

# PREPARING FOR TOMORROW

**Strategy 2012 - 2018 (Belo Horizonte Plan)**

**ICLEI - Local Governments for Sustainability**



**Corporate Reports**



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## Mission

ICLEI's Mission is to build and serve a worldwide movement of local governments to achieve tangible improvements in global sustainability with special focus on environmental conditions through cumulative local actions.



## An ambitious agenda preparing cities for tomorrow

ICLEI's global membership sets the course for our association through a Strategic Plan with a six-year scope. Every three years, the plan is reviewed and updated. The Strategic Plan sets out our vision of the role we play in the world as well as our goals, programs and activities.

The Strategic Plan 2012-2018 has been adopted by the ICLEI Council at its triennial meeting in Belo Horizonte, Brazil, on 16 June 2012 and will, following our tradition, therefore be named "Belo Horizonte Plan". It presents an update of the "Edmonton / Incheon Plan" 2009-2015.

With this strategy, our association responds to challenging global environmental, economic and demographic trends by supporting cities – where soon two thirds of all humans will be living – on their way towards becoming sustainable, resilient, resource-efficient, low-carbon and biodiverse, by developing inclusive green urban economies with smart urban infrastructure, with the ultimate aim of ensuring healthy & happy communities.

Bonn, June 2012

Konrad Otto-Zimmermann  
ICLEI Secretary General, 2002 - 2012

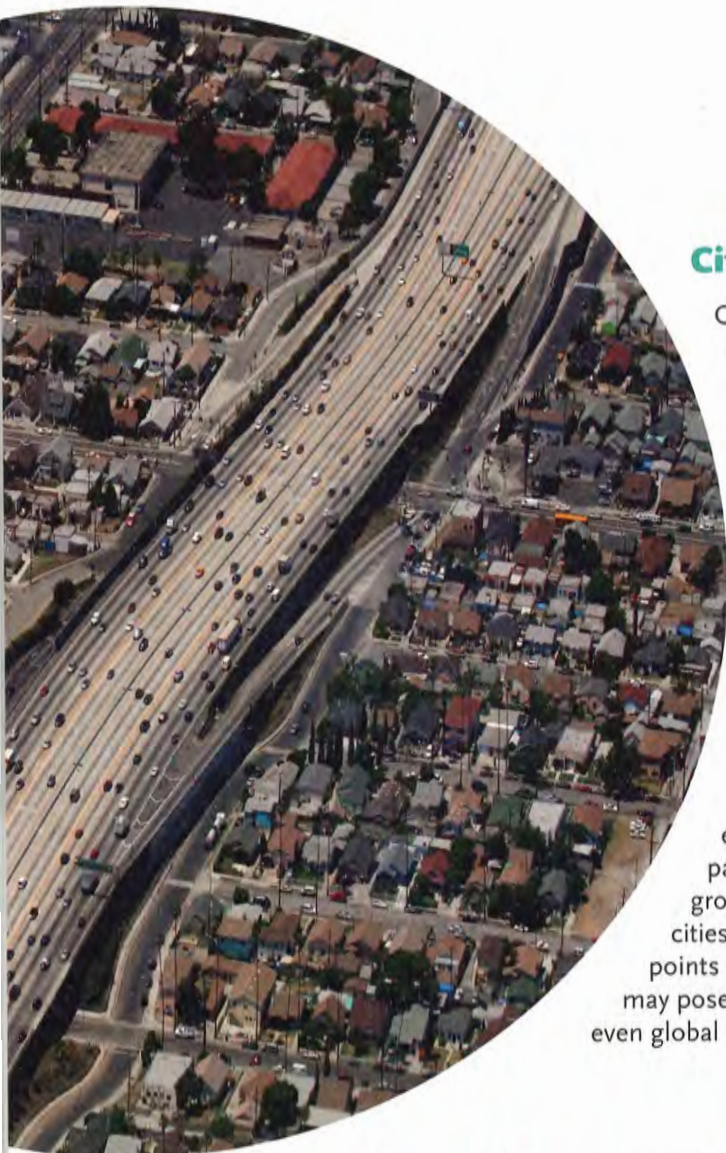
Gino Van Begin  
ICLEI Secretary General, 2013 - onwards



# Moving in a Changing Environment

## Cities and local governments operate in a rapidly changing world

- **Human expansion** is happening at a rapid pace: Every minute, the world population grows by 141 people – 6.2 million per month. The population is expected to grow from 7 billion today to 9.2 billion by 2050
- **Urbanization** happens equally rapidly. The urban population grows by 75 million people every year. By 2050, it is expected to almost double from 3.4 billion in 2008 to 6.4 billion; two thirds of humanity will then be living in towns and cities
- **Global environmental change** proceeds fast. Every 20 minutes, a plant or animal species becomes extinct. Up to half of the presently existing species may become extinct by 2100. 884 million people have inadequate access to safe drinking water. 3900 children die every day from water borne diseases. The concentration of carbon dioxide in the air has risen from the pre-industrial level of 280 parts per million to more than 380 ppm today. This is the highest level experienced within the last 800,000 years and it is creating a massive human-made greenhouse effect on Earth
- The **ecological footprint** of humanity on this planet has become unsustainable. In 2008, humanity used about 40 percent more resources than nature could regenerate that year. If we continue using natural resources and producing waste at current rates, by the early 2030s we will require the resources of two planets to meet our needs. This "overshoot" is at the root of the most pressing environmental problems we face today: Rapid systemic and non-linear change, including climate change, increasing areas with over-stressed ecosystems and associated declining biodiversity resulting in decreased planetary ability to provide vital ecosystem goods and services to humankind and resulting in fast-growing poverty-trapped, vulnerable urban communities



## Cities at risk, and cities as risk

Cities are the places where the majority of humans live, predominantly concentrated with high density. Cities are the hubs of the global economy, education, innovation, production and consumption.

Cities are highly dependent on resource flows from outside their boundaries. Facing rapid growth in many places, the effects of global systemic change, as well as associated resource constraints in the decades to come, cities are at risk. Risk factors, which are highly interrelated, include: rising urban unemployment, over-stressed social support and educational systems, growing inner-city decay and crime, social eruptions (riots, civil wars) due to growing inequity and unmanaged crime, terrorism, aging and inefficient urban infrastructure, systemic financial risk, natural disasters, industrial emergencies, climate change, energy insecurity, food insecurity, water insecurity, pandemics, decline and loss of ecosystems services, and a growing social disconnect with nature. While cities are at risk, cities themselves can also be a risk, as the Global Risk Report 2012 points out. Poorly managed urbanization and urban development may pose risks to the society or even human civilization, to national or even global environment and economy.

## Our ability to respond

- We are moving toward becoming an “urban planet”. As we see the increasing inability of governments to address the critical trends, and as we witness the weakening of the global multi-lateral governance mechanisms, in the wake of a highly unstable and unpredictable economic environment still based on rapidly altering and the non-sustainable exploitation of a limited natural resource base we realize that the onus of effecting rapid transformation of our economies, infrastructures and lifestyles shifts to the people who manage our cities and local governments
- We are witnessing a geo-economic and geo-political shift of influence and development dynamics from the old industrial economies to the emerging economies of countries such as China and India, which together represent over a third of the world’s population
- A sustainable human civilization on our planet requires sustainable cities. We must therefore place well-functioning cities, i.e. the performance of cities, in the center of our efforts

This is the backdrop for ICLEI’s mandate, profile and role over the coming decade.



# Responding to Change - Leading on Change

## Rapid action, radical solutions

- The pace of global environmental change, the trends of degradation of global ecosystem services and the overshoot of the human footprint on Earth require a massive up-scaling and acceleration of local efforts
- Even if the entire ICLEI Membership performed in a state-of-the-art manner, and if we were to extrapolate these efforts into the future, we would not reach a sustainable level of resource consumption and pollution in communities, i.e. a sustainable ecological footprint of our cities
- Therefore, experts confirm what all of us feel: We must act more rapidly and pursue more radical<sup>1</sup> solutions

## Leading change

- ICLEI's role in the global concert of institutions must be that of a leader, a driver, an accelerator, a connector. ICLEI will be a pathfinder by providing leadership and direction in managing rapid transformation
- We will raise and support pioneers, innovators and new champions among local governments worldwide
- We will drive foresight and innovation among our membership. We will share the cutting-edge experiences of our leading Members with the entire membership and reach out to more local governments and seek more radical solutions to advance sustainability
- We will request that our members commit to rapid and radical action, that they document progress, and report on achievements
- We will further good governance and stakeholder engagement in local policy and planning processes
- We will continue innovating local management methodologies, tools and practices, and pioneering forward-oriented solutions
- We will team up with partners from the business and expert sectors to identify the best solutions for local governments in the areas of technology, organization, management and finance
- We will enhance the management of knowledge of advanced solutions for the benefit of our membership and staff
- We will convince the international community to recognize and include local experiences and actions in global sustainability solutions and agreements



<sup>1</sup>Definition of "radical": From latin "radix" = root. (1) going to a root ; (2) departing markedly from the usual or customary; (3) favoring or effecting fundamental changes in current practices, conditions, or institutions [source: [www.thefreedictionary.com](http://www.thefreedictionary.com)]



# THE VISION

## Connecting Leaders

ICLEI is a growing **Association** of cities, local and metropolitan governments leading the way in sustainable development with worldwide presence, which connects leaders in strategic alliances, which prepares cities for the future, whose voice is heard, and which is attractive to be a member of, work for and partner with.



## Accelerating Action

ICLEI is a high-energy, flexible **Movement** of local governments working together in national, regional and international networks; engaging in global campaigns for sustainability, participating in performance-based programs, advancing through an international exchange of experiences and solutions – a movement which is supported by commitment processes, performance frameworks, programs, networks, strategic alliances and centers of excellence.



## Gateway to Solutions

ICLEI is an effective sustainability and environmental **Agency** strengthening the capacity of local governments and their networks to identify and implement radical solutions and act rapidly; providing advanced knowledge and delivering training to local leaders, planners and decision makers; demonstrating creativity and excellence in developing innovative methods and tools; serving as the cities gateway to solutions for the future.







# Our Organization

## The power of global membership

ICLEI combines the power of a global membership association with regional and national membership networks.

- The global network creates opportunities for advocacy at the United Nations and multilateral negotiating bodies, offers fast, smart and easy global entry points for partners, offers the platform to build partnerships with international organizations and multinational companies, gives access to a global knowledge base, encourages immediate and effective networking among globally leading cities, provide globally accessible platforms such as online forums, regular forums and congresses, dialogues, global networks, learning communities and programs
- Regional and national membership networks allow Members to advocate for sustainability at the regional, national and sub-national government levels and to engage in programs tailored to any unique local needs and conditions. Our regional secretariats and country offices offer participation in projects as well as opportunities for exchange and hands-on engagement and learning
- While serving our Members, we reach out to the wider local government community in order to involve them in our activities and raise their interest in joining our association

### Activities 2012-2018:

- Develop the way we work with our Members with the aim of offering:
  - basic and advanced types of membership
  - recognition of Members according to their performance
- Enhance the involvement of, and the support given to, Members in the Global South
- Make effective use of our new governance structure, to meet the goals of:
  - maintaining a Member-based, democratic structure
  - securing effective engagement of elected Regional and Global Executive Committee members
  - Form and facilitate regional, national and thematic networks within our membership

## Serving our membership: a global group of offices

ICLEI operates through a World Secretariat, and a number of strategically located offices on all continents<sup>2</sup> as well as sub-national, liaison and project offices. The network of connected, yet independent operational centers ensures cohesion and resilience while allowing for the development of individual strengths – comparable to a family.

While all of ICLEI works under the mission, mandate and principles of the global ICLEI Charter, our offices are managerially and – and mostly legally and financially – independent. World Secretariat, Regional Secretariats and Country Offices are interconnected through affiliate agreements and form a global group working closely together toward the implementation of the Global Strategic Plan.

### Activities 2012-2018:

- Stabilize and strengthen existing offices and establish new offices with a focus on emerging economies
- Establish a Regional Secretariat in South America
- Establish a Regional Secretariat for Eastern Asia
- Build a presence and first programs in China
- Establish an Asia Secretariat
- Set-up and strengthen thematic centers
- Increase inter-office cooperation across regions through global programs and multilateral cooperation projects

# Building Capacity

ICLEI is a knowledge based organization. Our key strengths are the motivation, encouragement, knowledge and experience we can facilitate between Members, their associations and stakeholders.

## Activities 2012-2018:

- Build a systematic knowledge management structure to capture information on cities, methods, tools and technological solutions and make it available to Members and offices
- Build scientific and research capacity by linking to a network of universities and research institutes in order to help bridge the gap between science and practice
- Establish connections to business organizations in order to develop capacity to serve as gateway to urban solutions
- Develop new ways of Member-to-Member exchange using web based systems and encouraging self-organized, ICLEI facilitated, thematic Member communities
- Use the international network to develop and make available global good practice programs
- Build the Future City Leaders Initiative as a prime international networking and capacity-building opportunity on sustainability issues for young local-level politicians and Mayors new in office



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<sup>2</sup> ICLEI Offices (2012)

World Secretariat: Bonn, Germany

Global Centers: Capacity Center, Cities Biodiversity Center, Cities Climate Center, Local Renewables Center, Sustainable Procurement Program Center

Regional Secretariats: Africa; Europe; Mexico, Central America and Caribbean; Oceania; South Asia; South America; Southeast Asia

Country Offices: Canada, Japan, Korea, Mexico, U.S.A.

Other offices: EU Liaison Office Brussels; Indonesia project office; Western Australia Office; India Southern Center in Hyderabad; Kaohsiung Capacity Center



# Our Partnerships

ICLEI connects leaders. We will foster and establish relationships, partnerships and synergies that unleash creativity and innovation.

We will continue connecting cities and local governments and their associations to the United Nations and other international bodies. We will forge multi-stakeholder partnerships, form strategic alliances and join forces with leading institutions from the academic, expert, business and NGO sectors.

## Goals for 2012-2018:

- Build new partnerships and foster existing ones such as with UNEP, UN-HABITAT, UNISDR, IWA, FAO, IUCN, WWF, REEEP, EMI, WEF, GBIF, Ecocity Builders, research institutions and others, with the aim of giving our Members access to partners' services and resources
- Use existing and develop own platforms for dialogues between businesses and municipal leaders on eco-efficient and resilient urban infrastructure through, among others, cooperation with the World Economic Forum, the World Business Council on Sustainable Development and the Green Building Councils
- Identify and secure knowledge partners for our main themes in order to ensure technical excellence in service delivery



# Our Advocacy

ICLEI serves as a global entry point for cities and local governments to engage with the United Nations and international and national policy processes.

## Goals for 2012-2018:

- Continue and widen advocacy work on behalf of local government worldwide, wherever possible in cooperation other global associations of local government, in particular vis-à-vis the Conferences of the Parties to the UN Framework Convention on Climate Change and the Convention on Biological Diversity, the UN Commission on Sustainable Development, the UNEP Governing Council / Global Ministerial Environment Forum and UN Water
- Follow the global policy process on green economy that will result from the Rio+20 conference in 2012
- Advocate increased powers of, and access to revenue by, local governments with the United Nations and governments
- Advocate direct access to climate finance and other funds by local governments and an inversion of climate finance mechanisms to enable the implementation of needs-driven local development





# Our Agendas

ICLEI will support its Members in taking rapid transformative action and applying radical solutions to become sustainable, planet-friendly cities, towns, counties and regions. The core of our program activities focuses on the key areas of transformation.

ICLEI's initial campaigns and programs have evolved to cover a broader range of themes, which include:

- *Management of global environmental goods*: Climate, Biodiversity, Water, Food
- *Municipal planning and management*: Sustainability management, land use and development, climate change adaptation and resilience management, procurement
- *Transformation of infrastructure*: Transport, building, energy, water & sanitation, communication
- *Policy innovation*: Local Agenda 21/ urban governance with stakeholder involvement, integrated, cyclical sustainability management, green economy, security, social development

ICLEI's work pursues eight agendas, designed to support Member cities and local governments in their efforts towards sustainability.

These agendas contribute towards reaching the Millennium Development Goals (MDGs) and the emerging Sustainable Development Goals (SDGs).

ICLEI's offices will refine and expand existing, define new programs and networks for global, regional and country projects, which respond to Members' expectations and are flexible and tailored to meet any specific needs and conditions in their respective areas.

We will offer our Members and other cities and local governments an engagement of choice. We will offer local governments and their leaders, decision-makers and departments, multiple entry points to access our programs and services. There will be opportunities for engagement in *global* initiatives, programs, networks and events. Other initiatives, programs, projects and events will be organized and offered at *regional or national* levels, linked to such global programs to ensure cost-effective, integrated approaches that ensure optimal impact.

We apply effective formats for our work:

- *Sustainability Through Environmental Performance (STEP)* programs guide participating cities through a three-step process
- Global, regional and thematic *Networks* offer the opportunity to exchange information and experiences, to search for information and to look for project partners
- *WorkNets* offer the opportunity to work together on a project towards a defined goal
- *Campaigns* are aimed at awareness raising and mobilization of local governments for concerted action towards sustainability, often supporting our advocacy efforts
- *Commitment Programs* mobilize local governments to make a specific commitment, usually by signing a declaration of commitment
- *Partnerships* allow cities to interact with and learn from other sectors, moreover, to join forces with other organizations in order to collaborate on shared agendas and coordinate activities to maximize results and impact



# Sustainable City Agenda

Cities need to get prepared for a future under challenging global trends and resource constraints. The performance of cities will not only determine the living conditions of over six billion of people who will be living in cities in the year 2050, but also the condition of ecosystems and economy globally.

Local leaders, planners and decision makers must take a holistic, long-term perspective and devising an integrated sustainability policy. Sustainable cities have a healthy & happy community, a green urban economy, smart infrastructure and are resilient, biodiverse, resource-efficient and low-carbon.

The city-hinterland interdependency suggests city-region approaches that require the cooperation of neighboring local governments. Effective governance requires a participatory approach involving the local community and stakeholders as well as cooperation with the higher tiers of government.

More and more cities work towards becoming a true “eco-city, “green city” or “sustainable city”. ICLEI Member local governments should lead by example.

ICLEI has initiated and led the Local Agenda 21 movement for participatory governance. ICLEI offers networking and capacity building as well as systems and tools for sustainability management. ICLEI advocates an urban focus of global policy development and favorable legal and fiscal framework conditions for local governments to be effective and fast implementers of sustainable development.



## Programs and activities 2012-2018:

- Establish and facilitate a global eco-cities network organized and chaired by participating Member cities
- Continue and strengthen our work on integrated sustainability management, roll-out existing systems through providing creative and practical tools and innovate process support
- Continue developing a framework for unified measuring and reporting of select sustainability performance indicators by Member local governments, such as the STAR Community Index piloted in the USA or ecoBUDGET® spearheaded in Europe and Asia
- Engage with partners at all levels in local, regional and global processes to mainstream sustainability management, including ISO TC 268 or EMAS
- Engage Members in calculating cities' ecological footprints as an information and awareness raising tool for the public
- Continue local government advocacy at the United Nations, European union and other multilateral bodies
- Use the momentum of the Rio+20 UN Summit in Rio de Janeiro in the year 2012 as an opportunity to reinvigorate local action for sustainability and develop programs in the area of green urban economy
- Build partnerships with the private sector to advance the sustainable city agenda



# Resource-efficient City Agenda

Resource-efficient cities will gain competitive advantage in an era of shrinking global resources while global and urban populations are growing. However, efficiency gains through urban density are thwarted by billions of people adopting resource-consumptive urban lifestyles. Cities, if wanting to be future-proof, need to go beyond minimizing the use of natural resources and become productive systems.

All ICLEI Member local governments should practice an effective management of resources and ecosystem services.

ICLEI offers opportunities for cities to engage in programs such as Integrated Urban Water Management (IUWM), Green Growth Cities and participation in networks such as Food Smart Cities. ICLEI offers capacity building as well as systems – esp. ecoBUDGET® – and tools for managing local natural resources such as land and soil, water, fauna and flora and biodiversity, food, nutrients, minerals, materials, energy.



## Programs and activities 2012-2018:

- Promote ecoBUDGET® worldwide. Support introduction and application of ecoBUDGET by 100+ Member local governments
- Develop and organize the *Incheon Eco-efficiency Challenge*
- Initiate and develop *Green Growth Cities* as a research and pilot initiative promoting productive cities for global sustainability
- Initiate the *Food Smart Cities* Network in partnership with RUAF and others as a global commitment, action and learning network that will be implemented nationally and regionally, with the aim to build and understand urban food systems, address food and nutrition security through developing urban-rural linkages, markets, infrastructure and local job creation
- Develop and offer an *Integrated Urban Water Management (IUWM)* program which includes a dedicated sanitation component to cities and local governments, drawing on the methodology, tools and experiences of SWITCH - Managing Water for the City of the Future, the Water Campaign in Australia and various water projects in Africa
- Transform global, cutting-edge research results on Integrated Urban Water Management into training modules and project opportunities
- Actively cooperation with UNEP, World Water Council, UN-Water, UN-HABITAT, International Water Association and other international institutions in the field. Pursue partnership with UNEP on their Resource-efficient Cities initiative. Pursue a more active role in the World Water Forum and the Stockholm Water Week to enhance awareness of the importance of urban water governance and management



# Biodiverse City Agenda

Ecosystem-based local planning and management is an increasingly essential component of the future sustainable city. The multiple benefits derived from ecosystem-based goods and services underpin most local economies and provide cost-effective and sustainable essential services and green jobs to municipalities and their communities.

ICLEI Members should be at the forefront of ecosystem-based planning and management and become biodiverse cities.

ICLEI through its Cities Biodiversity Center, regional secretariats and country offices enables cities, local and sub-national governments worldwide to commit to biodiversity action. The entry level of choice for cities is by joining over 50 leading cities and local governments on all continents through ICLEI's flagship *Local Action for Biodiversity (LAB)* Pioneer Project, a partnership initiative with IUCN and others. Further options for cities include the ICLEI-coordinated URBIS Network and the various BiodiverCities projects run at country and regional level and globally coordinated by ICLEI's Cities Biodiversity Center. These projects offer a range of tools, webinars, platforms and commitment levels complementarily linked to other ICLEI agendas, in addition to a triennial Urban Nature conference.



## Programs and activities 2012-2018:

- Encourage cities, local and sub-national governments worldwide to commit to biodiversity action, in particular by signing the “Durban Commitment” developed by the 21 global Pioneer Cities of the Local Action for Biodiversity (LAB)
- Develop and launch the global “Cities in Biodiversity Hotspots” program as a prestigious, action-focused 10-year global initiative engaging at least 250 cities in identified biodiversity hotspots – in partnership with founding partners IUCN, UN HABITAT, NRG4sd, CBD and others with the aim of making a substantial and measurable contribution to the achievement of the of Aichi Nagoya 2020 targets as contained in the new Strategic Plan of the CBD
- Advocate actively for the global recognition of Local Biodiversity Strategy and Action Plans (LBSAPs) as essential instruments in developing implementing and reporting on National Biodiversity Strategy and Actions Plans (NBSAPs)
- Maintain and enhance ecosystems services through improved biodiversity management at the local level, for example, by developing and rolling out “BiodiverCities” projects, combining a global network of pilot cities with regional/national program offerings
- Continue to build on existing partnerships, and create new ones, mainly through the Global Partnership on Cities and Biodiversity coordinated by the Secretariat of the Convention on Biological Diversity
- Convene the next global “Urban Nature” symposiums on local biodiversity and ecosystem services alongside the 2015 and 2018 ICLEI World Congresses
- Promote the global implementation of “The Economics of Ecosystems and Biodiversity (TEEB) chapter for Local and Regional Decision Makers” developed in partnership with UNEP
- Promote Ecosystem-based Adaptation (EbA) at the local and sub-national levels
- Launch URBIS – The Urban Biosphere Initiative as an open learning network for cities and their partners in partnership with the Stockholm Resource Center, IUCN and others
- Continue international advocacy work on biodiversity vis-à-vis the Convention on Biological Diversity in line with the Local Government Biodiversity Roadmap and through the Global Partnership on Cities and Biodiversity



# Low-carbon City Agenda

Low-carbon, low-emission or even carbon-neutral cities, will be the signposts to sustainability. Cities account for 70-80 per cent of global carbon dioxide emissions. Therefore, an effective global climate regime must lay a focus on urban greenhouse gas reduction. Cities and local governments, however, must not wait for an international agreement to be reached but should act ambitiously and rapidly.

Since 1993 ICLEI has worked with hundreds of local governments on climate action planning in the framework of *Cities for Climate Protection (CCP)*. These members should continue implementing climate actions. Ultimately, all Member local governments should engage in the new *GreenClimateCities* framework and integrate the reduction of greenhouse gas emissions into their planning and investment structures.

ICLEI through its Cities Climate Center, regional secretariats and country offices promotes the *Global Cities Covenant on Climate (Mexico City Pact)* as a mechanism to promote cities' political commitment to climate action. ICLEI's *Bonn Center for Local Climate Action and Reporting (carbonn®)* operates the *carbonn Cities Climate Registry*, which allows cities to ensure accountability by publicly reporting their commitments, actions and emissions. The *GreenClimateCities* program guides cities through a process of analysis, target-setting, programming, identifying finance, implementation, monitoring and reporting. Cities can use the *HEAT+* online tool to account their greenhouse gas emissions. ICLEI actively advocates local climate action, local governments as partners in global climate governance, bottom-up finance mechanisms and local government access to climate finance at the Conference of the Parties to the UN Framework Convention on Climate Change.



## Programs and activities 2012-2018:

- Promote the Global Cities Covenant on Climate (*Mexico City Pact*) as a campaign to firm up cities' and local governments' commitments to local climate action and reporting
- Engage 80 percent of the global membership in the *GreenClimateCities* program (program brand may vary by region, e.g. Cities for Climate Protection) or in an integrated mitigation/adaptation program
- Lead the implementation and improvement of the Global Protocol for Community-scale Greenhouse Gas Emissions as an advancement of the International Local Government GHG Emissions Analysis Protocol (IEAP)
- Market the *HEAT+* greenhouse gas accounting software to local governments through ICLEI offices
- Build the *carbonn Cities Climate Registry* as the definitive mechanism through which cities register and report their climate commitments, actions and performance to the global public
- Further develop and operate the *Bonn Center for Local Climate Action and Reporting* ("*carbonn*"), based on a viable partnership and business model
- Continue Local Government climate advocacy
- Continue supporting and acting as Secretariat of the World Mayors Council on Climate Change, transform it to take on a thematically wider mandate



# Resilient City Agenda

Cities must be low-risk and resilient if they want to be sustainable: resilient to disaster, climate change, and any unforeseen events and economic shocks. Resilience building involves reducing exposure to risk and vulnerability while increasing resistance and robustness and ensuring emergency preparedness.

All ICLEI Member cities should set an agenda to increase the resilience of their community, economy, buildings and infrastructure. Such agenda would include climate change adaptation, disaster risk reduction, and emergency preparedness.



ICLEI offers cities and local governments a range of *Resilient Cities/Communities* or climate adaptation programs adapted to regional conditions. Participating cities have access to a variety of methodologies and tools, good practice case studies and opportunities for exchange. ICLEI organizes the *Resilient Cities global forum on urban resilience and adaptation* in Bonn as the world's foremost, multi-partner, global forum on all aspects of urban resilience. Cities are invited to sign the Durban Adaptation Charter expressing their commitment to climate change adaptation action. Municipal leaders deliberate every year at the Mayors Adaptation Forum in Bonn convened by the World Mayors Council. Cities may also join the "*Making cities resilient: My city is getting ready*" campaign of UN-ISDR with ICLEI and further partners.

## Programs and activities 2012-2018:

- Offer *Resilient Cities/Communities* or climate adaptation programs (brands may vary) to Member local governments in all regions, including the development of, and access to, methodologies and tools
- Engage with partners in developing appropriate multi-level governance frameworks for local climate resilience
- Promote the second phase of the "*Making cities resilient: My city is getting ready*" campaign, 2012-2015, a World Disaster Reduction campaign of the United Nations in which ICLEI is a partner, and seek support for its implementation in cities
- Annually organize the *Resilient Cities global forum on urban resilience and adaptation* in Bonn and profile it as the world's foremost, multi-partner, global forum on all aspects of urban resilience. Build a forum as thematic pillar around each of the relevant issues, for example, urban risk, resilient building & construction, resilient urban logistics, urban food resilience, renewable energy for urban resilience, etc. Explore opportunities for a tandem event to be held periodically in Asia
- Continue building the *Mayors Adaptation Forum* as a mechanism for local decision makers to learn, exchange, formulate actions and voice opinions
- Promote the Durban Adaptation Charter as a campaign to strengthen up cities' and local governments' commitments to climate change adaptation



# Smart Urban Infrastructure

The eco-efficient, resilient and low-carbon development of a city requires smart urban infrastructure. Smart infrastructure requires smart systems design, not only single efficient technologies. Smart infrastructure development means looking at the variety of urban infrastructures, identifying possible efficiency gains through linkages between different infrastructures, new operational and business models, as well as financing models.

ICLEI Member cities should look at the opportunities that smart infrastructure solutions provide for the sake of the environment, resource-efficiency, low-carbon development, resilience and green urban economy.



ICLEI Members can learn about *energy efficiency and local renewables* and exchange experiences by consulting ICLEI's Local Renewables Center, regional secretariats and country offices. These offices will also inform Members about regionally specific Local Renewables programs. ICLEI invites Members to attend the annual, international Local Renewables conference in Freiburg. ICLEI through partnership with the Green Building Councils and UNEP offers cities technical advice on *green buildings and sustainable construction*. A Resilient Building & Construction Forum is held annually in Bonn, Germany. Cities leading in planning for *EcoMobility*, giving priority to non-motorized and public transport, can further improve by joining the EcoMobility Alliance. Members can exchange solutions at ICLEI's biennial EcoMobility world congress. ICLEI offers a platform for learning about EcoLogistics solutions through the annual resilient Urban Logistics Forum in Bonn, Germany. (For opportunities in the field of water and sanitation, please see the Resource-efficient City agenda)

## Programs and activities 2012-2018:

- Engage with partners at all levels in local, regional and global processes to develop smart urban infrastructure, including ISO TC 268
- Build *Local Renewables* program modules to support cities in systematically basing their energy supply on energy efficient and locally renewable energy sources; offer this program to Members in all regions
- Foster the partnership with the International Renewable Energy Agency (IRENA), the Renewable Energy and Energy Efficiency Partnership (REEEP) and private companies to provide Members with access to solutions
- Promote *sustainable construction* and *green buildings* through among others, partnerships with the World Green Building Council and its national sections, and involvement in UNEP's Sustainable Building and Construction Initiative (SBCI)
- Support Members through projects on urban sustainable material and waste management
- Develop and implement *EcoMobility* program modules to support cities in basing their transport policies and planning on the priority order of: walking – cycling/wheeling - public transport – shared car
- Coordinate the *EcoMobility Alliance* as select group of leading cities that wish to move towards world-class excellence in achieving sustainable mobility, supported by a group of Partners from the business, expert, user and governmental sectors
- Co-organize annual *EcoMobility Festivals* and organize a series of biennial *EcoMobility world congresses*
- Support Members through projects on sustainable sanitation



# Green Urban Economy Agenda

"Economy" describes our activities to produce, distribute and consume goods and services. The economy is based on input of natural, human and financial resources. The way the human economy works determines the extent of sustainability of our human civilization on Earth. A viable local economy will be based on cradle-to-cradle material cycles and an appreciation of human labor over energy-intensive technology. Sustainable procurement by all Member local governments will drive the market green, create green jobs, and support future-oriented industries. A green urban economy must be socially inclusive.

ICLEI Members should work to turn their urban economy green and inclusive, a prerequisite for a sustainable city.



ICLEI offers Members an opportunity to pioneer a *Green Urban Economy* strategy. With support from ICLEI, Members can embark on *Local Action for Employment* processes, engaging stakeholders in the development of job creation and green job strategies. Local governments can also join a network and a program on *Sustainable Procurement* offered by ICLEI's Sustainable Procurement Center, regional secretariats and country offices. They can also attend *EcoProcura*® conferences for exchange and learning. Members that wish to *green events* held in their city may draw on ICLEI's guidance and technical advice.

## Programs and activities 2012-2018:

- Develop and provide tool kit for Members helping them to work with the business sector and other stakeholders to develop an inclusive green urban economy and promote green jobs
- Build on *Local Action for Employment* training modules to support Members in stimulating employment and the creation of green jobs
- Offer the *Sustainable Procurement Program* (brand may vary) in all regions, and engage 200+ local governments worldwide in *Sustainable Procurement* program activities
- Develop *Procura+ Exchange* into a global network and forum
- Continue and strengthen engagement in UNDESA's and UNEP's activities on *Sustainable Production and Consumption* and UNEP's *Sustainable Building & Construction Initiative*
- Continue the *EcoProcura*® conference series and partner with the International Green Purchasing Network on further editions of the *International Green Purchasing Conference*
- Continue ICLEI's *Greening Events Initiative* and support Members in the planning of green events and initiatives such as *Pilgrim Cities*



# Happy & Healthy Community Agenda

The ultimate goal is for local communities to enjoy health and happiness and a good quality of life. Whether on a modest or more affluent economic footing, local governments must promote community vitality, health, peace, safety, education, culture, and good governance.

ICLEI Members pursuing sustainable development will lay a particular focus on achieving a healthy and happy community.

Local governments can take advantage of 20 years of ICLEI leadership and experience in promoting participatory governance and sustainable development planning for healthy and happy communities. Members in crisis-stricken regions or having a community suffering from violence who pursue a just and peaceful community as a priority aim for local sustainable development can receive ICLEI's support in developing a *Local Agenda for Peace and Security*, and Members concerned about public health and safety may seek guidance through ICLEI's *Safe & Healthy Communities* program. ICLEI offers opportunities for Members to develop a local "happiness index" on the route "beyond GDP". ICLEI's triennial World Congress and regional convention offer opportunities to get acquainted with ICLEI's programs, learn from other cities' experiences and discuss innovative approaches.

## Programs and activities 2012-2018:

- Continue disseminating learnings and products from the Local Agenda 21 initiative and the integrated sustainability management program, especially aspects related to good governance, public engagement and social sustainability. Support local governments in engaging citizens and communities in healthy and sustainable living and community development
- Make the methodology, tools and learnings from the *Local Agendas for Peace & Security* pilot project in Latin America available to ICLEI offices worldwide
- Explore opportunities for the global roll-out of a *Safe & Healthy Communities* program
- Engage with partners to developing and promoting measurements for development that go 'Beyond GDP'
- Support local governments in introducing a local "happiness index" drawing on the Kingdom of Bhutan's experiences with replacing the GDP through "Gross National Happiness"





# Epilog

At the United Nations Headquarters in New York in 1990, ICLEI was created to halt the degradation of global ecosystems through concerted, multi-local action.

Two years prior to the 1992 Earth Summit in Rio de Janeiro, ICLEI prepared input to and introduced the “local authorities” chapter of Agenda 21 into the UN Rio Declaration, thus initiating the Local Agenda 21 Campaign – with more than 10,000 local governments engaged, the first and largest global campaign of cities and towns the world has seen.

Only eight months after the adoption of the United Nations Framework Convention on Climate Change at 1992 Earth Summit, ICLEI responded and launched the Cities for Climate Protection Campaign – the first and largest global campaign of local governments combating greenhouse gas emissions.

In 1996, ICLEI launched its Eco-Procurement Initiative – the first and largest international network for public sustainable procurement.

ICLEI initiated Local Action for Biodiversity – the only global program on urban biodiversity management.

ICLEI pioneered local best-practice case studies, developed tools such as *ecoBudget*® and piloted Triple Bottom Line for local authorities.

In October 2010, ICLEI celebrated its 20<sup>th</sup> anniversary at the Future of Cities world congress in Incheon, South Korea.

## ICLEI has achieved results that the planet notices.

Over the last 20 years:

- We have built a global sustainability network of 1,200 local governments of all sizes in 80 countries
- We work with our Members through a network of 15 offices and global centers on all continents, which hold technical expertise and experience
- We have developed common methodologies and created innovative tools which are applied throughout the local government community worldwide
- We have provided leadership in linking local governments to global policy processes and multilateral environmental agreements
- We have instigated a movement of about 10,000 local governments that have engaged their citizens in Local Agenda 21; created a network of 1,000+ cities that have undertaken climate action planning and set voluntary targets for greenhouse gas emissions reduction; worked with over 100 local governments on freshwater management; supported dozens of municipalities in the use of innovative sustainability management systems; and engaged dozens of global cities in biodiversity management
- The efforts of more than 1,000 cities participating in the CCP Campaign resulted in annual emissions reductions of more than 60 million tons CO<sub>2</sub>eq

However, what ICLEI once piloted has now become mainstream. Whilst this development can and must be applauded, it does require ICLEI to sharpen its profile and address the related entrepreneurial challenges. In addition, a growing number of institutions and organizations have entered the field of cities & environment, especially cities & climate change, and the competition for financial resources has increased.

ICLEI's distinct strengths lie in our bottom-up energy and movement, our mission and drive, our foresight and creativity, and our international convening power. Our future profile will build upon these strengths.







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### ICLEI STRATEGIC PLAN 2012/2018

The publication shall be cited in full as "Preparing for Tomorrow Strategy 2012 -2018 (Belo Horizonte Plan), ICLEI – Local Governments for Sustainability, 2012 "

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The ICLEI Strategic Plan 2012/2018 is available online at [www.iclei.org](http://www.iclei.org)

ICLEI World Secretariat is generously supported by:



EUROPEAN UNION  
Investing in our Future  
European Regional  
Development Fund

Minister for Federal Affairs,  
Europe and the Media of  
North Rhine-Westphalia

