

AALBORG COMMITMENTS

—  
**STRATEGIC PLAN FOR  
THE SUSTAINABLE DEVELOPMENT  
OF THE CITY OF GENEVA:**

**2011 – 2014  
TARGET SETTING REPORT**



VILLE DE  
GENÈVE

## IMPLEMENTING THE AALBORG COMMITMENTS IN THE CITY OF GENEVA

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## FOREWORD BY THE ADMINISTRATIVE COUNCIL OF THE CITY OF GENEVA



THE ADMINISTRATIVE COUNCIL (LEFT TO RIGHT):  
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*members of the Administrative Council. (photo: A. Bergot)*

On 24 September 2010, some 15 years after the signing of the Aalborg Charter, the City of Geneva signed the Aalborg Commitments. At the same time, the City submitted the Sustainable Development in the City of Geneva: 2010 Baseline Review (situation analysis) and this Strategic Plan for the Sustainable Development of the City of Geneva: 2011–2014 Target Setting Report (priorities and objectives) to the Aalborg Secretarial Office.

Some 641 European municipal communities have already signed these Commitments, thus initiating a thought process that will lead to a specific sustainability-oriented action plan. Of these communities, 57 have completed their assessment of the situation, while eight have already publicly presented the objectives they aim to achieve. The City of Geneva will, therefore, become the ninth European community to adopt a strategic and consistent plan, using this shared framework to meet its sustainable development objectives.

As specified in the procedures relating to the Aalborg Commitments, the Sustainable Development In the City of Geneva: 2010 Baseline Review must be submitted within 12 months after the signing of the Commitments and the strategic objectives are to be submitted within 24 months of that date. We decided to proceed simultaneously with the signing of the Commitments and the publication of both documents in order to demonstrate our level of commitment and to show the progress that has been made by the City of Geneva with regard to this process.

Indeed, after a comprehensive consultation process, conducted at first “internally” (among the 50 services of the Municipal Administration) and then “externally” (among representatives of the civil society and experts from all fields covered by the ten Aalborg Commitments), we are now able to present the citizens of Geneva with a shared vision of sustainable development, an analysis of the situation based on an extensive consultation and the goals that we have chosen to pursue. In other words, this is the result of a collective brainstorming.

Choices are often difficult to make, but we nevertheless decided to give preference to certain criteria. Our first choice was to cover all ten Aalborg Commitments and to choose at least one priority per Commitment. This enabled us to ensure a good level of consistency with regard to the three main areas of sustainable development: environment, local economy and social solidarity. In order to make sure that all the employees of the Municipal Administration would join forces to carry this strategic plan forward, we wanted each department to take charge of at least one objective. However, the pursuit of each objective will depend on a cross-cutting collaboration process between various departments. Finally, we decided to set aside any item that did not directly lie within the realm of the authority formally bestowed upon the communes, as the impact would have been negligible in relation to the means employed.

The projects that will be implemented in the context of this strategic plan not only aim to highlight what the City is already doing, but also to drive substantial improvement and significant innovations that will lead to the creation of the “sustainable City of Geneva”. Furthermore, we have decided to continue to encourage participation under various forms. We are indeed convinced that the only way to achieve our goals is by involving various partners. The participation of local associations and companies is essential to the implementation of sustainable development in the territory of Geneva. We, therefore, aim to establish private–public partnerships whenever possible.

Furthermore, we have the firm intention of regularly assessing the progress we are making. We have, therefore, pledged to provide the Municipal Council, the population of Geneva and the Aalborg Secretarial Office with regular progress reports describing our efforts and detailing to what extent we are reaching our goals, based on relevant indicators.

On the occasion of the global assessment that will be conducted at the end of the 2011–2014 period, the advisory process will be reinitiated in order to validate and reassess our objectives based on the results we will have achieved thus far. In the areas where our efforts have not been met with the success we had hoped for, we will reappraise our priorities for the coming 2015–2018 period. Thus, this is a process of ongoing improvement that will ensure the durability of the actions we undertake. Political leaders who follow us will be obliged to adhere to these Commitments and continue to pave the way to a “city of increasing sustainability”.

Finally, we are also delighted that our efforts are part of a broader international context, as we feel that this will help strengthen the actions we take at the local level. We will use the membership of our city networks, at the national and international levels, in order to promote the Aalborg Commitments and to partake in the sharing of proper practices.



# THE CONTEXT



## REORIENTING THE CITY OF GENEVA'S POLICIES IN TERMS OF SUSTAINABLE DEVELOPMENT

In 2007, an initial assessment was conducted with regard to the City of Geneva's<sup>1</sup> policies in terms of sustainable development, highlighting the success of awareness-raising and information campaigns targeting the population. However, the results achieved in implementing an exemplary administration were not deemed to be entirely satisfactory; instead, the municipal strategy for sustainable development was determined to be inconsistent and segmented. Furthermore, the lack of sustainability indicators and monitoring tools was also noted.

In 2008, the Administrative Council decided to act upon this first appraisal by looking anew at its sustainable development policies. Its ambition was to see sustainable development being implemented in a tangible and measurable manner. It decided that Geneva would become a city that “ensured, through participative governance, a fair social and economic development, while reducing the ecological impact of human activities on the natural resources of our territory”.

Following two motions by the Municipal Council<sup>2</sup>, the Administrative Council decided, during the session on 23 April 2008, to sign the Aalborg Commitments. These cover most of the activity domains of European cities from the perspective of sustainable development. They provide a perfect tool to establish relations and priorities for municipal projects pertaining to sustainable development and to assess what these projects are actually achieving.

## THE AALBORG COMMITMENTS

The signing of the Aalborg Commitments is a powerful act that represents a long-term pledge by the City of Geneva. It forces the City into a rigorous process of analysis, proposals and implementation of sustainable development. With its adherence to the Commitments, the City of Geneva has chosen to pursue an energetic and coherent strategy aimed at addressing social, environmental and economic challenges without affecting the living conditions of other inhabitants around the globe and the well-being of future generations.

There are ten Aalborg Commitments and they cover all domains of public action. Each Commitment includes five general objectives that are to be achieved. Based on these 50 general objectives (ten Commitments x five objectives), each signatory city defines its priorities and specific objectives according to its own situation and local requirements.

### THE AALBORG COMMITMENTS

01. Governance
02. Local management towards sustainability
03. Natural common goods
04. Responsible consumption and lifestyle choices
05. Planning and design
06. Better mobility, less traffic
07. Local action for health
08. Vibrant and sustainable local economy
09. Social equity and justice
10. Local to global

*1. The Administrative Council's policy for sustainable development is detailed in a progress report for the 2003–2007 term of office. Report by the Actions 21 Group to the Administrative Council. Issue: City of Geneva, March 2007, (D33).*

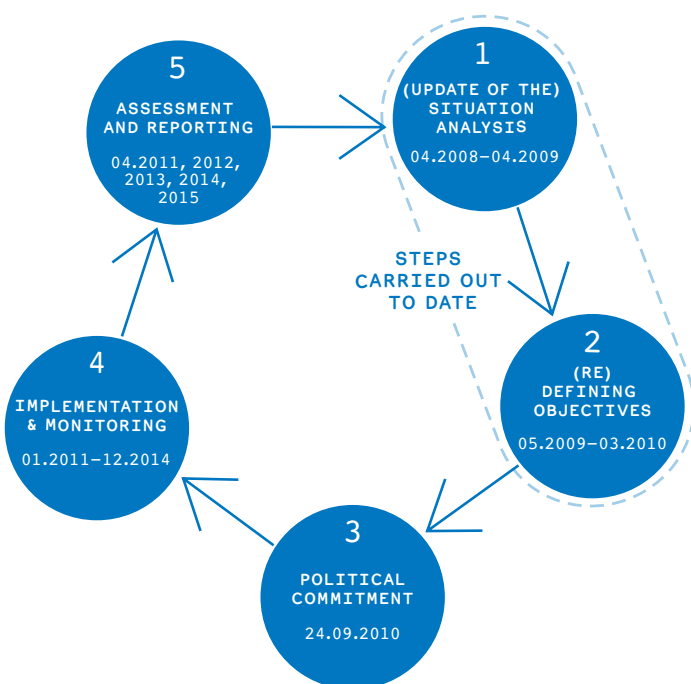
*2. M-732: “Let's sign the Aalborg commitments”; 25 February 2008; M-754: “For an ambitious, measurable and quantifiable public policy”; 28 November 2007.*

## IMPLEMENTING THE AALBORG COMMITMENTS IN THE CITY OF GENEVA: PROGRESS REPORT

By agreeing to sign the Aalborg Commitments, the City of Geneva initiated a multi-step implementation process.

The implementation of the Aalborg Commitments is carried out in five phases, each of which is conducted in a context of continuous improvement. In the City of Geneva, the first step of the cycle (situation analysis) began in 2008, whereas the second step (defining the priorities and objectives) ended in the first half of 2010. The next step of the process ensured political accountability when the Administrative Council officially signed the Aalborg Commitments on 24 September 2010.

*Sustainability cycle of the Aalborg Commitments: five-step process adopted by the City of Geneva*



### STEP 1: SITUATION ANALYSIS APRIL 2008 – APRIL 2009

Consultations – both internal and external to the Municipal Administration – were conducted in order to assess the current situation with regard to sustainable development in the administration and in the territory of the City of Geneva.

The Sustainable Development in the City of Geneva: 2010 Baseline Review document summarises the findings from these processes and is available on the Internet site of the City of Geneva<sup>3</sup>.

### STEP 2: DEFINING OBJECTIVES MAY 2009 – MARCH 2010

Based on this first stage, another consultation process was initiated in order to determine priority objectives in terms of the City’s sustainable development and to identify implementation indicators. This process involved 130 people, from employees of the Municipal Administration to experts and civil society representatives and elected members of the Municipal Council.

Following this consultation, the Administrative Council adopted an action plan governing its operations relating to sustainable development. The action plan is based on the 13 priority objectives identified during the consultation process. All of the selected objectives underwent preliminary feasibility studies.

3. [www.ville-geneve.ch/themes/developpement-durable-energie/engagements-aalborg/](http://www.ville-geneve.ch/themes/developpement-durable-energie/engagements-aalborg/)

## IMPLEMENTING THE AALBORG COMMITMENTS IN THE CITY OF GENEVA (CONTINUED)

### STEP 3: POLITICAL COMMITMENT 24 SEPTEMBER 2010

On 17 March 2010, the Administrative Council ruled that the Aalborg Commitments were to be signed by all its members, thus demonstrating a common resolve to see this project brought to a successful conclusion. As a result, 24 September 2010 was set for the signing of the Aalborg Commitments.

This provided the occasion to invite all the people who took part in the consultation process (employees of the Municipal Administration, experts and representatives of the civil society, elected representatives of the Municipal Council) to the official event marking this historic signing.

The City of Geneva now has a direction: towards a sustainable city. It also has a compass: the Aalborg Commitments.

### STEP 4: IMPLEMENTATION AND MONITORING JANUARY 2011 – DECEMBER 2014

The development period was scheduled to last four years, which corresponds to one term in office. It began in January 2011 and will end in December 2014. This is the first implementation period and will be followed in 2015 by an assessment and update of the strategic plan for the subsequent four-year period 2015 – 2018).

The launch of the implementation phase still depends on the 2011 budget, which is subject to the Municipal Council's vote. It includes additional costs associated with the implementation of the Aalborg Commitments (see the section on: Implementation of the Strategic Programme).

An objective-specific project plan (see details in the section on: Implementation of the Strategic Programme) was drafted in the autumn of 2010, providing a detailed plan governing the implementation of the 13 objectives (organisational structure, steps, actions and expected results, indicators, budget).

### STEP 5: ASSESSMENT AND REPORTING APRIL 2011 – APRIL 2015

In order to ensure the successful implementation of this strategic plan, the Administrative Council has decided to conduct two semi-annual (March and September) assessments of the 13 objectives during the entire 2011–2014 period. These will include indicators of efficiency and effectiveness as well as financial monitoring and details of monitoring tools (see details in the section on: Implementation of the Strategic Programme).

Based on these assessments, two types of report will be prepared during the implementation period (2011–2014):

**1. A regular report** will be established annually at the end of the first term, which will coincide with the closing of the accounts of the previous financial year. The report's findings are to be published internally and externally and are to be used during the subsequent consultation process, in order to rectify the various projects and actions undertaken for each of the 13 objectives, as necessary.

**2. A global report** concerning the implementation of all 13 objectives is scheduled for the final stages of the process (at the beginning of 2015). It will be drafted as a situation report summarising and explaining the outcome of the cycle. Detailed information concerning the results related to each objective will be provided to the citizens of Geneva and the employees of the Municipal Administration. This document is essential in order to determine which elements of each specific objective have been achieved and will, therefore, provide the context for the analysis of the results.

Meetings are to be held at the end of the cycle in order to discuss the assessment report and to readjust our primary objectives in terms of sustainable development, with the view of starting the subsequent implementation cycle. This consultation process is expected to involve employees of the Municipal Administration, experts and civil society representatives as well as elected members of the Municipal Council.

## ORGANISATION OF THIS DOCUMENT

Following a broad participatory process, the City of Geneva has defined 13 primary objectives in terms of sustainable development and has stipulated four years to achieve them.

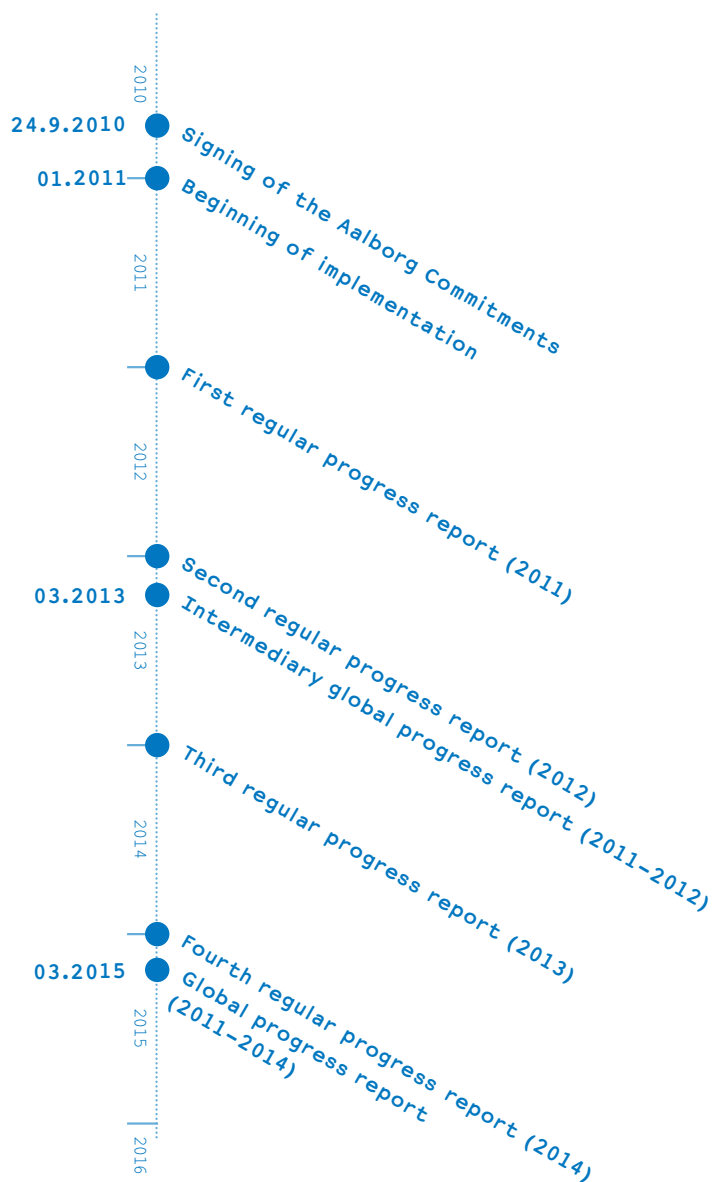
The purpose of this document is to explain the various projects and actions that the City of Geneva will undertake in order to meet these 13 objectives.

The first section of this document describes the context of the Aalborg Commitments and their scope of application in the City of Geneva. The second section provides a list of the 13 objectives with the following details for each one:

- the precise wording of each objective (in bold and italic blue font);
- the conditions and challenges identified by those who took part in the consultation process (main text in normal italic black font);
- the projects and key actions that are to be conducted within the administration or in collaboration with private partners, as necessary;
- the expected benefits;
- the objective-specific monitoring indicators.

In order to ensure the success of this strategic plan for sustainable development, which includes numerous projects and involves various stakeholders, it is crucial to develop a detailed implementation plan. The section on Implementation of the Strategic Programme describes this plan in detail and provides the structure and organisation of the project as well as tools to assist in the planning and implementation phases. It also describes the financial impacts and the strategy chosen for communicating with the citizens of Geneva.

### Progress report stages:



An intermediary global assessment is to be conducted during the first half of 2013. It will provide the Advisory Committee and the citizens of the City of Geneva with a progress report detailing the first two years of implementation of the strategic programme (2011–2012).



# THE 13 OBJECTIVES OF THE STRATEGIC PLAN



## OBJECTIVE 1: A SHARED VISION OF SUSTAINABLE DEVELOPMENT

*Together with representatives of the civil society, the City of Geneva develops a shared vision of sustainable development and of its governance.*

*During the participatory process, some deficiencies were identified in terms of a shared vision for the implementation of sustainable development in the City of Geneva. Most of the visions, strategies and objectives with regard to this issue have been developed in individual and separate fields.*

The Aalborg Commitments and our efforts to abide by them will see the emergence of a new common vision of sustainable development, allowing us to ensure a high level of coherence and coordination among the different actions undertaken within the administration. This shared vision of sustainable development cannot remain static and must undergo constant evolution. The implementation of the Aalborg Commitments will follow four-year cycles planned to coincide with individual terms of office in the City of Geneva. Every two years, meetings are to be held in order to discuss the progress report drafted at the beginning of the cycle and to determine what individual actions have been achieved. Furthermore, round table talks are to be held at the end of each cycle to provide the opportunity of redefining and adjusting our objectives. Various stakeholders, such as administration representatives, experts and private partners, will take part in these meetings. In addition, the main representatives of the civil society (non-governmental organisations, the general population, companies, associations and political parties) will be involved in the general process. For this purpose, specific days centred on the theme "Monitoring the Aalborg Commitments" are planned. The first implementation cycle is to be launched in June 2011, with the period before that (January 2010–May 2011) serving as a trial run.

As a result of the European framework provided by the Aalborg Commitments, the City of Geneva will benefit from increased visibility and a higher level of acknowledgement at the national and international levels for the actions it undertakes in favour of sustainable development. Regionally, the level of visibility of the process will also be increased. A new Internet platform, the publication of a newsletter and the creation of an "Aalborg" logo will help achieve this purpose. Our efforts in this domain will enable us to extend the Aalborg Commitments to outside partners who will be allowed to display the logo when carrying out actions undertaken in relation to the Aalborg Commitments.

### **MONITORING INDICATORS:**

- *assessing the population's perception of sustainable development by conducting opinion polls;*
- *number of subscribers to the newsletter;*
- *number of projects that bear the Aalborg label and that are external to the administration*

### **Governing department:**

Department of finances and housing

### **Collaborating departments:**

Department of buildings and planning

Department of culture

Department of the urban environment and safety

Department of social cohesion, youth and sport

## OBJECTIVE 2: PARTICIPATION

### *The City of Geneva sets standards and guidelines governing participation.*

*Through different types of projects, the City of Geneva endeavours to increase participation levels. The stakes and the challenges when doing so are often similar. However, the City of Geneva lacks a roadmap that various departments can use to launch participative projects. Furthermore, they generally cannot rely on past experiences in Geneva or elsewhere.*

There have been several projects – some have been completed and others are nearing completion – undertaken by the City of Geneva in collaboration with representatives of the civil society. One notable example is the “Contrat de quartier” pilot project: this participative project involves the municipality, local residents and the working population of a neighbourhood in a process where ideas are debated and shared in order to address the local issues for that specific area. Based on this kind of experience, the City of Geneva intends to establish action guidelines and standards to improve the efficiency of this type of approach. However, there are many points that must be clarified with the representatives of the civil society in order to establish such standards. These include the identification of relevant areas for the launch of a participatory process, the determination of the duration of such a process, the expected results and so forth. Furthermore, the relationship between participatory approaches and Geneva’s legal and political context remains to be clarified.

We must also establish a list of the projects that have already been undertaken in order to determine what the obstacles and facilitating factors are and to identify “best practices” to be implemented. Based on these observations, a group comprising representatives of associations, companies and the administration is to be created. It will be tasked with establishing standards and drafting the guidelines that govern participation. The subsequent results will then be handed over to public authorities and to the Municipal Administration, where they will be translated into operational procedures.

Once this process is complete, a document delineating the standards and guidelines governing participative approaches will be published and launched during a public event aimed at raising awareness in terms of participation. The document will then be made available to the citizens of Geneva and people who work in this field. We will also provide training with regard to participative practices to municipal employees and to other groups.

The implementation of a standard procedure in terms of participative approaches will provide the entire administration with a shared strategic vision, which will serve as a useful tool for other communes in the long term.

#### **MONITORING INDICATORS:**

- *publication of a document detailing the standards and procedures governing participation of the Municipal Administration;*
- *percentage of participative approaches implemented by the Municipal Administration in compliance with established standards;*
- *number of participants in training sessions concerning participatory approaches*

#### **Governing department:**

Department of finances and housing

#### **Collaborations:**

Department of buildings and planning

Department of culture

Department of the urban environment and safety

Department of social cohesion, youth and sport

## OBJECTIVE 3: LOCAL AIR QUALITY

### *The City of Geneva rationalises and upgrades its fleet of vehicles in order to significantly reduce the level of air pollution.*

*There is much room for improvement with regard to the pollutants generated by the City of Geneva's fleet of vehicles. A political decision must urgently be taken so as to ensure that the renewal of the fleet of vehicles of the administration is conducted in accordance with strong environmental objectives. Furthermore, thought must be given to vehicle-related requirements and ways of optimising our use of the fleet.*

The City of Geneva owns a considerable fleet of vehicles (some 550 registered vehicles and machines), which is under the management of the Vehicle Management Commission (COGEVE – Commission de gestion des véhicules). Because of the large number of vehicles, their technical features and the use that is made of them as well as their advanced age, there is considerable potential for reducing their impacts on the environment and on health. For this reason, the administration has adopted a tool designed to ensure an environmentally friendly management of its fleet of vehicles: the VEPROVIGE software. This tool calculates indicators that measure the health and environmental impacts generated by the fleet of vehicles.

In the broader perspective of fighting global warming, the City has set the goal of reducing its CO<sub>2</sub> emissions by 20% by 2020 and aims to adopt exemplary practices for the management of its fleet of vehicles. At the local level, the City aims to improve the quality of living in Geneva by lowering the quantities of health-damaging air pollutants and reducing the level of noise pollution generated by its fleet of motorised vehicles.

In order to meet these goals, the Administrative Council will recommend that the Municipal Council votes on additional funds each year for a period of five years. The extra funds thus made available will be added to the amount budgeted in the financial investment plan for the normal renewal of the vehicle fleet.

#### **MONITORING INDICATORS:**

- *rate of non-renewable primary energy consumption;*
- *rate of CO<sub>2</sub> emissions (indicator that measures the impact of global warming worldwide);*
- *impact on human health (weighted indicator that measures damages to human health caused by nitrogen oxides, CO<sub>2</sub> and particle emissions).*

#### **Governing department:**

Department of the urban environment and safety

#### **Collaborating departments:**

Department of finances and housing

## OBJECTIVE 4: ENERGY AND CLIMATE

*The City of Geneva develops its energy and climate policies with the target of achieving a 0% rate of CO<sub>2</sub> emissions and a 100% reliance on renewable sources of energy by 2050. It reduces its energy consumption by half, by upgrading the energy efficiency and energy sources of City-owned buildings. Furthermore, it shares its objectives with other relevant actors located in its territory.*

*Energy is one of the key aspects of sustainable development and the City of Geneva is fully aware of the stakes and challenges linked to climate change. In 2009, the City adopted a proactive strategy in this field, which will reach its full potential as a result of the work done in relation to the Aalborg Commitments. In particular, there is huge potential for energy savings in City-owned real estate. The municipality also plays a key coordination and communication role in involving all the actors of the territory in pursuit of its ambitious zero CO<sub>2</sub> emissions objective by 2050.*

Energy consumption is one of the cornerstones of sustainable development. The City of Geneva aims to reduce its energy consumption and to increase its reliance on renewable sources of energy by distancing itself from its dependence on fossil fuels.

The City pledges to take strong measures with regard to the buildings it owns by intensifying investments made to upgrade our heating systems and by ridding city-owned buildings of individual and non-regulation approved heaters. The City seeks to establish a more efficient process by implementing new technologies that include a territory-wide energy planning system centred on neighbourhood installations. Important renovation work is to be undertaken on municipality-owned buildings with the aim of improving thermal insulation. Older buildings, particularly those dating from the 1960s and 1970s, offer the biggest potential in terms of reducing energy consumption.

In 2009, the City of Geneva integrated the global “Together for a 100% renewable city by 2050” vision in its climate and energy policies and its proactive action plan. Our aim is to turn this vision into a territory-wide concept, and not merely limited to our own energy consumption; mobility, industry, services and household consumption are also targeted.

Political commitments serve as the framework of this vision, as witnessed by the signing in 2010 of the Mayors’ Convention for sustainable local energy of the European Commission. By virtue of this convention, the City is determined to exceed the objectives of the European Union for 2020 to: (i) reduce by 20% the consumption of energy; (ii) reduce by 20% the quantity of greenhouse gas emissions over the entire territory; and (iii) meet 20% of our energy needs with renewable sources of energy. Our efforts to achieve these objectives are conducted in partnership with 27 Swiss and French Public Associations, grouped under the trans-border project REVE d’Avenir (dream for the future). Furthermore, in 2009, the City of Geneva was granted the European Energy Award®, and in 2010 we won the European Energy Award® GOLD, which placed Geneva among the most active cities in this field in Switzerland and Europe. In order to fulfil these various pledges, a tool is to be developed to measure our greenhouse gas emissions.

The successful outcome of this approach also relies on the establishment of a dynamic communication strategy, the idea being to increase the visibility of our energy and climate policy by strengthening regional partnerships and by raising awareness of our actions.

The image of Geneva is also at stake with this project. The commitment we show towards reduced energy consumption and the actions undertaken by municipal authorities in this field will undoubtedly have a positive impact on the economic promotion of the City and its reputation as a tourist destination.

### MONITORING INDICATORS:

- rate of CO<sub>2</sub> emissions (index);
- rate of energy consumption (index);
- percentage of energy needs met by renewable sources of energy.

Governing department:  
Department of buildings and planning

## OBJECTIVE 5: BIODIVERSITY

### *The City of Geneva develops a network of natural areas and high quality habitats in order to increase biodiversity.*

*Biodiversity is an essential component to achieve a natural equilibrium and to ensure the continued well-being of the City of Geneva's citizens. Urban areas show strong potential in terms of indigenous biodiversity. In order to allow this biodiversity to develop, carefully chosen areas are to be selectively looked after and connected to each other to ensure that the existing species are free to roam from one area to the next. Finally, this is a domain in which many awareness-raising efforts must be made to involve the population of Geneva.*

Public parks, lakeshores, gardens and strips of land that run along roads or buildings are all areas that are home to diverse plant and animal species. Cities often overlook unsuspected wealth in terms of biodiversity, but which they have a duty to protect and nurture. The City of Geneva, therefore, intends to safeguard and develop its green spaces with the aim of increasing biodiversity. Furthermore, these areas must be taken care of in a non-intensive manner. There also needs to be some form of interconnection between these areas so as to enable species to travel from one to the next.

A multi-step approach has been developed to meet this specific objective. The first stage involves the "Information System for our Natural Heritage" (SIPV – Système d'Information du patrimoine vert), which integrates all the available data and information and serves as a tool to monitor the evolution of regional biodiversity. The situation analysis with regard to threatened species and their needs in terms of habitat, the identification of zones that are to be protected and the establishment of connecting routes to facilitate the movement of various species depend on extensive inventory work that must be conducted first.

In addition, part of the process is the bigger parks such as Parc de la Grange and Parc Beaulieu, among others. The idea is to determine ways to protect these areas and to identify the best manner in which they can be enjoyed, while preserving their identity. Medium-sized and smaller parks are to be included in this process, which will also see the creation of new green areas in

various neighbourhoods. The way these spaces are looked after depends greatly on their specificities and on the use that is made of them.

Participative actions such as the creation of city gardens will help involve the citizens of Geneva in the upkeep of our green spaces and will contribute to an increasing awareness in terms of biodiversity. Furthermore, we are working with various cantonal institutions, such as universities, technical schools and environmental protection agencies to encourage learning experiences in schools and to organise events in the Botanical Gardens and the Natural History Museum. The promotion of gardens and landscapes will also require us to upgrade our "window shop" spaces such as the quays and the flower clock area.

Finally, it is important to mention that the quality of living of our citizens is at the heart of the project. A varied and natural environment is the guarantee of the continued well-being of our population.

#### **MONITORING INDICATORS:**

- progress report concerning the inventories of plant and animal species conducted in public parks, along roadsides, etc.;
- progress report concerning the assessment of various zones of interest (number of management plans established);
- number of communication events held (planting, brochures, exhibitions, animations, etc.).

**Governing department:**  
Department of culture

**Collaborations:**  
Department of buildings and planning  
Department of social cohesion, youth and sport

## OBJECTIVE 6: RESPONSIBLE ACQUISITION STRATEGY

*The City of Geneva adopts an acquisition strategy that takes into account sustainable development criteria and expects independent establishments and subsidised organisations to abide by the same principles.*

*The City of Geneva plays a key role in terms of consumption and lifestyle choices. Because of its high volume of acquisitions, it has the ability to exert influence over stakeholders located in its territory, so that they may integrate the components of sustainable development into their own procedures.*

The City of Geneva intends to become an authority in terms of responsible and sustainable acquisition strategies and to allow its partners to benefit from the experience gained in this field. To this end, the consumption needs for material goods of the administration should undergo thorough examination.

In 2007, the City of Geneva created an acquisitions centre. Though this centre does not yet have the financial means or sufficient human resources to process all purchases, there has nevertheless been a steady increase in the number of acquisitions that adhere to sustainable development criteria. Our experience shows that the acquisition-related control of this centralised service has encouraged a healthy competition among suppliers, as seen in the bids submitted in response to various invitations to tender. We are thus obtaining a growing number of good quality services and products that comply with high social and environmental requirements.

The concept that lies behind this objective, which is focused on the acquisition of goods and services, is to strengthen and pursue the centralisation process. The aim is not to get rid of specificities, but rather to improve coordination among projects and to adopt a harmonious acquisition strategy. For every purchase made by the City of Geneva, whether products or services, its sustainability criteria are to be considered. We must also encourage independent establishments and subsidised organisations to adhere to the same principles. The City, therefore, intends to extend its influence in this domain by integrating sustainable development criteria in the regulations governing independent establishments and to continue its own efforts to integrate these criteria in its procedures.

### **MONITORING INDICATORS:**

- *percentage of goods and services purchased in compliance with the three main principles of sustainable development;*
- *number of accepted bids in response to invitations to tender;*
- *number of issued invitations to tender;*
- *percentage of goods and services acquired in compliance with the centralised procedure.*

### **Governing department:**

Department of finances and housing

### **Collaborations:**

Department of buildings and planning

Department of culture

Department of the urban environment and safety

Department of social cohesion, youth and sport

## OBJECTIVE 7: SPATIAL PLANNING

### *The City of Geneva favours a sustainable occupation of its territory.*

*Though the economic success of the City of Geneva is an important asset, it can also lead to increased pressure for local residents. The poorer families and the activities that produce little added value tend to be excluded from the city centre, which is gradually taken over by populations or activities that are of far greater economic value. As part of the City of Geneva's responsibility for development, it strives to re-establish some form of equilibrium between density and quality of urban life, between economic dynamism and social diversity; in this context, the issue of housing is at the heart of the debate.*

The City of Geneva is the centre of a region that extends beyond the borders of the canton and that is home to a population of approximately 800 000.

The housing crisis that is currently rife in Geneva is proportional to its economic attractiveness, which is among the highest in Europe. Since the 1980s, local planning policies have focused on the necessity of maintaining residential areas in the city centre to counteract trends in the real estate business that show a strong bias in favour of upper social classes and activities and to the detriment of housing and social diversity. Thanks to these efforts, the centre of Geneva has managed to retain its residents and a large part of its diversity, despite strong pressure on the economy and the housing situation.

In this context, the City of Geneva aims to establish a territory-wide renewal project that hinges on eight political priorities.

**1. A balanced city:** promoting diversity of jobs and housing facilities. Unlike other “business districts” found in cities around the world, the centre of Geneva must remain as residential as possible and maintain a delicate balance between jobs and housing. Local quality of life will thus be improved and commuting reduced.

**2. A living city:** building housing facilities. In order to thwart the negative effects of the housing market, which are currently causing many households to vanish from the city and canton, Geneva, as a central city, actively contributes to the construction of housing units accessible to all segments of the population.

**3. A city of solidarity:** building inexpensive housing units. Rather than focusing on neighbourhoods that sell prestigious luxury goods and provide high-income jobs, the City of Geneva's ambition is to encourage social diversity and to uphold its long tradition of openness. Our efforts will focus on the construction of affordable housing units for low-income households.

**4. A city of plurality:** maintaining diversity among the population, services, shops, activities and equipment. The City of Geneva will ensure that its city planning strategy is completely adapted to the activities undertaken within its territory and that it favours a high quality of life for the local population.

**5. A responsible city:** adapting mobility to the context of a central city. In order to address accessibility and transport issues, mobility behaviour actions and activities must adapt to a densely populated and highly frequented central city.

**6. A sustainable city:** with a Communal Director Plan focused on sustainability. Various action plans have been initiated in recent years to direct the central city towards sustainable development and to ensure that a good quality of life for its population is given a fresh impetus. **7. A dynamic city:** highlighting the assets of a central city. As an international central city, Geneva wants to ensure that its territory remains attractive at the communal level since this will benefit the entire agglomeration (companies, tourism, international organisations, population).

**8. A city of action:** developing our ability to conduct urban activities. As a central city, we cannot afford to sit back and passively follow ongoing changes. Geneva must take every measure to ensure that it plays a central role in its own development and that this evolution is consistent with that of the canton and of the agglomeration.

#### **MONITORING INDICATORS:**

- job/housing ratio;
- number of housing units built;
- increase in the global share of social housing units.

*Governing department:*  
Department of buildings and planning

## OBJECTIVE 8: MOBILITY

***The City of Geneva takes strong measures to reduce the modal share of individual motorised traffic in Geneva by encouraging soft mobility, improving the infrastructures and the use made of public transport and rationalising the availability of parking places. The city also tries to limit behaviours that are harmful to the environment, the quality of living and safety.***

*The negative impacts of traffic in the City of Geneva are numerous and include air pollution, noise pollution and overcrowded roads. These problems primarily stem from our over-reliance on individual and motorised modes of transport. The current situation in terms of mobility remains unsatisfactory.*

In order to improve the situation regarding mobility and to decrease the level of individual motorised transport, pedestrian areas and cycling paths are to be developed. Regarding noise pollution, the City must take all necessary measures to ensure compliance with the ruling on protection against noise pollution (OPB – Ordonnance sur la protection contre le bruit), especially in streets and along roadways where noise levels regularly exceed legal limits.

This objective is part of the Communal Director Plan, “Geneva 2020, sustainable renewal of a central city”, which was established in 2009 and is closely linked to city planning. It also requires a certain level of awareness in terms of eco-mobility issues from the people of the City of Geneva.

One of the steps towards achieving our objective is instituting 30-kilometres per hour zones, particularly in neighbourhoods that do not yet have any. This type of action improves the quality of life of residents (reduced noise pollution) and the safety of passengers. It also helps diminish local transit traffic. Other measures are to be taken in order to reduce noise pollution such as sound absorbent road surfaces, especially on frequented thoroughfares.

Soft mobility must be encouraged, notably through the creation of pedestrian and cycling infrastructures. These are to be established in a manner consistent with broader city planning goals, and users of soft mobility are to be given greater consideration in terms of traffic management. For example, a green path project (voie verte) is being planned for developing areas and the

possibility of a cycling lane on the Mont-Blanc Bridge is being explored. Furthermore, we have identified room for improvement in the continuity of pedestrian crossings of frequented thoroughfares and the need to increase the safety of pedestrians by moderating traffic. The creation of secure bicycle parking lots next to public transport stations aims to encourage and promote the use of bicycles and of multiple modes of transport. Finally, mobility-related partnerships with various stakeholders in a solidarity-based, social economy are to be implemented. The creation of a bicycle sharing-system in the City of Geneva is currently being envisaged. It could subsequently be extended to other communes and encourage a partnership with Geneva’s public transport service.

### **MONITORING INDICATORS:**

- number of (daily) journeys by bicycle, bus and tram (every five years);
- increase in the number of kilometres of cycling paths;
- length or surface area of meeting zones (20 kilometres per hour zones where pedestrians and vehicles intersect), pedestrian areas and 30 kilometres per hour zones;
- total length of paths reserved for pedestrians;
- number of secure parking places for bicycles;
- number of completed upgrade projects.

**Governing department:**  
Department of buildings and planning

**Collaborating departments:**  
Department of the urban environment and safety

## OBJECTIVE 9: LOCAL COMMUNITY ACTIONS

### *The City develops participatory preventive and democratic methods aimed at strengthening social fabric, which integrates foreign communities.*

*In the multicultural context of Geneva, it is particularly important to strengthen our social fabric, which will help reduce disparities among our citizens. We must, therefore, reach out to those who are the most likely to suffer from social neglect if they do not benefit from efficient public interventions. In order to promote a shared quality of living, the City of Geneva must be able to develop specific tools to reach target audiences that are often forgotten and left out of traditional prevention campaigns.*

Geneva enjoys a very rich cultural diversity, thus a strong municipal policy devoted to social cohesion is essential. The City aims to draw all the advantages it can from this diversity and it feels that foreign communities have much to offer. In terms of strengthening its social strategy. For this purpose, it is crucial that we reassess and adapt our municipal actions in the light of recent urban developments.

By developing preventive methods of intervention that take into account the diversity of the population, we plan to reduce the level of disparity that exists between various ethnic groups in terms of quality of living. By providing specific training, the City of Geneva hopes to reach the people who work in this field and who are active in the domain of proximity services for foreign communities. These include school employees and crossing guards, among others. They are to be targeted by awareness-raising campaigns that focus on the social fabric, prevention of violence and social injustice. They will then be able to provide the same training in associative networks to people who work with children, the young and in the field of sports. For this purpose, special attention must be devoted to strengthening synergies between the various actors involved in the process, to the coordination of various actions undertaken and to distributing information within foreign communities.

One interesting model in this regard is the example of toy-libraries (where children can borrow games and toys) and the efforts to create salaried positions for their employees. The training given to toy-library employees is to be extended to other domains of associative action

and efforts should be made to highlight the value of these facilities as places that promote social life and integration. Toy-libraries have a crucial role to play in neighbourhoods with high proportions of foreign residents as they act as catalysts for the proximity process. Neighbourhood coordinator positions will be created and documents will be available in several languages to promote these activities.

The City of Geneva plans to extend these services by creating new neighbourhood areas that will serve as privileged meeting places. These would certainly contribute to the development of participative projects involving the people who work and live in the neighbourhood.

For the purpose of this project, in order to take full advantage of the efforts we have already made with regard to our local social policies and, with a view of extending them, we must put to good use the experience acquired and the intervention methods developed by the Community Action Units (UAC – Unités d'action communautaire). Social well-being, the promotion of health and the coordination of actions favouring a shared quality of living are indeed part of their mandate.

#### **MONITORING INDICATORS:**

- number of training sessions organised for employees of the City of Geneva;
- number of sessions held with collaborating networks (including resident associations);
- number of events involving foreign communities organised in toy-libraries;
- evolution of target audiences in new neighbourhood spaces.

#### **Governing department:**

Department of social cohesion, youth and sport

#### **Collaborating departments:**

Department of culture

## OBJECTIVE 10: LOCAL ECONOMY

### *The City of Geneva significantly increases the share of local and seasonal produce served in City-owned establishments.*

*A major challenge resides in supplying our public and private partners with sufficient quantities of products of recognised quality, at an acceptable cost. The production of certain products is indeed limited at the local level and their price remains higher than that of imported products, affecting a fair distribution of remuneration.*

Increasing the share of local and seasonal products served in subsidised school canteens, social clubs and day-care centres on the one hand, and in cafes, bars and restaurants under city management on the other, is a tangible way in which we support local economy. By creating new possibilities for local agriculture, the City strives to promote and encourage responsible production and consumption modes and to reduce associated transport.

This requires that all social and environmental criteria relating to suppliers and products be taken into account in collaboration offers and invitations to tender and systematically integrated in related administrative documents (subsidy agreements, statement of scope, leases, etc). In the relatively short term, all private and public restaurants linked to the City of Geneva are expected to eventually earn the “Region of Geneva – Land of the Future” label (GRTA – Genève région terre d’avenir). In order to ensure the effective implementation of the above provisions, it is essential that all concerned actors adhere to the process.

Past experience shows that a strong partnership must be established between local farmers and collective restaurants. In order to ensure the proper management of the local supply chain and to compensate for additional costs arising from the generalised use of local and seasonal produce, the City of Geneva plans to subsidise and issue purchase vouchers. A pilot project primarily aimed at school restaurants is being prepared and will allow canteens to order their supplies exclusively from distributors who support local agriculture. The mid-term objective is to extend this system to other public establishments that serve food.

Furthermore, the City must continue its information and awareness-raising efforts, while giving special consideration to local specificities and constraints. In this context, the City of Geneva takes part every year in the “Week of Taste” (Semaine du goût) during which targeted actions are conducted in school canteens, day-care centres, kindergartens and city-owned bars and restaurants. In addition to these awareness-raising efforts, related information will be made available to the citizens of Geneva.

We feel that the success of this project, which is to make the general population aware of the importance and pleasure of eating local produce, rests on its visibility among the populations it targets.

#### **MONITORING INDICATORS:**

- number of delivered vouchers/cost;
- number of restaurants awarded the “GRTA” label;
- ratio of seasonal and local produce served in City-owned public restaurants/total amount of food served;
- number of partnership contracts established with local producers;
- number of public restaurants that adopt the local produce promotion approach;
- number of school canteens and day-care centres and the percentage of bars and restaurants taking part in the “Week of Taste”.

#### **Governing department:**

Department of social cohesion, youth and sport

#### **Collaborating departments:**

Department of finances and housing

## OBJECTIVE 11: WORK CONDITIONS

***The City of Geneva provides increased opportunities in terms of part-time work and job-sharing within its administration in order to facilitate the balance between private and professional life.***

*A large majority of employees is keen to find ways to accommodate their personal and professional lives. A well-balanced lifestyle is a key component to their commitment to work and will enable the City to benefit longer from their experience. Part-time work and job-sharing, at all levels and for men and women alike, are elements that are crucial to the balance between private and professional life.*

Alternatives such as part-time work, job-sharing or working from home can help employees to achieve the valuable balance between their private life and their work, which in turn increases their motivation level and the likelihood that they will remain with their employer. Despite the opportunities that already exist in some departments and services of the City of Geneva that are designed to increase the number of positions that offer these possibilities, the overall situation shows much room for improvement. The various efforts made to encourage part-time work, job-sharing and working from home could become more widespread by adopting shared policies and by informing new recruits of the opportunities available to them.

More broadly, the City of Geneva intends to continue to improve its management of human resources. For example, the administration plans to change from a hierarchal culture based on orders passed down from management to employees to a system more akin to a corporate culture where initiatives are encouraged and where employees take ownership of their work. This process must be accompanied by measures that guarantee protection of employees in terms of health and safety, the support of recruitment specialists, the development of an organisational chart, statements of scope and annual staff assessments aimed at affording employees the opportunity of progressing within the administration. In addition, recruiters are to be trained with regard to discrimination issues affecting the recruitment of women and migrants.

The current tools used to increase the number of part-time positions include simply stating whether a position is part- or full-time in the job posting and encouraging employees to reduce their workload when they reach a certain age. By supporting fixed-term contracts (missions, mandates) and creating “solidarity” jobs that provide training opportunities, the City aims to broaden this area. It is also trying to encourage hiring several employees for one position by the replacement of posts. Furthermore, we are examining the idea of limiting all new city positions to an 80% work rate and using the savings thus generated to create new positions.

### **MONITORING INDICATORS:**

- *comparing the number of part-time jobs in relation to the total number of jobs, taking gender into account;*
- *percentage of employees who try to change their work rate;*
- *percentage of new positions created with an 80% capped rate in relation to the total number of new jobs created.*

### **Governing department:**

Department of finances and housing

### **Collaborations:**

Department of buildings and planning

Department of culture

Department of the urban environment and safety

Department of social cohesion, youth and sport

## OBJECTIVE 12: CULTURE

*The City of Geneva encourages cultural projects that promote social cohesion, proximity and participation.*

*Cultural activities are highly developed in the City of Geneva. Experience has shown that culture has considerable potential in terms of strengthening social cohesion, the feeling of proximity and participation.*

### **Direction 1: disabilities and culture**

The priority of the City of Geneva in terms of cultural promotion is to provide access to culture for all, independently of age, origin, gender, income or disabilities. For several years, efforts have been focused on mobility. In this context, several actions are worthy of mention. For example, the inventory of public cultural buildings and their features in terms of accessibility was granted a first vote of 2 970 000 CHF (1 953 950 €) destined to improve access to buildings for people with disabilities. Another initiative is the “Accessible Geneva” project (GENEVE ACCESSIBLE). In addition to the actions undertaken in museums, the City of Geneva currently offers new cultural integration solutions for people with disabilities (e.g. hearing aids in museums, subtitling and audio description in several theatres in Geneva, guided tours offered to those with mental handicaps, disability and culture guides). These measures aim to increase access to knowledge, the equality of access to the cultural offerings and participation levels, while also strengthening social cohesion. The implementation of these types of projects will help create various partnerships in the community. Finally, the 2012 commemoration “Rousseau for all” (Rousseau pour tous) includes a project dubbed “Cultural Mediation, Culture and Disability”, organised in partnership with the Canton of Geneva and the French-Geneva Regional Committee and funded by Pro Helvetia.

### **Direction 2: upgrading our cultural infrastructure**

Museums and exhibition centres are infrastructures that are essential to cultural life in our society. They are places of knowledge and creation, where the general population is brought closer to our cultural heritage. In order to provide all our citizens with access to cultural sights and to preserve the role of our local heritage as a creator and binder of social cohesion, several levels of intervention are considered. Our heritage (the works of art and the buildings) must be preserved, enhanced and

made available to the public in proper conditions, which means that the City of Geneva and the public must allocate the necessary funds to maintain them.

### **Direction 3: deontology in museums**

The creation of a deontology commission, in collaboration with the international council of museums, aims to ensure that all the activities undertaken in municipal museums are conducted in compliance with international ethical and moral standards. This approach applies to acquisitions, donations and partnerships established with private agencies. This commission will also enable municipal museums to re-examine their situation in terms of local cultural heritage. This initiative aims to meet expectations in terms of transparency, justice and equality with regard to the origin of collections and the transfer of objects that add to the wealth and diversity of the collections making up our local heritage.

#### **MONITORING INDICATORS:**

##### **Direction 1**

- percentage of events and exhibitions accessible to people with disabilities (with special disability-related features)/the total number of annual events;
- number of copies distributed of the “Disability and Culture” guide.

##### **Direction 2**

- amount spent by the City of Geneva on construction projects, renovation works and the maintenance of cultural buildings;
- number of infrastructures taken into account in the Financial Investment Plan (PFI – Plan financier d’investissement);
- percentage of the PFI investment spent on cultural buildings.

##### **Direction 3**

- acquisition policies updated and made available in museums;
- transparency of acquisition procedures;
- level of scientific collaboration with museums located in non-European countries of provenance.

**Governing department:**  
Department of culture

**Collaborating departments:**  
Department of social cohesion, youth and sport

## OBJECTIVE 13 : COOPERATION

***The City of Geneva develops its international solidarity policy by encouraging inter-city cooperation and sustainable development while contributing to the strengthening of local administrations. It has pledged to spend some 0.7% of its operational budget in this domain as of 2018.***

*Through its policies on solidarity and international cooperation, the City of Geneva aims to increase its impact in terms of sustainable development. In order to improve the consistency and transparency of the actions undertaken in this field, all the factors relating to the environment, local issues and economic or social justice are to be taken systematically into account. This constitutes an area in which Geneva can adopt an exemplary approach to policy-making.*

The City of Geneva pledges to collaborate in a transparent manner with other international cities. The City is currently a member of several municipality networks (at the Swiss, European and global levels) that are primarily active in the fields of sustainable development and human rights. The delegation “Geneva, a United City Delegation” (DGVS – Délégation Genève ville solidaire) finances humanitarian aid and development projects and actively collaborates with other actors on international cooperation.

The implementation of this objective requires a decentralised cooperation programme whereby the City of Geneva works with one or several international municipalities to launch various projects. These efforts rely on internal resources and must make good use of the (professional) skills of the employees participating in implementing a decentralised cooperation policy. These projects must take into account the needs of partner municipalities and treat them as a priority.

In order to actively take part in the growing professionalisation of this public policy, the City of Geneva must clarify its collaboration and subsidising criteria and clearly define them by incorporating sustainable development considerations. This clarification will enhance the coherence, transparency and visibility of our policies in terms of solidarity as well as increase the level the resolve demonstrated by the City of Geneva in this domain. In order to strengthen its leadership and its foothold among its partners, the City of Geneva, with its

privileged situation on the international stage, must work with all the relevant actors (including non-governmental organisations and migrant associations). It currently holds regular meetings with the main stakeholders of international cooperation in order to develop a shared vision of international solidarity. This vision must be brought up to date and adapted to constantly changing constraints and realities.

In order to meet these objectives, the City plans to spend 0.7% of its budget on international cooperation and solidarity.

### **MONITORING INDICATORS:**

- *percentage of the budget used in cooperation projects;*
- *number of administration services involved in decentralised cooperation projects;*
- *number of supported projects relating to sustainable development;*
- *number of meetings with the main actors of international cooperation.*

### **Governing department:**

Department of social cohesion, youth and sport

### **Collaborations:**

Department of finances and housing

Department of buildings and planning

Department of culture

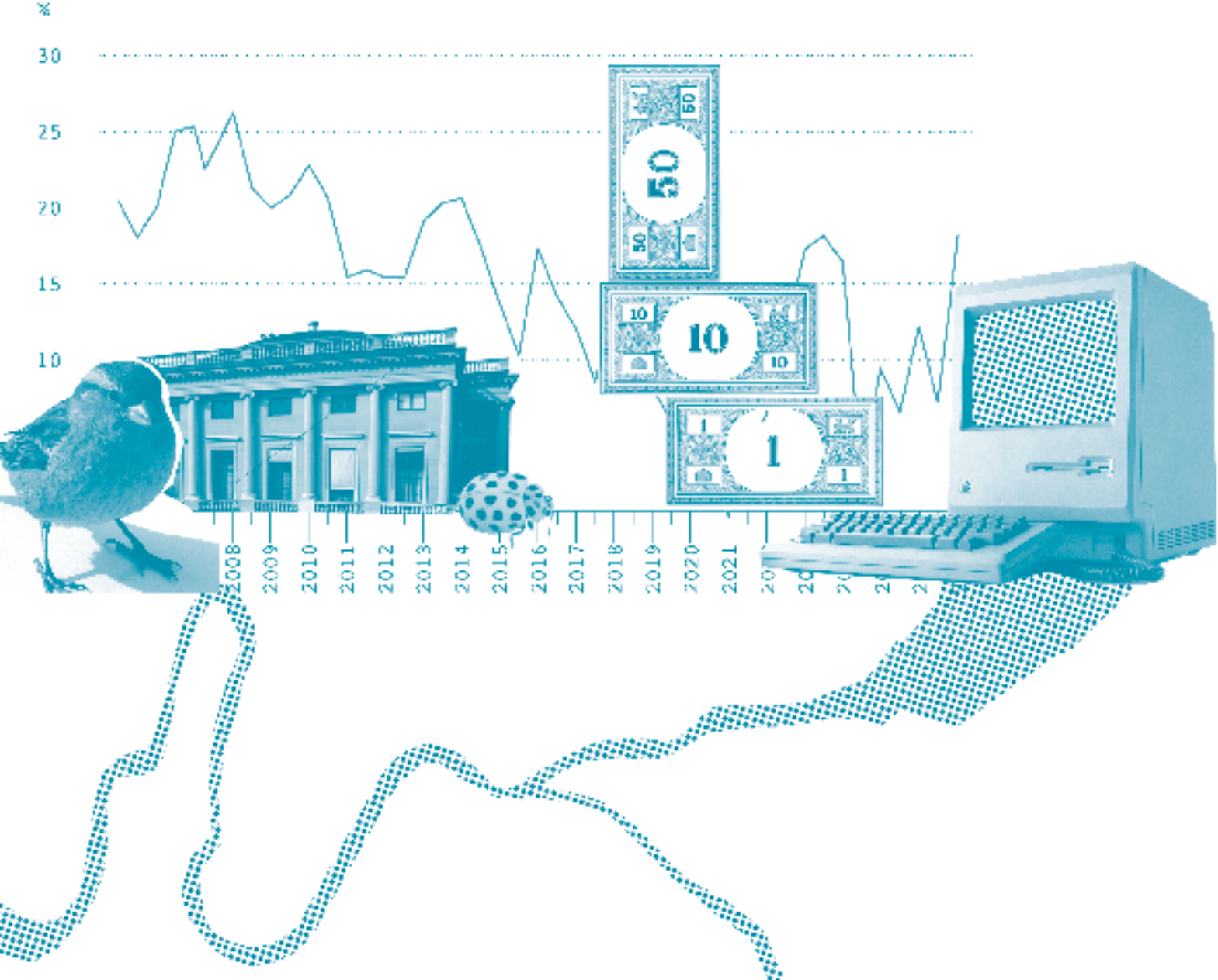
Department of the urban environment and safety

### THE CITY OF GENEVA:

1. develops a shared vision of sustainable development and of its governance, together with representatives of the civil society;
2. sets standards and guidelines governing participation;
3. rationalises and upgrades its fleet of vehicles in order to significantly reduce the level of air pollution;
4. develops its energy and climate policies with the target of achieving a 0% rate of CO<sub>2</sub> emissions and a 100% reliance on renewable sources of energy by 2050. It reduces its energy consumption by half, by upgrading the energy efficiency and energy sources of City-owned buildings. Furthermore, it shares its objectives with other relevant actors located in its territory;
5. develops a network of natural areas and high quality habitats in order to increase biodiversity;
6. adopts an acquisition strategy that takes into account sustainable development criteria and expects independent establishments and subsidised organisations to abide by the same principles;
7. favours a sustainable occupation of its territory;
8. takes strong measures to reduce the modal share of individual motorised traffic in Geneva by encouraging soft mobility, improving the infrastructures and the use made of public transport and rationalising the availability of parking places. The city also tries to limit behaviours that are harmful to the environment, the quality of living and safety;
9. develops participatory preventive and democratic methods aimed at strengthening social fabric, which integrates foreign communities;
10. significantly increases the share of local and seasonal produce served in City-owned establishments;
11. provides increased opportunities in terms of part-time work and job-sharing within its administration in order to facilitate the balance between private and professional life;
12. encourages cultural projects that promote social cohesion, proximity and participation;
13. develops its international solidarity policy by encouraging inter-city cooperation and sustainable development while contributing to the strengthening of local administrations. It has pledged to spend some 0.7% of its operational budget in this domain as of 2018.



# IMPLEMENTATION OF THE STRATEGIC PLAN



## STRUCTURE AND ORGANISATION

By signing the Aalborg Commitments, the City of Geneva initiated a multi-step implementation process.

In order to ensure the proper implementation of the City's strategic plan in terms of sustainable development, the Administrative Council (contractor) has established an organisational work chart with the following structure:



DFL: Department of finances and housing  
 DCA: Department of buildings and planning  
 DC: Department of culture  
 DEUS: Department of the urban environment and safety  
 DSJS: Department of social cohesion, youth and sport

## STEERING COMMITTEE

The Steering Committee (COFIL – Comité de pilotage) is chaired by the General Director of the Municipal Administration and includes the directors of the six departments of the City and the Agenda 21 Delegate. COFIL reviews the proposals forwarded by the Project Management Team, conducts mediation procedures in order to ensure their implementation, prepares progress reports for the contractor and takes the final decision on the general direction that the project is to take.

Furthermore, each director is responsible for the implementation of the objectives under the management of the respective department. The Agenda 21 Delegate ensures that the City of Geneva's sustainable development policies adhere to the strategic plan.

## PROJECT MANAGEMENT

The Project Management Team includes a project head (Agenda 21 Delegation) and a project team (Agenda 21 partners).

The Project Management Team coordinates the implementation of the strategic plan, prepares decisions to submit to the Steering Committee, manages the communication strategy and the "Aalborg" budget and reports to the Advisory Committee (participants of the 2009 consultation) regarding progress made in the implementation of the strategic plan. The implementation of the 13 objectives is managed by the relevant services within the Municipal Administration. Each objective is placed under the supervision of a specific department and a project head is named<sup>1</sup>. The project heads are tasked with ensuring that the objective is reached according to the procedure defined by the Steering Committee and within the agreed timetable. They also ensure that the project is conducted according to the requirements governing the quality of the results and the allocation of resources. Furthermore, the project heads report to the Project Management Team regarding the state of progress of the project, the possible problems and the corrective measures that are to be implemented.

1. It should be noted that a department might be required to collaborate on objectives that it does not have responsibility for

## PLANNING TOOLS AND PROGRESS MONITORING TOOLS

### ADVISORY COMMITTEE

The Advisory Committee includes specialists from every domain covered by the 13 objectives, representatives of the civil society, elected representatives of the Municipal Council and administration employees<sup>2</sup>.

The Project Management Team must regularly communicate with the Advisory Committee regarding the progress made in the different projects and how close the process is to achieving the expected results, which are measured by objective-specific indicators.

The Advisory Committee is scheduled to meet twice during the period of implementation. The first meeting is to be held in the first half of 2013, during the intermediary global progress assessment. The aim of this meeting is to control and adjust, as necessary, the actions and projects carried out for each objective. The second meeting will be held in 2015. This will provide the opportunity to discuss the overall success of the strategic plan and to validate or review the objectives based on the results achieved thus far. The scope or content of each objective will be subject to thorough examination and readjustments, as necessary. This process will provide the opportunity to plan the operations for the subsequent period (2015–2018), which is essential to ensure the longevity of the actions undertaken, made possible by a shared vision of sustainable development.

### PROJECT PLAN BY OBJECTIVE

The overall project plan aims to present objective-specific implementation plans. The strategic programme includes 13 objectives, with 13 project plans, each of which describes one particular objective of the project, the schedule for its implementation, the means available and the tangible and expected results (with a choice of indicators) as well as the responsibilities of the various participants.

The project plan is validated by a clearly identified methodology and results that are well defined and measurable. It is submitted for approval to the management of the department tasked with its implementation and then forwarded to the Steering Committee.

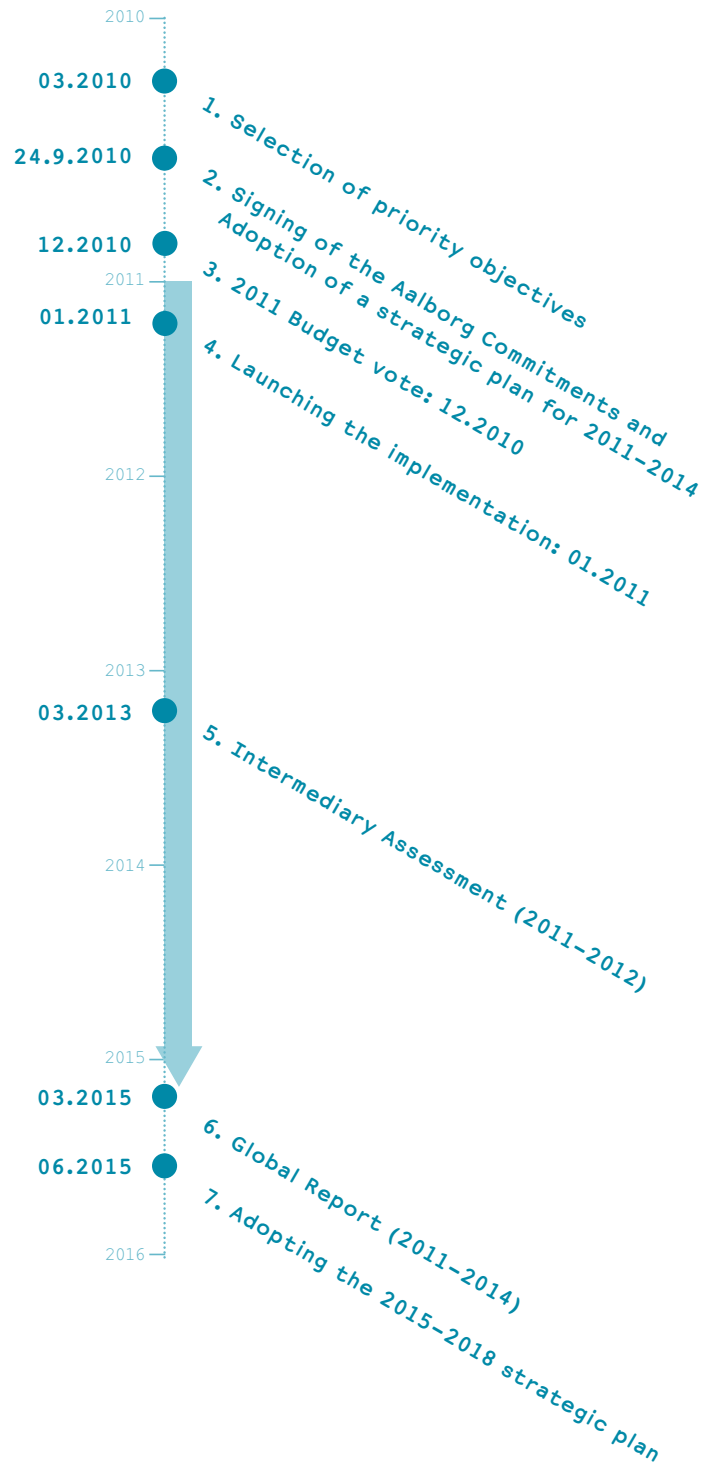
The project plan is organised as follows:

- Chapter 1 “Context”, which includes the following elements: current situation and objective-specific issues, expected benefits, constraints, danger of inaction, potential hazards associated with the implementation and preventive measures, domains concerned and scope.
- Chapter 2 “Objectives”, where the global objective is further defined by means of specific sub-objectives.
- Chapter 3 “Project stages” enables how to determine and plan the various steps that will lead to the successful outcome of the project. Each step must end in a deliverable or validated result.
- Chapter 4 “Monitoring indicators” provides a list of the indicators that are to be used to measure progress during the entire implementation process. These are to be listed every six months on a monitoring sheet.
- Chapter 5 “Resources” lists the financial resources required to achieve the objectives, per accounting period and for the 2011–2014 period.
- Chapter 6 “Organisation” specifies who is in charge of implementing each objective, the make-up of the team and individual responsibilities.

A template of the project plan is available upon request.

*2. The Advisory committee includes the participants of the 2009 consultation (identification of the objectives).*

## THE MAIN IMPLEMENTATION STAGES



## MONITORING SHEET

A monitoring sheet is a form that enables following the progress of the implementation of each of the 13 objectives of the strategic plan. Each monitoring sheet is based on a project plan and includes the following information:

- indicators that measure the efficiency of projects conducted as part of the strategic plan;
- an assessment of the situation in terms of deliverables and expected results of the current stage;
- the financial situation for the year in progress, per accounting item;
- the difficulties that arise and the measures taken to address them;
- potential risks that are foreseen and the corrective measures that should be taken;
- the subsequent projects and general comments.

The monitoring sheet is to be completed twice a year (end of March and end of September) by the person in charge of the implementation of the objective in question and is submitted for approval to the relevant department. The Project Management Team will then forward the sheet to the Steering Committee where decisions will be taken regarding possible corrective measures.

The Project Management Team will incorporate the 13 monitoring sheets into a format that will provide a global overview of the progress achieved by the strategic plan. A copy of the monitoring sheet is available upon request.

## 1. SELECTION OF PRIORITY OBJECTIVES

The City of Geneva's Administrative Council approved the choice of objectives for the sustainable development strategic plan in 2010. It is based on a proposal in 2009 by the Advisory Committee, which included 130 people (from employees of the Municipal Administration to experts and civil society representatives and elected members of the Municipal Council).

## 2. SIGNING OF THE AALBORG COMMITMENTS AND ADOPTION OF A STRATEGIC PLAN FOR 2011 – 2014

The official signing of the Aalborg Commitments by the City of Geneva took place on 24 September 2010. By signing these Commitments and adopting the strategic plan, the municipality pledges to conduct an ambitious sustainable development policy that yields tangible and measurable results.

## 3. 2011 BUDGET VOTE

The Administrative Council presented the first part of the strategic plan to the Municipal Council in December 2010, during the vote on the 2011 budget. Each annual amount included in the budget will be subject to a vote by the Municipal Council in December of the previous year (i.e. the 2012 portion is voted on in December 2011).

## 4. LAUNCHING THE IMPLEMENTATION

Once the funds are made available, the implementation will begin (January 2011) for the first four-year period (2011 – 2014).

## 5. INTERMEDIARY ASSESSMENT (2011 – 2012)

A global intermediary assessment is to be conducted in March 2013. It will consist of a progress report presented to the Advisory Committee and the inhabitants of the City of Geneva pertaining to the first two years of the implementation of the strategic plan (2011 – 2012).

## 6. GLOBAL REPORT (2011 – 2014)

A global report concerning the implementation of the 13 objectives is scheduled for the final stages of the process (in March 2015). It will be a situation report summarising and explaining the outcome of the cycle. Detailed information concerning the results related to each objective is to be given to the citizens of Geneva and to the employees of the Municipal Administration. This report is essential in order to determine which elements of each specific objective have been achieved and to provide the context for the analysis of results.

## 7. ADOPTING THE 2015 – 2018 STRATEGIC PLAN

Following the global assessment, the Advisory Committee will meet to discuss the possible reorientation of primary sustainable development objectives of the City of Geneva in preparation for the second implementation cycle. This meeting will establish the subsequent strategic plan for the 2015 – 2018 period, which is scheduled to be adopted by the Administrative Council in June 2015.

This decision will enable the operational planning for the subsequent period (2015 – 2018) by ensuring the longevity of the actions undertaken and demonstrating the resolve of all involved to turn Geneva into a "sustainable city".

## FINANCIAL IMPACT

On 24 March 2010, the Administrative Council tasked the Agenda 21 Delegation and the various department directors with drafting a preliminary 2011 budget proposal for the implementation of the Aalborg Commitments.

The relevant administrative services identified the added costs associated with the projects and activities conducted for each of the 13 objectives of the strategic plan. An assessment of the financial burden in the coming years (2012–2014) was required in order to have a relatively short-term forecast of the financial impacts.

The projects and activities undertaken in order to meet the 13 objectives are organised according to the type of added value they offer: innovation, improvement, and valuation.

For the innovation and improvement components, additional funding is essential. However, some of the valuation projects will not require this supplement as their implementation is already included in the regular budget; instead, the “Aalborg” added value in these cases consists of promoting and strengthening the objective. Seven of the 13 objectives of the strategic plan reflect this characteristic:

- Objective 1: a shared vision of sustainable development
- Objective 2: participation
- Objective 3: local air quality
- Objective 4: energy and climate
- Objective 7: spatial planning
- Objective 8: mobility
- Objective 11: work conditions

The estimated supplementary funding is as follows:

Year	2011	2012	2013	2014	2015	2016	TOTAL
Amount*	1,01	1,12	1,22	1,23	1,16	1,08	6,82

\* Amount (in millions of CHF)

The first portion has been included in the preliminary 2011 budget by the Administrative Council. The Municipal Council approved the amounts during the 2011 budget vote in December 2010. The amounts foreseen for subsequent years are subject to vote by the Municipal Council when deemed necessary.

## COMMUNICATION

Our efforts in terms of communication about the implementation of the Aalborg Commitments clearly state our ambition to adopt a shared approach to sustainable development, which is the first of the 13 objectives of the strategic plan of the City of Geneva.

In order to fulfil this ambition, regular progress reports are to be submitted to the elected representatives and the citizens of the City of Geneva. Global assessments will be specifically submitted to the Advisory Committee. These reports will serve as a framework to adjust and modify previous actions in order to more closely follow the strategic plan (intermediary global plan). They will also help establish the new strategic plan for the 2015–2018 period (global assessment).

All the reports (regular and global) produced during the implementation of the strategic plan will be available on the Internet site of the Municipal Administration<sup>3</sup>.

In parallel to this, the administration and Municipal Council will be informed of the state of progress of various projects twice a year by means of monitoring sheets.

3. [www.Ville-geneve.ch/themes/developpement-durable-energie/engagements-aalborg](http://www.Ville-geneve.ch/themes/developpement-durable-energie/engagements-aalborg)



