

The following process described in this document provides a methodology and tools to support your city in developing in a sustainable manner. The document guides you through a planning process with the specific goal of developing a **Sustainability Management Unit** – a unit to coordinate the sustainable development process of your city.

1.2. An organisational framework for managing sustainability

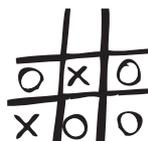
Going through the process and exercises described in this document will result in a development plan, *Managing sustainability - An organisational framework*, focusing on developing a sustainability management unit for your municipality or region. The resulting plan should be a clear and detailed document that you can submit further to your city administration for implementation.

The document, or framework, is meant to be used together with the URBANworks toolkit's interactive Guide, but can be used independently as well. The toolkit provides the most value when it is used as a whole.

The document is divided into **four main sections**: *Governance, Communication, Management, and Sustainable Development Tools*. In going through each of the sections, you will be able to see common threads and links between the sections. Your plan will be stronger if these links are developed coherently. The resulting sustainability management unit will generate value not just for the management unit, but also for the citizens, the organisations, the stakeholders and the city as a whole.

Elements of Managing sustainability - An organisational framework:

- An inspiring and engaging introduction
- The vision of your unit: addressing sustainability gaps and opportunities
- The mission of your unit
- Governance Principles
- Communication Strategy
- Management Strategy
- Sustainable Development Tools / Reporting



2. Your Managing sustainability - An organisational framework

An inspiring and engaging introduction to your city

The first page of your Managing sustainability - An organisational framework - your **City Introduction** - should **inspire** your target audience (**politicians and key decision makers**) **to continue their reading**. The goal is gain their support for the plan for a local sustainability management unit that you are developing.

One way of approaching the introduction could be to imagine yourself as a tourist visiting your own city. Imagine walking around with a map, watching and enjoying the sights and the people. With a new perspective, what do you see as the city's resources and possibilities?

Then, **look at your city's guiding documents** – your city's strategic plans, programmes, strategies -and **identify the inspiring visions** that you find in these texts. Combine all of your thoughts in a short text introducing your city in terms of its vision for the future – one that requires developing sustainably.

Vision of your sustainability management unit

Moving from the city to the unit

Now that your city description has caught the readers' attention, it is time to **move from the city to the organisational unit**. Be clear about the added value of having a dedicated unit. This is your opportunity to show how establishing such unit or developing an already existing unit could significantly raise the level of sustainable development within your city. A **clearly stated vision and mission** for this unit provides a solid starting point for further organisational development.

This management unit's vision **clarifies the direction** in which it will develop. Like a city's vision expressed in its strategic documents, the unit's vision should express the hopes and expectation that you have for its future. The unit's vision should also directly support the fulfilment of the city vision. A clear vision for your management unit will **show the added value to both internal and external stakeholders**.

Thus, with point of departure in your city's vision of sustainable development, imagine how such a unit could contribute to creating general win-win-win situations: what added-value do you wish to create through establishing a sustainability management unit for the benefit of your city, the unit and the persons involved?



Build on the city visions and create a more concrete vision of your management unit for addressing the broad sustainability gaps and opportunities addressed in your city's strategic documents.

- *What is the vision of your unit? What are your hopes for the future unit?*
- *Which sustainability gaps and opportunities will the unit address?*
- *In what way is the vision of your unit important for you? For others? Who are the stakeholders?*
- *Which added-values do you wish to create?*

Please, make a clear and elaborated definition of your vision for your sustainability management unit.

Mission of your sustainability management unit

Describe the mission of your sustainability management unit. The mission is the **unit's central purpose** and most crucial element of your "Sustainability into Action" Plan. A clear mission ensures that you and the stakeholders know more concretely what goal the sustainable development process is aiming at. Your mission should also contain the official mandate of your unit.



2.1. Governance Principles – good governance for the whole city



Governance – a definition

Local Governance is “a process of open and inclusive public decision-making which actively seeks the commitment and engagement of citizens, stakeholders and interest organisations”.

Governance Principles and added value

Principles of ‘Good Governance’

- Openness
- Participation
- Accountability
- Effectiveness
- Coherence

Good Governance is active promotion of democracy which is vital for sustainability:

- It facilitates involvement, but through this it also nurtures understanding and education.
- It develops ‘ownership’ and combats the alienation and civic disengagement which must undermine the drive to more sustainable societies

Assumption:

Good Governance increases awareness, shared responsibility and acceptance among citizens of the necessary, innovative, yet so far unpopular policy steps towards less resource use and better social inclusion.

Evaluation

Filling in the **Local Evaluation 21 survey** for your city can give valuable information about your city in relation to governance. If your city has performed the Local Evaluation 21 survey within a year, you can use that one. If there has been longer time, a new evaluation will show you the trends over time. The Local Evaluation 21 survey can be found at **www.localevaluation21.org**.



Key Elements for Governance

Your Governance Chapter is based on the following **Fano Guidelines** (<http://www.localcapacity21.org>) :

- Learning as an organisation
- Moving away from 'policy silos' within local government
- Making alliances with people and organisations
- Facilitating the process and developing credible leadership
- Encouraging creativity and innovation in policy-making
- Communicating to make a difference
- Catalysing action through raising environmental awareness
- Maintaining commitment to achieving the long-term vision
- Sharing experience with peers
- Influencing all levels of government

Working with the Elements

To further recognise which principles of good governance that your city follows and where improvements can be made, use the 10 Fano guidelines and the results of the Local Evaluation 21 as a base for discussions.

Discuss the details within your city team and working group, as well as other internal stakeholders. Based on these discussions, use the following guidelines and questions to draft the governance chapter of your Managing sustainability - An organisational framework.

Your city's Governance Strategy

Fano Guideline # 1 Learning as an organisation

Guideline for your work:

Investment in training on sustainable development for both officers and politicians builds capacity within local government. We keep pace with social and technological developments in order to make informed decisions while working towards a sustainable future.

Key questions:

How will your unit enhance your municipal staff's skills? How will it stimulate a 'culture of integrated thinking' about solutions? This is a crucial motivation to establish a unit.

Which tools of 'new public management' could be put into use by your unit (.i.e. new information channels, public participation, etc)?



Fano Guideline #2 Moving away from 'policy silos' within local government

Guideline for your work:

The complexity of sustainable development requires a response that combines knowledge from all policy areas, and utilises the maximum resources available. We exchange ideas and approaches through cross-departmental working groups and co-operate across policy areas on a daily basis to respond to this challenge.

Key questions:

How will your unit's structure and strategy ensure a cross-departmental integration addressing environmental, social and economic criteria in all municipal policies?

How do you conceive the role and the tasks of a 'sustainability ambassador' or a cross-departmental working group?

Can you think of other methods of cross-departmental integration?

Fano Guideline #3 Making alliances with people and organisations

Guideline for your work:

Businesses, organisations and individuals are all sources of influence and knowledge for sustainable development. We work in alliance to benefit from their input and build mutual trust.

Key questions:

How will your unit develop effective partnerships, both formal and informal, with stakeholder organisations, local officers and members of the civil society?

Which partnerships already exists and need to be maintained or strengthened, which other stakeholders still have to be involved through a partnership?

Fano Guideline #4 Facilitating the process and developing credible leadership

Guideline for your work:

Setting an example in sustainability management and activities builds up trust and credibility within civil society. Our local government acts as a model for others, and at the same time as a facilitator of dialogue, bringing sustainability principles onto the local agenda and channelling participatory input into political decisions.

Key questions:

In what ways will your unit reflect the sustainability management it is promoting in the local government?

Which participation tools are you already using and which new ones would you like to develop?

Which level of citizen involvement or participation (information dissemination, consultation on plans, contribution to implementing projects) will your unit adopt and for which issues?



Fano Guideline #5 Encouraging creativity and innovation in policy-making

Guideline for your work:

Creative people within and outside the local government are a key to responding to new challenges. We pilot innovative activities to allow unusual solutions to be tried and tested.

Key questions:

How can your unit change the way of thinking and enhance innovative solutions to local problems in your municipality?

In what kind of pilot projects could it test new technologies and methods?

Fano Guideline #6 Communicating to make a difference

Guideline for your work:

Within a knowledge-based society, communication is central to raising awareness about the behavioural changes that are required for sustainable development. We are open to our citizens' ideas, and we actively communicate using targeted channels and tools to reach out to our community.

Key questions:

Which channels and how does your unit use multi-media or traditional communication to provide information and ensure real dialogue?

How could innovative models in communication and behavioural change look?

How will you keep ALL citizens informed on sustainable development related activities?

Fano Guideline #7 Catalysing action through raising environmental awareness

Guideline for your work:

Winning people's interest in sustainable development issues can be promoted through raising environmental awareness. We improve the economic and social performance of our city by implementing high quality environmental management schemes and approaches.

Key questions:

How can your unit ensure the incorporation of environmental issues in economic development planning and social services?

How can it raise environmental awareness among the municipality's citizens in their daily life?



Fano Guideline #8 Maintaining commitment to achieving the long-term vision

Guideline for your work:

Action for sustainability needs to be step-by-step whilst guided by the long-term vision. We implement actions that are effective, but acceptable and steadfastly working towards our vision.

Key questions:

How can your unit strengthen and maintain the continuity of the local commitment to the sustainability it is promoting?

On the other hand, how can you avoid a "patch-work" of small and loose sustainable development related projects that have no overall strategic guidance and therefore fail to have a long-term impact?

Fano Guideline #9 Sharing experience with peers

Guideline for your work:

Networking with other cities and towns creates a common cause for the reorientation of local development. By demonstrating our progress to others, we receive recognition and are encouraged to maintain our ambitious work.

Key questions:

How can your unit develop its networking with other cities?

Which kinds of experience-sharing do you already practice?

Which ones would you like to develop further?

With which cities will you co-operate?

Fano Guideline #10 Influencing all levels of government

Guideline for your work:

Working with other levels of government increases the opportunities for local level considerations to be included in national legislation and strategies for the promotion of sustainable development. We support and are supported by a dialogue on the framework for local sustainable development.

Key questions:

What will your unit do to influence and work with other levels of governments?

How will you link up to the regional level, how to the national level?

Which are the most difficult barriers to overcome? What solutions could be found?



Communication Strategy



Communication – a definition

Communication plays an essential role to your sustainability management unit. Carefully considered content combined with dissemination to a target audience makes for successful communication. In fact, with communication you can bring in new stakeholders, generate new possibilities, and reveal untapped personal, organisational and societal resources.

With the term **internal communication**, the focus is on communication that creates awareness within the city administration and aims to secure political support. With **external communication**, the focus is on communication that aims to involve external partners and creates support in society.

Key Elements of Communication

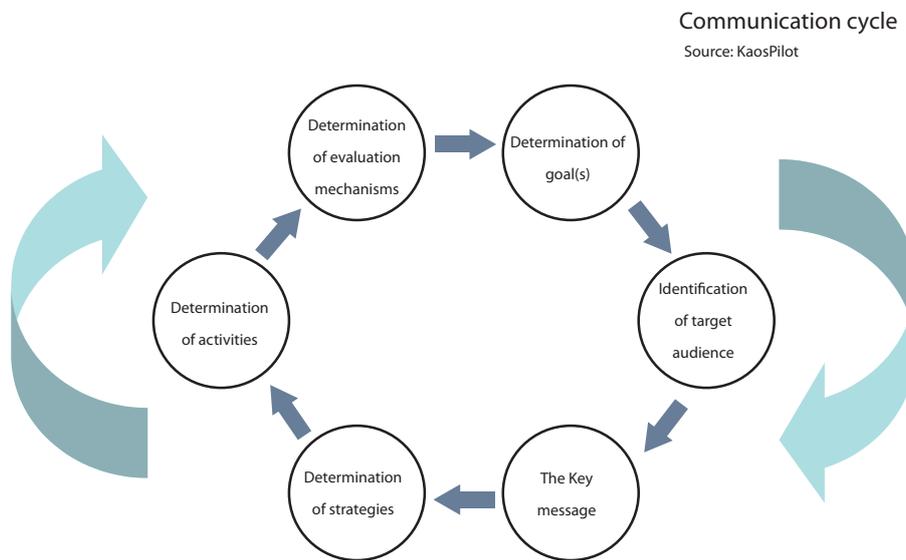
The **communication chapter is a Communication Strategy** for your Sustainability Management Unit. It is built upon the “*Qualifying Key Elements for Communication*” - Model. Using the following structure as a guide, please, create six coherent and self-explanatory paragraphs of the key elements to motivate stakeholders to engage in your city’s sustainability management unit.

In short, the text should focus on the content and form. Additionally, it should discuss the activities necessary for the engagement of internal and external stakeholders in the unit’s co-creation and the unit’s ongoing organisational development. The strategy creates a strong communication platform for the unit, as well as the possibility of anchoring sustainable development in the city – both internally and externally. Remember that **different communication is needed for different purposes**. The Communication chapter should be composed of:

- An Introduction
- Determination of goal(s)
- Identification of Target Audience
- The Key Message
- Determination of strategies
- Determination of activities
- Determination of an evaluation mechanism
- Perspectives on what comes next



Qualifying Key Elements for Communication



Working with the cycle

We encourage you to enlarge the cyclical communication-model (insert figure) to poster size. Go through the process of discussing the communication elements in your workgroup, as well as with other internal stakeholders. On post-it notes, write your decisions, needs or other aspects that are essential in your decision making process and attach them to the poster. Then, **review the loop to ensure there is coherence within the key elements**. Mirror them with your vision, mission, values, principles, and decisions within management, governance, sustainable development tools - Will your Communication strategy lead you in the necessary direction?

The template allows for flexibility when qualifying your decisions and continuously cross-checking them. It will ease the drafting process, as you have already tried to foresee challenges and obstacles. Through dialogue with internal and external stakeholders, you bring more perspectives and knowledge to the table. It also allows for more knowledge generation.



Your city's Communication Strategies

To guide the reader, you should make a short introduction to your Communication chapter describing the purpose of your unit's overall communication strategy.

Determination of goal(s)

Designing an effective overall communication strategy requires determining the goals and the wished outcome. You should determine whether you want to **inform, change attitude or get the receiver to take action**. Remember that there may be multiple goals (internal and external to your organization) which require that your strategy separately addresses both of these broad groups.

Keeping in mind your different target audiences, you must consider:

- *What is the goal of your communication activities?*
- *Do you wish to raise awareness on your activities - or to engage the receivers?*
- *Do you wish to communicate results - or your needs for the future?*
- *What is the wished effect of your communication activities - acknowledgment of your work or inviting suggestions?*

Identification of target audience

Having determined the goals of the communication strategy, specific target audiences must be identified. The more specific the audience, the more effective the strategy will be.

We recommend you to **define at least one internal and external audience** and develop a separate part in your overall communication strategy for each audience. Do this by applying the communication model first to internal communication and secondly to external communication. Finally you should mirror these two models to ensure coherence and to ensure that internal activities support external activities and vice versa.

External receivers could be citizens, companies, NGO's, media, national authorities, unions, universities and other learning institutions. Internal could be city departments, politicians, mayor's office or internal working groups.

The following questions must be considered:

- *Each goal will have at least one target audience - who are they?*
- *Why are they important for your activities?*
- *What is the perspective and current level of awareness of the target audience?*
- *How well do you know your target audience - and how well do they know you?*
- *What do you need to know about each other?*



The Key Message

Your key message should **be short and clear** and combine your unit's vision and activities.

Concerning content, it is important to decide on one of the three types of appeal that the message should send:

- *Rational appeal* – which is directed at the target audience's **practical or functional** need and self-interest for responding,
- *Emotional appeal* – which attempts to stir up **negative or positive emotions** that will motivate the audience toward the wished reaction, and
- *Moral appeal* – which is directed to the audience's sense of **what is right** and proper.

You also have the choice of creating a negative or positive message content to catalyse people into action. Through content choices, you can invite and motivate your selected target audience of stakeholders to participate.

Choose and evaluate the format of your message according to the target audience and the response you wish to obtain. You have number of possibilities such as visualization (videos, photos), using slogan, etc.

- *What is your Key message – form and content?*
- *What would you like your target audience to remember from your communication activities?*
- *What are the key elements that need to be repeated in all your communication activities?*
- *Should the message have a rational, moral or emotional appeal?*
- *Should the message send a positive or negative appeal?*
- *What form should it take? Should the message be visualize, a slogan, or a text, etc..?*

It is essential to have your message and your action aligned. Your communication strategy and other parts of the Managing sustainability - An organisational framework should also support each other.

Selection of sub-strategies

Your overall communication strategy, which accounts for internal and external communication separately, should include **sub-strategies for each of the specific target audiences or goals** you have defined. For each sub-strategy, consider:

- *What are the (best) strategies to reach your target audience and to achieve your goals?*
- *How can you take advantage of (or use) already existing communication strategies and channels of communication in your city?*
- *Who are your potential partners and stakeholders?*

Examples of sub-strategies include education of employees, raising public awareness, increased emphasis of specific activities already being communicated, and the creation of a "BUZZ!" or popular movement. You can create your own "Buzz" or **take advantage of and build on the existing popularity and coverage of issues related to sustainability**, local and global initiatives, and strategic plans being developed within your municipality etc. Taking advantage of existing activities keeps you from having to re-invent the wheel.



Selection of activities

When deciding on activities, consider what types would be optimal in relation to your unit's communication goals, target audience and message. Developing and making people aware of new communication platforms takes effort. It is also important to **take advantage of existing or easily developed communication channels or platforms** that have proven to be effective. Explore the current communication platforms within your organisation, as well as networks that you have a possibility of linking to. **Think of new innovative ways** to get in contact with people and involve them in taking new action to bring sustainable development to the next level.

Examples of Communication Platforms:

Advertisement	Promotion:	Public Relations:	Direct Marketing:
Print and broadcast ads	Contests, games	Press kits	Mailings
Motion pictures	Exhibits	Speeches	Phone meetings
Brochures and booklets	Entertainment	Seminars	Fax mail
Posters and leaflets		Annual Report	E-mail
Billboards		Sponsorships	Voice mail
Display signs		Publications	
Symbols and logos		Community relations	
Videotapes		Lobbying	
Film		Events	
Internet			
Intranet			

Questions to be considered concerning choice of activities:

- *What are the actual steps to be implemented to reach the decided goals?*
- *How do the actual activities match the needs of your target audiences?*
- *How can you ensure the visibility of your key message(s) in all of the activities?*
- *Is it possible to carry out the activities within the frame of your strategy?*
- *What communication channels should be used?*
- *How will you secure innovation and new approaches in your activities?*

Determination of evaluation mechanisms

To ensure the success of your communication strategies, they must be evaluated. Continuous requalification of your strategies and activities will increase the unit's chances for effective initiatives, as well as its own development.

- *How will you measure the result(s)? Are there approaches other than measuring unique clicks to your website or the number of people attending events or activities?*
- *What are the criteria (or demands) from the city government or stakeholders?*
- *How can you measure both the soft values and the hard facts?*



Generating interest

Lack of time is a challenge for many administrative officers and external stakeholders. To gain their attention, define the unit's added value and take advantage of situations like lunch, meetings in the hall way or even the elevator. To prepare, develop an "elevator speech": **If you only have three minutes, what is the most important thing to say, to gain more attention and more time?**

Guidelines of content:

- *Short facts (Selling Points)*
- *Motivating*
- *Creating Curiosity*
- *Enable the recipient to see the Potential*
- *Encourage to Dialogue*

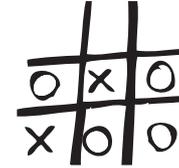
Next steps

Finally, you must plan the next steps needed to fulfil your Communication Strategy? Who will have the responsibility for its progress? What are the initiatives that are planned or in progress?

Remember the resources you have around you everyday – this includes your CITIZENS!! Involving people and inviting them for dialogue often creates curiosity, engagement and commitment. Thus, we encourage you to keep your eyes open, and grasp the opportunity to discover the interests of both your internal stakeholders – your colleagues – and your external stakeholders. This can support you in the short and long-term when establishing and running your sustainability management unit. Ask them your burning questions and to assist you in finding solutions to your unit's challenges. By inviting them to co-create and develop, you are likely to see an increase in their commitment and participation level.



2.3. Management



Management Strategy – a definition

Here, management is defined as the work with organisation and leadership. What kinds of functions do you need? How to organise this? How to define the management structure? How to identify, motivate, and involve key partners of the future unit?

A **clear management structure** for the unit is crucial for moving the city towards sustainable development. It also **requires innovation and bringing resources together in new ways**. How can we generate new ideas?

All new ideas start with someone realising the need to make a positive change. The management work focuses on enabling individuals to move from idea to realisation. These “fiery souls” are catalysts for change and can make a significant positive difference if provided the right environment. Fortunately, they can be found in every organisation.

The process of initiating and managing your unit should focus on enabling these individuals to co-create change. They will strengthen the unit’s ability to move the city towards sustainable development. Including the elements of competence development, creativity, visualisation and involvement in the development of your strategic plans will generate motivation and commitment for change.

The challenge of navigating in today’s society: Guiding principles and values

Identifying guiding values and principles is essential for establishing and running the sustainability management unit. These are values that will help you to navigate through and survive turbulent occasions such as forthcoming elections, financial challenged periods, shift of engaged people or shift of employees. What kind of management unit is needed to help your city navigate within a complex and constantly changing global environment?

Identifying principles and values and clarifying them in few sentences serves as an introduction to your Management Strategy.

Why are these values & principles important in guiding your city’s sustainability management unit?

Key Elements for Management

The **management chapter is a Management Strategy** for your Sustainability Management Unit and is based on the “Qualifying Key Elements for Management”-Model. Since this cyclical approach is meant to take your ideas further whatever your starting point, it can be used regularly – in the development process, as well as once it is established.

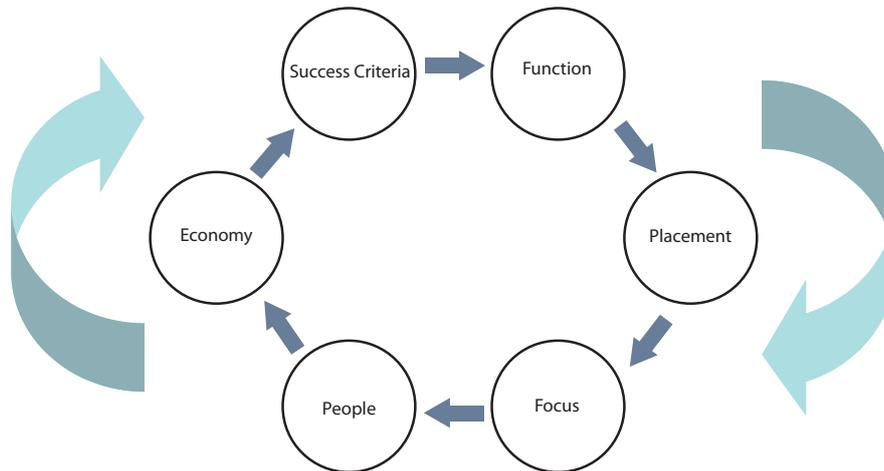
The Management strategy structure below is only a suggested format and should be compatible with other structures (i.e. Aalborg Commitments’ Implementation Guide). The main thing is to include all of the elements.



Qualifying Key Elements of Management

Management cycle

Source: KaosPilot



Your Management Strategy can be structured as follows:

Guiding values and principles

- Key elements of management
- Function
- Placement
- Focus
- People
- Success Criteria
- Economy
- Perspectives on what comes next

Remember – this **management strategy supplies your stakeholders with information they need for making decisions about whether they wish to support the further development of this management unit.**

Working with the cycle

As with communication, we encourage you to work with a large template of the management model and post-it notes. Make a loop starting with the function of your unit. Go through the cycle more than once with your working group, as well as other internal stakeholders. On post-it notes, write your decisions, needs or other aspects that are essential in your decision making process.



With each additional loop, **question your model to ensure there is coherence within the key elements** and mirror them toward your vision, mission, values, principles and decisions within governance and sustainable development tools. Will your management strategy lead you in the wished direction?

Your city's Management Strategy

Function

What functions should your unit have and how?

- *What will be the role of your unit? analytical or coordinating unit (or both!?)*
- *What are the mandate and the responsibility of your unit? What are they based on?*
- *What are the benefits of such functions?*

Placement

What is the organisational placement of the unit within the city administration?

- *How and why have you designed the organisational position in this way?*
- *Why and how should your unit have this type of scale? (Physical unit, Building or office)*

Focus

What is the focus of your unit?

- *Why have you chosen these focus areas?*
- *What levels of stakeholder involvement are preferred? Internally and externally?*
- *Is there a need for designing the specific developmental steps of a unit – version 1.0, 2.0 etc.? Why and how will you ensure the unit's continuous development?*
- *How do these decisions correlate with the three dimensions of sustainability (Environmental, economic, social)?*

People

How your unit should be staffed depends on the strategic choices of function, placement and focus.

- *What are the necessary human resources and skills? How should the unit then be staffed?*
- *Who are your fiery souls of the sustainable development, organisational development etc.?*
- *Who do you recommend as key persons to be involved in the establishment versus the running of the unit?*
- *How will the unit benefit from their participation? How will the persons and their departments benefit?*
- *How should the unit coordinate cross-sectorally?*



Success Criteria

How will the employees, the management and other stakeholders know that the unit is developing in the necessary direction?

- *What are the qualitative and quantitative criteria (points of assessment)? Why?*
- *How can you ensure a win, win, win - perspectives of the unit's initiatives?*
- *What overall time frame does the success criteria correspond to?*
- *Would it be advantageous to design future milestones for the future establishment process of the unit?*

Economy

How will your unit be funded?

- *What possibilities do you have and can you create for financing your unit?*
- *Is it possible for stakeholders to support the running of the unit in ways other than direct financial contributions i.e. in-kind contributions or services?*

While qualifying the key elements you should frequently mirror your decisions with your mission, vision, values & principles, governance and project portfolio decisions to ensure they are aligned. Also think about which positive stories you hope to see on the front page of your local newspaper in 10 years.

Next steps

Finally, you must consider the next steps that need to be taken to fulfil your management strategy. What initiatives are on their way? Which must still be taken? **Proactive planning is essential to establish the unit, to strategically navigate the complex environment, and to get stakeholders to participate.** Invite them to reflect on how they can participate in upcoming activities, co-create the management unit with you and benefit from collaborating with the unit in near future.

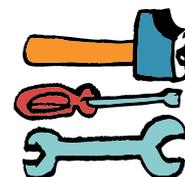
Remember the resources you have around you everyday...

Involving people and inviting them for dialogue often creates curiosity, engagement and commitment. Keep your eyes open and grasp the opportunity of also discovering the interests of your internal stakeholders – your colleagues. This can support you in the short and long-term in planning, establishing and running the management unit.

Remember, to inspire and be inspired from internal stakeholders does not necessarily demand hours of meetings – it can happen in informal discussions over lunch or shorter constructive meetings. There is much to gain from cross-departmental collaboration.



2.4. Sustainable Development Tools



The Sustainable Development Tools will move from the project level, to the portfolio level and then to the city system level. Similar concepts of goals, indicators, and planning, etc. are repeated at each level in order to maintain consistency and build upon previous work at a sub-level. **The aim is to provide a concept and reporting tool that can be used to manage and monitor a city's sustainability.** The questions and exercises serve as the content for the Sustainable Development Tools part of your *Managing sustainability - An organisational framework*.

Projects – a definition

A project is an activity which has a well-defined beginning and end, often a defined budget.

They can have varying time-frames. Some generate gains immediately and others only in the long-term.

Projects promoting sustainable development

Municipal projects are a means to reach the goals of your city's development strategy. Thus a city's strategies and the goals are the foundation for future projects promoting sustainability.

Although projects can be carried out entirely within a single sector, it might make sense to involve other sectors in projects promoting sustainable development. Representatives of the city administration and external experts (i.e. consultants, researchers) can bring different perspectives to the project design work.

Evaluating the current state of project management

Your city's current project management provides the content that a management unit needs to start its work to manage sustainability. To identify the current state of affairs, answer the following questions after discussions within your city team and other internal stakeholders.

1. *What departments/persons have the best overview of all ongoing and planned projects in your city?*
2. *Is there a database about ongoing and planned projects in your city?*
3. *Which types of project overviews of your city does your working unit have access to?*
4. *Are projects in your city generally linked to a special programme or plan?*
5. *How is a typical project in your city created and realised?*
6. *Which indicator system and reporting system are used in your city?*

Indicators, Sustainable Target Values and the Sustainability Gap

Indicators which are measures of a specific property reflecting sustainability help monitor how projects contribute to sustainability. **Indicators gain value when they are monitored over a longer period**, i.e. several years, for trends. Thus, existing indicators are the easiest to use.



To monitor changes in terms of sustainability, indicators need to be linked to a clear sustainable target value or at least an approximation. Usually, this differs from a city's political targets, but it should point in the same direction. The **difference between the current value and the sustainability target value is called the sustainability gap**.

This gap indicates a problem, which if big enough, is reflected in the city's development strategies. Projects or project portfolios can be used to address these gaps.

Identifying the sustainability target values for indicators is not easy, but necessary. It may require research and a qualified discussion. For indicators referring to material resource use, the sustainability value can be clearer than for social indicators. i.e. 0,5 tonnes of carbon dioxide emissions per year per person is considered sustainable. Your city's strategies or city vision and mission might provide insight to questions like How much traffic can the city accept? How many of the inhabitants need to work?

The politically realistic target should be 30 % or more of the sustainability target. In some areas, e.g. wastewater treatment, one may have bolder targets, while in other cases, for example the climate issues, the global trends constrain the target setting. Are your political targets relevant or sufficient in relation to the identified sustainability target?

Project Portfolio Approach

Project portfolio – a definition

Working with several projects simultaneously is a challenging reality of city administrations. **Integration of projects is crucial to sustainable development** and can be approached using project portfolios.

A project portfolio is a group of projects which, together, addresses a sustainability problem, or a sustainability gap. The portfolios may be defined by

1. *A process in the city (waste management, economic development, etc)*
2. *A geographic area, such as a neighbourhood*
3. *A target group (schoolchildren, elderly, business community or NGOs)*

A process oriented project portfolio could be an **already existing municipal programme**, like waste management. A successful process requires a number of actions to take place simultaneously, i.e. information campaigns on sorting and waste prevention, sorting correctly, collection and treatment.



Guidance for an effective project portfolio

An efficient project portfolio should:

1. *address an identified sustainability gap: improvement of a socially disadvantaged area or city traffic.*
2. *have clearly formulated goals, a timeline, and an overall budget,*
3. *include a balanced set of projects : including both large and small projects and both hard (investment) projects and soft projects (i.e. education or information dissemination),*
4. *not conflict, but support each other. Ideally, they bring the portfolio environmental, economic and social gains.*
5. *have clearly defined boundaries: in terms of a geographical area, process, or target group,*
6. *be linked with sustainability indicators to measure progress.*

Transforming Programmes into Portfolios

1. Review your city programmes to see if they can be transformed into a project portfolio. Scan the programmes' principles and management systems, their targets, time frames, budgets, indicators, and actors involved (city departments, political bodies and different stakeholders). Select the ones that could serve as a portfolio.

2. For each programme that could serve as a portfolio, answer the following questions.

- a. *What problem(s) do you want to solve by working with this particular programme?*
- b. *What are the programmes actions, goals and targets? Are there references to the long-term city vision? What national and international goals and targets are referred to? Are there references to sustainable development?*
- c. *Which indicators are used for monitoring?*
- d. *Describe and analyse the projects within this new portfolio.*
- e. *Based on the analysis, identify ways to make the portfolio more balanced. What kinds of projects are missing, i.e. soft educational projects? Are resources efficiently allocated among the projects? New projects can be added to balance and strengthen the portfolio.*
- f. *What resources are available for the portfolio?*

Balancing a Portfolio

1. *To develop a cohesive project portfolio and ensure addressing of a sustainability gap, identify the following for each portfolio:*

- a. *Which sustainability gaps do they intend to improve? What strategies are they based on?*
- b. *What time frame they should have?*
- c. *How do they address the three dimensions of sustainable development?*
- d. *What projects need to be added to better address the three dimensions?*
- d. *What indicators could be used to monitor them?*

2. **Select a few indicators relevant for monitoring** the portfolio overall. At least some of the indicators should have values available from a longer period.



The city as a system

Definition of concepts – systems analysis

The city is a system made of parts - the individual portfolios. Each portfolio can be analysed individually to see how it can be enhanced, monitored and managed.

A qualitative systems analysis can help to identify how the portfolios interact with each other.

Below are some of the more straightforward feedbacks and loops.

Positive feedback is when an increase in A results in the increase of B. For example if the distance between the home and workplace increases, the time and cost of commuting also increases. **Negative feedback** is when an increase in A results in the decrease in B.

There may also **reinforce loops** where an increase in A results in an increase in B which, in turn, results in a further increase in A, etc. The result is exponential growth. A well recognised example is the reinforcing loop created by (1) city traffic, (2) suburbanisation, (3) shopping areas outside city centres, and (4) offices in the city centre.

Analyse the city as a system

1. Go through your project portfolios and identify a geographical or functional system connected to several portfolios. How do the portfolios affect each other in the system in terms of feedbacks or loops? **Do your portfolios conflict or support each other?**
2. Describe whether the collection of portfolios reflects the various dimensions of sustainability. **Do other portfolios need to be added to that system?**

Indicators for the whole city

1. Compile the indicators you have identified for all of your portfolios in **Balancing a Portfolio**. As a set, do they allow you to monitor the sustainability of the city as a whole? What important aspects of the city are not included and which indicator could be used to represent this missing aspect?



A sustainability reporting system

To **manage the sustainability of your city requires monitoring**. One way to do this is to monitor the indicators that you have selected to represent the work done in your projects and portfolios. These indicators reflect your city's sustainability gap and are tied into your development strategies. Below is a reporting system that can be used in monitoring.

In your monitoring report, the set of indicators can be divided up into categories based on the concept of resource management. Since resources are linked to all activities in a city, resource management is critical for sustainable development and ties many sustainability issues together. Thus, the main categories for reporting are:

- Material resources
- Urban space resources
- Human resources
- Societal resources
- Economic resources

Each of the 5 types of resources can be further divided into individual components. For instance, urban space resources can be divided into the built environment, the green structures and the traffic structure. You may divide the other resources into individual components, too.

To create your report, assign two indicators to each of your individual resource components based on the indicator sets in **Indicators for the whole city**. This would give you a core indicator set of up to 30 basic indicators. Keep to simple and easily available indicators. However, for **key parameters** such as renewable energy, it is **beneficial to begin acquiring the data, even if is not easily available**. Assign each indicator a Sustainability target (long-term target, i.e. year 2050) and a politically realistic target (medium term target, i.e. year 2020).



Conclusion

Good luck in finalising your draft of the *Managing sustainability - An organisational framework* – the development plan for your sustainability management unit. The **next steps include ensuring coherence between the various parts** of your drafted plan and then – **implementation!**

You are probably very familiar with the various challenges that your city administration faces in terms of getting on the track towards sustainable development. The **process of administrative reform is a slow one**, especially when understanding of new concepts is required. However, most of the models presented in this document are cyclical and are meant to be used repeatedly and with various target groups. Most important to remember is that sustainable development requires both system and inspiration!



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More resources online at www.urbanworks-toolkit.eu.

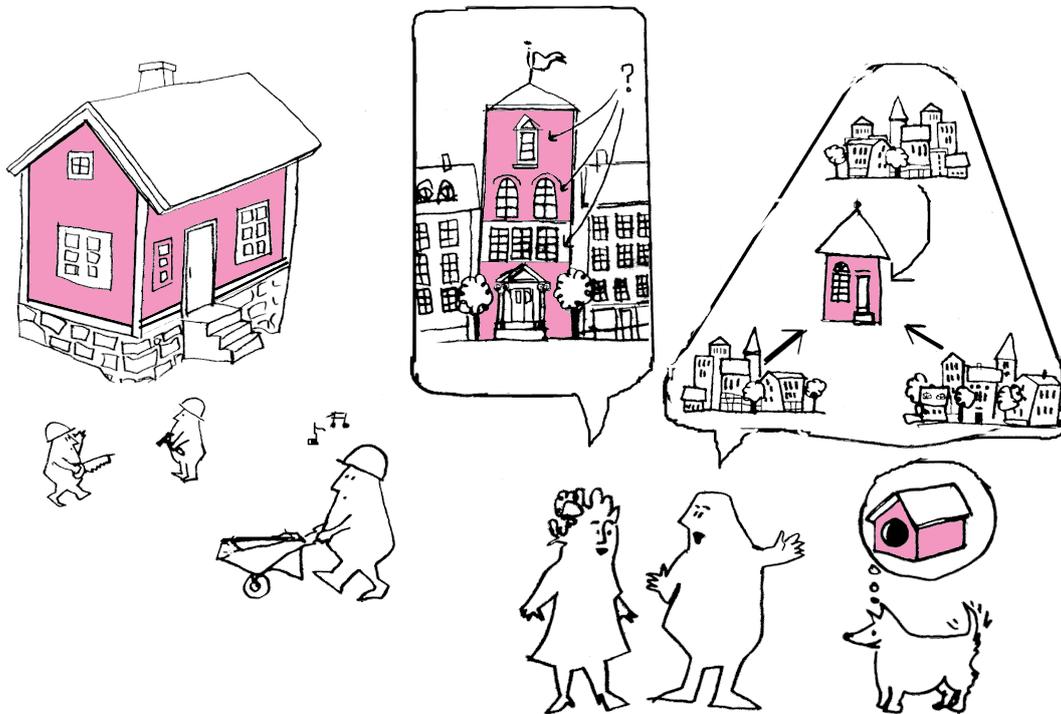


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Congratulations for an excellent system that will support the cities in their sustainable development work. URBANworks offers several situation-specific options and gives cities the opportunity to choose their own concept, but also to compare their own sustainable development level with others.

Interactive elements guide cities through the "building" of sustainable development to show what management of sustainability requires - shared visions, political support, participation of the public, efficient organisation and creative work. This toolkit encourages the cities to continue their work for a sustainable future. The Hanseatic City of Rostock will use it as basis for managing the city's development".

Dr. Hinrich Lembcke, LA21 Office, Hanseatic City of Rostock



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