



**LONDON**  **N**

**A Greater London:  
making it happen**

**LONDON**   
SUSTAINABLE DEVELOPMENT  
COMMISSION

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# A Greater London: making it happen

My vision for London as a world class sustainable city is more than an aspiration, in the context of climate change it's a necessity. We can learn a lot from other cities and other cultures and that is why I am delighted that the London Sustainable Development Commission is publishing this report.

Turning vision into reality requires effort and change from all us, in government, in business, in communities and in households. If we all work together towards the same goal, the potential for change is extraordinary. More of us live in cities now than ever before and, as a result, cities are the focus of much attention on the international stage and are the focus for sustainable change. The case studies referred to in this report make fascinating reading and bring to life the concept of sustainable development.

London has made good progress over the last few years to put in place a carbon emissions reduction plan, reduce poverty and improve quality of life. London is unique in its diversity, in its myriad of local, national and international connections, and in its appetite for change.

There are still challenges ahead but I am confident that London can step up and show the world how city living can be sustainable. We have the drive, diversity and talent in London to tackle the challenges facing society and I congratulate the Commission on its innovative London Leaders programme as a means of inspiring all of us to make the changes we need to secure a better future.



**Ken Livingstone**  
Mayor of London



## Message from the Commission

How far are we from a sustainable London – a city that operates in harmony with the planet and supports its residents? By working together we can find sustainable solutions that result in widespread benefits to Londoners, the London economy and our environment at the same time. This ‘virtuous cycle thinking’ and the integrated benefits it brings will have long-term positive outcomes that protect London as a place for future generations to thrive.

A future London is something we all have a role in creating. As the Mayor’s London Sustainable Development Commission we wanted to explore what integrated best practice for sustainability looked like worldwide to see how this could be applied to London in support of our vision for an exemplary city. We are under no illusions about the scale of the challenge. This report presents a snapshot of how London is progressing on its road to sustainability.

Sustainable development should be the hallmark by which we measure progress but how do we make this integrated approach to sustainability part of the DNA of London? Our research highlighted a number of ‘sustainability ingredients’ that can help us create a sustainable London. Leadership was

one of these ingredients and our ‘London Leaders’ programme launched in October 2007 is to celebrate and support people taking action to make London a greater city. We hope this will be a catalyst, inspiring others to act by showing what can be done when people work together for positive, lasting change.

London is at a crucial point in its history. Climate change may be the issue that makes us all think about our impact on the planet and change our behaviour, but we shouldn’t forget that environmental and social issues are inextricably linked. We want to secure a healthy environment for future generations, but also make our city a just and equitable place through improving quality of life, reducing social and economic inequalities and eradicating childhood poverty. A greater London - now imagine that.



**June Barnes**  
Chair  
London Sustainable Development Commission



# Imagine London 2050

## The Challenge

The Mayor's vision is for London to become 'an exemplary sustainable world city' and since its inception in 2002 the London Sustainable Development Commission has worked to deliver this goal. But what makes a world-class sustainable city? What can we learn from other towns and cities at the forefront of this agenda? And how is London doing on its journey to be the best?

This report helps to set the sustainability agenda for London up to 2050 and beyond. Towns and cities all over the globe are increasingly competing to become the 'greenest' and the most sustainable. A truly sustainable London would benefit all of us, from residents, to businesses as well as the rest of the UK.

It is difficult to imagine what sort of city our children and grandchildren will inherit in 2050, but the Commission has concluded that there are two goals that stand out as key aspirations for a truly sustainable city:

- Reduce our emissions of carbon dioxide (CO<sub>2</sub>) and other greenhouse gases to a level where our climate is stabilised and the environmental, economic and social systems upon which we rely are able to effectively adapt to this altered but stable climate.
- Reduce the disparity between the most and the least wealthy so that everyone's contribution is well recognised and rewarded.

Beneath these twin goals, we would expect a truly sustainable world class city of the future to achieve:

- One Planet Living<sup>1</sup> that is living within environmental limits, ensuring that natural resources needed for life and well-being are unimpaired and remain so for future generations;
- A strong, healthy and just society where child poverty and health and employment inequalities are eradicated;
- Effective community participation in decision making and in governance systems at all levels demonstrated by increased and high levels of electoral turnout;
- A diverse economy that provides prosperity and opportunities for all, contingent on equitable trading practices and incentives to improve resource efficiency.

<sup>1</sup> One Planet Living as devised by Bioregional and WWF – see - [www.oneplanetliving.org](http://www.oneplanetliving.org)

# How well is London doing?



London, with a population of 7.5 million people (2005 estimate) is the largest city in the European Union and part of a wider metropolitan region of 21 million people. And London continues to grow, with the Greater London Authority London Plan estimating a projected figure of over 8 million people by 2016. Along with New York and Tokyo, London is classified as a 'world city' providing employment for over 4 million people.

The challenges in making London truly sustainable are formidable. Our ecological footprint<sup>1</sup> is almost three times the global earthshare: we need to dramatically improve resource efficiency across all goods and services to reduce this. Air pollution levels are still high and with half London's waste still being sent to landfill we may fail to hit EU targets in both areas. The gap between the rich and poor is widening adding further to social and economic problems of housing affordability, childhood poverty, job accessibility, crime, health inequalities and transport congestion as workers are forced to move further from places of work to find a

<sup>1</sup> The land and water area that is required to support indefinitely the material standard of living of a given human population, using prevailing technology (measured in 'global hectares' or planets).

home they can afford.

The impacts of existing climate change require huge investment in flood prevention measures from predicted rainfall and sea level rise, whilst daytime summer temperatures could make future tube travel difficult forcing a major retrofit of the London Underground. The required cuts in carbon emissions to counter further disastrous climate change are perhaps the greatest challenge of all. For the first time the spectre of climate change is registering with Londoners as a threat to our quality of life. In 2006, 82% of Londoners thought climate change will be a problem facing future generations if no action is taken now.

Whilst surveys reveal that 3 out of every 4 Londoners are satisfied with London as a city to live in, poverty figures show that around a quarter of Londoners are not benefiting from the city's progress and wealth and are in fact falling further behind as London becomes an increasingly polarised city. Londoners value the city's jobs, shopping and diversity as the three best things about living here. They see the worst aspects as the high cost of living, traffic congestion, house prices and crime.

The adjacent table shows how London is doing on its journey to sustainability – unpicking some of the detail beneath this broad measure of Londoners’ satisfaction with their city<sup>1</sup>.

### Where London is doing well

- ▲ Since 1990, London’s overall CO<sub>2</sub> emissions have gone down
- ▲ In London CO<sub>2</sub> emissions are lower than UK per capita average
- ▲ The land recycling rate in London has consistently been above the average rate for England
- ▲ Household waste recycling has increased significantly in recent years
- ▲ Recent trends in air quality show that concentrations of key pollutants have reduced in the past decade
- ▲ The total area of sites identified as important to wildlife has increased
- ▲ Londoners have led the world in shifting from private vehicle use to public transport, cycling and walking
- ▲ There has been recorded reductions in crimes such as burglaries and vehicle theft, per capita
- ▲ There has been a reduction in the number of households living in fuel poverty in recent years
- ▲ London has the highest Gross Value Added (GVA – the measure for economic outputs) in England
- ▲ The GVA for London has increased significantly in recent years
- ▲ Labour productivity continues to increase and is the highest in the region

### Where London needs to improve

- ▼ While water consumption per capita in London has remained stable, it is higher than the national average and more than most other north European cities
- ▼ More than half of London’s waste is still being sent to landfill and about 20% is being incinerated
- ▼ Air quality in London continues to breach EU and national health based targets
- ▼ Despite reductions per capita in certain areas, recorded crime rates in London remain the highest of the regions
- ▼ The number of people very worried about crimes such as burglary, car theft and violence remains higher in London than other parts of England
- ▼ London has a higher % of children living in relative low-income households than the rest of England
- ▼ London children aged between 2 and 10 have recorded the second highest prevalence of childhood obesity in England
- ▼ The number of households recorded as homeless has increased in recent years
- ▼ Despite small increases in the % of people employed, London has recorded below average regional figures for the number of all working age people in employment, the number of working age males and working age females

<sup>1</sup> The Commission’s next edition of its London headline quality of life indicators is due in 2008, updating the 2004 report. The data in this section is sourced from the GLA Annual MORI poll 2006, Defra’s sustainable development indicators (London Region Factsheet 2006) and the GLA’s State of the Environment Report 2007.

**“The simple message is this: to tackle climate change you do not have to reduce your quality of life, but you do have to change the way you live.”**

Ken Livingstone, The Mayor's Climate Change Action Plan. February 2007.

## Leadership from the top

One of London's key strengths in recent years has been its regional government. London has had a democratically elected Mayor since 2000 and as a result the city has been able to make a name for itself on the global sustainability stage. London now has an appetite for exemplary sustainable city living, as evidenced by:

- The ground-breaking congestion charging scheme and associated increase in London bus use which have resulted in a modal shift away from private car use towards public transport, walking and cycling;
- Making tackling climate change an immediate priority, demonstrated by the publication of the London Climate Change Action Plan and the Mayor's leading role in the C40 cities initiative;
- Plans in progress to deliver the most sustainable Olympic and Paralympic Games in recent history, and the creation of the Commission for a Sustainable London 2012, an independent sustainability assurance body, to monitor progress;
- A new London Plan which sets climate change at the centre of spatial development, setting emission reduction and renewables targets, promoting decentralised energy and ensuring development is adapted to future climate;
- The introduction of a London Living Wage, currently standing at £7.20 per hour, well above the national minimum of £5.35 per hour;
- Delivering a complete coverage of neighbourhood police teams.

A range of other initiatives are in place or are planned to help tackle some of the other key challenges. For example, the London Child Poverty Commission was set up in 2006 to find ways to reduce and eventually eliminate child poverty. A new London Low Emission Zone will come into force in 2008 aiming to cut pollution from lorries, coaches, buses and taxis.



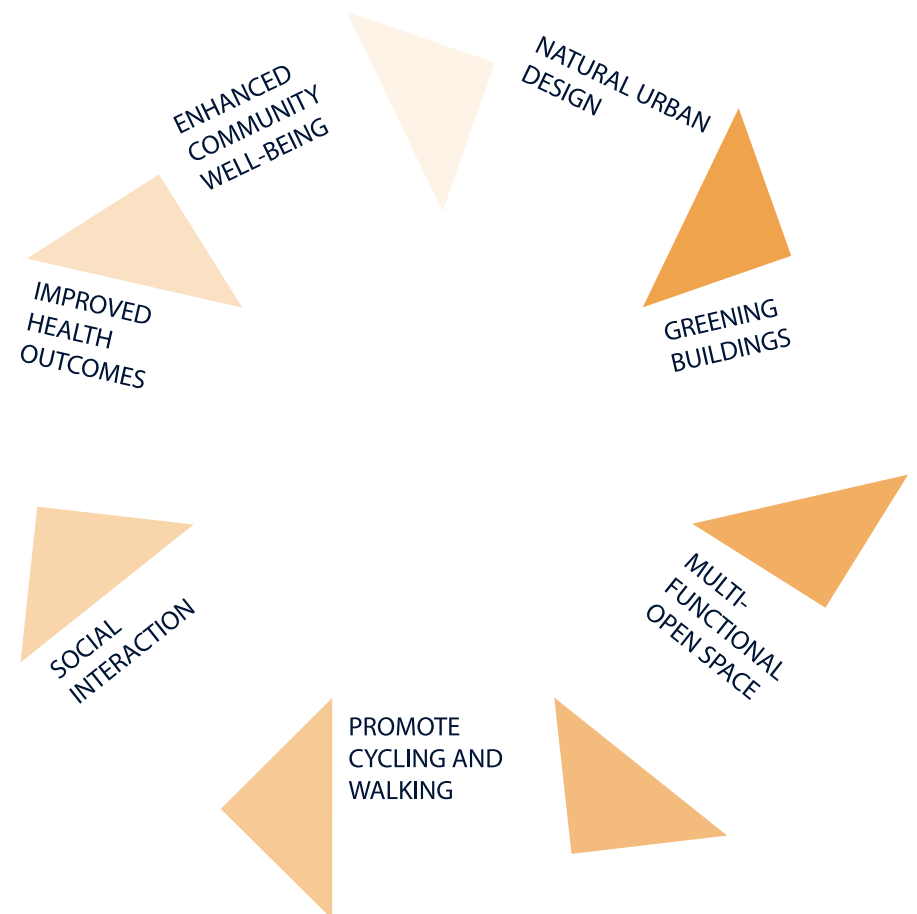
Under the leadership of the Mayor, there is already a lot being done to make London a more sustainable city. However, tackling London's more persistent problems needs a step change in approach. The Commission believes that everyone – businesses, public authorities, community groups and individuals – needs to change the way we do things if we are to move to a sustainable future.

The Commission promotes 'virtuous cycle' thinking, which prioritises and facilitates integrated decision-making and solutions. In this way we can deliver simultaneous benefits across economic, social and environmental objectives. Putting these virtuous cycles at the heart of policy making will produce and sustain self-reinforcing positive change.

Our research has shown that taking a virtuous cycle approach can result in unintended positive consequences or indirect benefits which help deliver a sustainable city.

The adjacent diagram illustrates this virtuous cycle thinking – in this instance the knock-on benefits of sustainable urban design and win-win-win (environmental, social and economic) outcomes.

In this way, compact mixed-use development of low/zero carbon design, drives sustainable travel, land and resource flows. The natural, accessible and inclusive design creates liveability and a sense of place, promoting social cohesion, health and well-being. By encouraging mixed-use development in previously deprived areas and offering training opportunities and diverse employment, we can tackle worklessness and skills mismatch, and thereby reduce forced mobility.



# Delivering success

To drive this integrated approach of sustainability, the Commission published its 'Sustainable Development Framework for London'<sup>1</sup> in 2003.

## LSDC Framework and the 4Rs

The overall objective of the Commission's Framework is to achieve environmental, social and economic development simultaneously; the improvement of one will not be to the detriment of another. Where trade-offs between competing objectives are unavoidable, these will be transparent and minimised.

- **Taking Responsibility** – being aware of our impacts, having the right information and support to make effective decisions, taking a long-term perspective, building collective ownership and making civic participation the norm.
- **Managing Resources** – protecting and improving the city's ecosystems, biodiversity, open space and built heritage; limiting and dealing with our pollution; using energy and natural resources prudently; reusing and recycling our residual waste.
- **Developing Respect** – promoting a culture of fairness and respect for people and the environment, celebrating diversity as London's key strength, eradicating all forms of discrimination, actively opposing and challenging racism, creating a safe city where everyone feels at ease - a vibrant place with transparent conflict resolution.
- **Getting Results** – making consistent economic progress (not necessarily always growth), high ethical business standards, fostering innovation, recognising and valuing all forms of work with plentiful paid employment, creating healthy and fulfilled communities with good housing, accessible services, good quality food and a range of cultural and leisure activities.

<sup>1</sup> [www.londonsdc.org](http://www.londonsdc.org)





## Learning from other cities

Sustainable development is a global challenge and cities are playing an increasingly important role in delivering positive change. In the UK 90% of us already live in towns and cities. By 2020, two thirds of the world will be urban dwellers. If we can get city living right we will be well on the way to securing a better future.

With this in mind the Commission has undertaken research into international and national best practice on sustainable city approaches and projects. We were particularly looking for integrated approaches and used our framework of responsibility, respect, resources and results to seek out examples. Many schemes can be said to be exemplars in one aspect of sustainability, for example economic development or environmental management, but how many truly integrate sustainability objectives and deliver economic, social and environmental benefits in a joined up way?

Our research identified nine case studies from around the world, including the wider UK<sup>1</sup>. These are summarised overleaf. The full report and more details of the case studies can be found on our website: [www.londonsdc.org](http://www.londonsdc.org).

The research also crystallised a number of success factors for sustainability projects and programmes which are set out below. Our belief is that 'virtuous cycle thinking' enables these 'sustainability ingredients' to occur and is therefore more likely to lead to successful and sustainable approaches to city living. We have focused on leadership and capacity building in our new 'London Leaders' programme, launched in October 2007.

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<sup>1</sup> The research excluded London examples.

## Sustainability success factors

### **LEADERSHIP – MAKING CHANGE HAPPEN**

All our case studies are characterised by people taking responsibility and making change happen. A sustainable future requires leaders at all levels from governments to business chiefs and community champions. **Curitiba, Bogota and Freiburg** show that visionary political leadership brings citywide results. The refugee project in **Gottingen** demonstrates how community leadership can inspire others to take similar action. In Liverpool, the values-led business approach of the **FRC Group** has had a beneficial impact on the wider public domain. In Hulme, Manchester, at the **Homes for Change** project the local community had a vision for its neighbourhood, and its energy and creativity helped turn it into a reality.

### **CAPACITY BUILDING – HELPING OTHERS TO CHANGE**

Ensuring that change is sustainable long-term means that you need to bring people with you, nurturing a wider sustainability network by empowering individuals with the skills and knowledge to make positive change. Capacity building in skills development such as **New York**'s High Performance Building programme, or transforming your supply chain in the way **Santa Monica** has done for its Environmentally Preferable Purchasing initiative, helps drive the virtuous cycle of sustainability and stimulate the market further for sustainable products and services. In **Bogota** training was provided to community groups in financial and project management, which has enabled and empowered community groups to implement projects within their communities, whilst ensuring that funds are appropriately spent in a transparent manner.

### **PARTNERSHIP - WORKING WITH OTHERS**

The case studies demonstrate that often, achieving sustainable change requires building working partnerships across public, private and community sectors. Cross-sector partnerships can bring about changes that one organisation alone could not achieve and maximise learning outcomes. The successful citywide approaches of **Curitiba, Bogota and Freiburg** were all built on strong and transparent alliances between the city authorities and their communities.

### COMMUNITY PARTICIPATION – ASK PEOPLE WHAT MATTERS

Finding out what matters to people, seeking their views on solutions and involving them in the challenge, is a recurrent theme from the research. From residents being empowered to propose local solutions in **Bogota**, to a comprehensive community engagement process in **Vancouver** for its travel plan, there is recognition that sustainable outcomes can only be achieved by giving people a voice - understanding expectations and addressing concerns. In **Freiburg** a non-governmental organisation 'Forum Vauban' was set up and became the official body for community participation. This Forum facilitated and supported community participation and planning and developed sustainable traffic and energy plans. The Intercultural Gardens in **Gottingen** are community driven, managed and operated as a self-help mechanism for skills sharing and food production. They have had a positive impact in breaking down preconceptions of refugees amongst the wider host community and in developing community cohesion.

### INNOVATION – THINK DIFFERENTLY

Business as usual will not deliver long-term sustainability. Many of the challenges we face in our cities are deeply rooted and persistent. A different approach often provides the solution as in **Bogota**, where the city administration developed Actions for Coexistence - a public competition that invited community groups and residents to propose local solutions to locally identified problems. Communities and suppliers can be a vibrant source of innovation, such as the fresh approach introduced by new Bosnian refugees arriving in Germany at **Gottingen**.

### FINALLY – SOMETIMES IT HELPS TO TAKE ONE STEP AT A TIME

Transforming unequal and unsustainable practices can take time and seem a daunting prospect. It can pay to take one step at a time, selecting easy wins at first to gain confidence and trust, even to buy time to let new ideas and practices become accepted before moving on to the next level. This paid off in the **Santa Monica** initiative where the initial focus on reducing toxic cleaning products built the foundations for a much more comprehensive approach to environmental purchasing. The **FRC Group** in Liverpool was set up based on an identified need for furniture for social housing and recycling of local bulky goods. The social business started as a small fundraising charity, heavily supported by grant funding, and evolved into a major enterprise with four separate businesses with an annual turnover of £3.5 million. As with any successful business, its success was based upon realistic step-by-step targets and objectives.



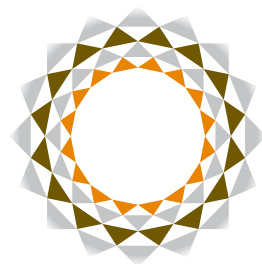
# The case studies

The case studies represent exemplary practice in integrated sustainability approaches to urban living.

The following key gives an indication of where the particular strengths of each case study lie across the 4Rs of responsibility, respect, resources and results (the 'issues'):

- Gold: exemplary practice
- Silver: good practice on the issue
- Bronze: fair consideration of issue

RESPONSIBILITY  
RESPECT  
RESOURCES  
RESULTS =



**RESPONSIBILITY**  
(GOLD; SILVER; BRONZE)

**RESPECT**  
(GOLD; SILVER; BRONZE)

**RESOURCES**  
(GOLD; SILVER; BRONZE)

**RESULTS**  
(GOLD; SILVER; BRONZE)

## Intercultural Gardens, Gottingen, Germany

Set up by a group of refugee women from Bosnia who wanted to do something positive for their future, the Intercultural Gardens in Gottingen not only provide a garden space for growing organic food, but also promote social inclusion and interaction, skills development, healthier lifestyles and cultural exchange.

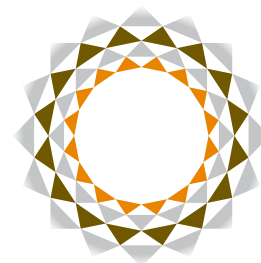
On arrival in a host country refugees can suffer from social exclusion and unemployment. The gardens in Gottingen enable the cultivation of fresh organic food, with a low carbon footprint, that would otherwise be unaffordable for its participants. However, in addition to food and learning new gardening skills, the Intercultural Gardens bring together people from a variety of ethnic-cultural backgrounds and offer language lessons for refugees and migrants and an education programme for children.

The leadership of the women who originally set up the Gardens has inspired other women to take a lead role in decision-making. From project planning to organising cultural events, the gardens are run and managed by the participants, which includes refugees, migrants and members of the German community. The project has been so successful that there are

now a number of other Intercultural Gardens across Germany.

The key social driver in setting up the gardens was a group of Bosnian women who wanted to take control of their lives and this case study demonstrates the power of working together to promote social inclusion and community integration and how this can result in other benefits such as improvements in health, skills and community empowerment.

**Further information:**  
[www.stiftung-interkultur.de](http://www.stiftung-interkultur.de)





## FRC Group, Liverpool, United Kingdom

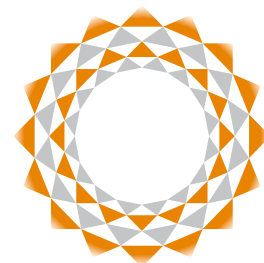
FRC Group is a major innovative social enterprise with four separate businesses. It uses creative solutions to tackle environmental and social problems such as waste and recycling, long-term unemployment and housing. FRC Group was founded in 1988 and has developed from a small fundraising charity in Liverpool.

FRC Group runs businesses that promote equality and creative livelihoods for marginalised people, providing low-income households with furniture whilst employing and training the long-term unemployed. As a social enterprise the FRC Group displays extraordinary leadership, committed to its core values of professionalism, passion, creativity and bravery, which underpin its business practices, personnel development and decision-making. The FRC Group also audits its environmental, social and economic impacts through its annual sustainability reporting, and the very nature of its business is working to reduce waste and maximise resource efficiency.

The training and opportunities provided at FRC Group mean that employees leave the company with the skills, confidence and a sense of empowerment to seek further

employment, thus breaking the cycle of long-term unemployment in the area and increasing local incomes. Working for a strong values-led company also has a positive impact on behaviours in the wider public domain.

**Further information:**  
[www.frcgroup.co.uk](http://www.frcgroup.co.uk)  
or email [info@frcgroup.co.uk](mailto:info@frcgroup.co.uk).





## Actions for Coexistence, Bogotá, Colombia

Between 1998 and 2005 the crime rate in Bogotá dropped by 35% and fatal traffic accidents were reduced by 65%. The downturn in statistics can, at least in part, be attributed to the success of the Actions for Coexistence programme, which was developed in response to the trenchant problems in the city and pressing social issues which were inhibiting the sustainable development of the city.

In response to the problem and the severe mistrust between communities and the public authorities, the Mayor took brave political leadership, prioritising security and establishing Actions for Coexistence to ensure the needs and issues within the local community were considered in urban development plans.

Actions for Coexistence was a public competition that invited community groups and residents to propose local solutions to locally identified problems. Selected projects from the competition were given funding, management, technical support and training to undertake social and environmental improvements. The results of the competition were coordinated within the strategic plans of a range of government departments and ranged from the creation of more green space

and public spaces, to new bike lanes, schools, nurseries and libraries, and the introduction of restrictions on alcohol and bearing arms.

Since 1998 Actions for Coexistence has benefited 52,400 people in 900 neighbourhoods in 20 boroughs and 2,500 jobs have been created. The programme is an excellent example of the integrated benefits of taking a sustainable approach to city development. Greater government transparency enhanced the community's trust in the city's leadership, aided community action, developed a sense of civic pride and increased awareness of good environmental stewardship.



## Environmentally Preferable Purchasing, Santa Monica, USA

Driven by the need to reduce the health impacts of using materials with high toxic levels, Santa Monica adopted an Environmentally Preferable Purchasing (EPP) programme in 1994 as part of its Sustainable City Plan. The programme demonstrates how one local government can alter its purchasing policies in a short time to produce win-win-win outcomes that benefit end-users and the environment.

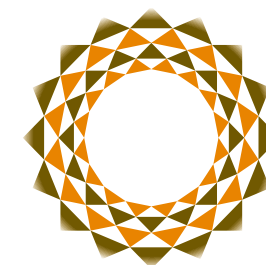
The programme started by focusing on cleaning products but expanded after a few years to include custodial services, recycled products, fleet maintenance and pest management. Since 2000 the EPP programme has also interfaced with the city's Green Building Design and Construction Guidelines that apply to municipal construction projects and their contractors, as well as commercial building projects. This means that the programme has an increasingly larger reach.

To maximise the impact of the programme there has been an extensive outreach initiative. This has included publicising the city's leadership through newsletters, messages in resident utility bills and assisting other public agencies and businesses to adopt EPP

themselves. This capacity building within city government and the supply chain has long-term benefits and has also contributed towards creating a significant local market for environmentally friendly products and services, renewable energy and green building services, thereby contributing to business growth in these areas.

**Further information:**

[www.santa-monica.org/epd/scp](http://www.santa-monica.org/epd/scp)



## Vauban, Freiburg, Germany

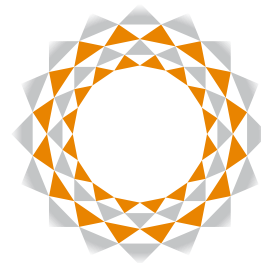
Freiburg is home to approximately 200,000 inhabitants and has an international reputation as Germany's 'ecological capital'. Driven by the local community and supported by a succession of long-term and visionary Mayoral leaders, the low carbon eco-development has brought a range of health and social benefits to its population.

In 1993, a new district called Vauban was developed, with the ambition of being a model for sustainable urban development. Characterised by low energy houses, renewable energy generation and sustainable waste management, the community of Vauban has also promoted the concept of 'living without a car'. The neighbourhood is described as a 'district of short distances' – a school, nursery, market, businesses, shopping centre, recreation areas, and approximately 600 jobs are within walking and cycling distance.

The community vision was to create a sustainable, flourishing neighbourhood. To realise this vision a non-governmental organisation, Forum Vauban, was set up to initiate and manage community involvement. This initiative gave a voice to the people and ensured support from concept to development.

This level of communication and engagement has been crucial to Vauban becoming a model for sustainable urban development.

**Further information:**  
[www.vauban.de/info/abstract](http://www.vauban.de/info/abstract)





## New York High Performance Buildings, USA

The High Performance Building Programme in New York promotes green building practices in energy management and design as part of the city's construction process. The programme operates through guidelines, demonstration projects, policy development and education.

In an international first, the 'High Performance Building Guidelines' were published in 1999. Since then 40 projects have been launched to test and demonstrate the value of high-performance buildings, looking at sustainable design opportunities in areas such as indoor daylight and air quality, insulation, energy efficiency controls and environmentally preferable materials. The guidelines were tested on selected sites to maximise local economic benefits and job creation opportunities and included public facilities such as libraries, museums and a child-care centre. The programme has been strengthened with the adoption of Local Law 86 in 2005, a law that requires new city-funded construction and renovations to achieve LEED certification (the equivalent of the UK BREEAM standard).

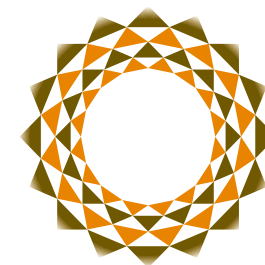
An ongoing training programme on the principles of sustainable design for developers, architects and builders, has supported the step-by-

step approach taken by the city. In addition to improving the green building capabilities of the local labour force, this has also helped stimulate a market for environmentally friendly technologies.

Importantly, this programme has shown that by taking responsibility for the impacts of the built environment, significant economic, environmental and health benefits, such as improved living and working conditions, can be gained. Early leadership by the city authorities means the benefits of the programme may extend far beyond its original focus, serving as a model for public and private entities worldwide.

**Further information:**

[www.nyc.gov/html/ddc/html/ddcgreen](http://www.nyc.gov/html/ddc/html/ddcgreen)





## Vancouver Downtown Transport Plan, Canada

Downtown Vancouver is the primary employment, retail, and tourism centre of the greater Vancouver region. The Downtown Transport Plan (DTP) was developed in response to predicted rapid growth in population and employment and was aimed at steering travel demand, reducing congestion, improving travel choices, accommodating efficient goods movement and maintaining the area's much-celebrated liveability.

Published in 2003, the DTP includes 83 action oriented short-term initiatives, of which 62% were completed by 2006. The focus was on the whole transport experience, especially mobility and access, and special attention was paid to walking and biking and increasing the use of alternative transport modes without increasing road capacity. An anticipated reduction in traffic accidents, improved air quality and noise reduction will all contribute to enhancing quality of life for all residents, and have a positive effect on the overall economy and employment in the region.

Strong stakeholder consultation was a key feature of the development of the DTP, and to ensure that all stakeholders were represented, a dedicated team of staff

supported the consultation process. Recognition that sustainable outcomes can only be reached through comprehensive community engagement meant that a range of mediums were used to convey information, build awareness and seek participation. This information was followed up by workshops, open house events, questionnaires and telephone surveys to solicit ideas, understand expectations and address concerns.

**Further information:**

[www.city.vancouver.bc.ca/dtp](http://www.city.vancouver.bc.ca/dtp)



## Curitiba, Brazil

Curitiba is a provincial capital designed as a sustainable city amid rapid population growth. The city has taken a holistic and citywide approach to development, resulting in significant improvements in quality of life.

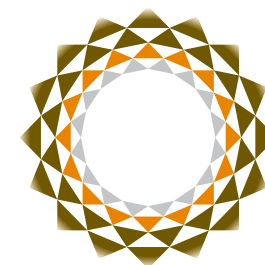
Key to the success of Curitiba's development is an underlying cohesive strategy, which has been delivered through strong leadership. It is more than a city with a number of excellent, individual projects. Specific goals have included social inclusion, accessibility, public amenities, urban transparency, efficiency and environmental sustainability. The city has been dedicated to solving issues from a community perspective and has increasingly encouraged community participation in decision-making and city-community partnerships.

The integration of traffic management, transportation and land use planning through innovative solutions characterises Curitiba's approach. Poverty reduction remains a key driver and inexpensive fares ensure all residents have good access to a bus network that covers 90% of the city. Disused buses are also innovatively used and act as mobile education, health, and shop and play facilities. A concerted effort to address socio-economic inequalities in the city has meant

aiding the most vulnerable. Waste separation facilities employ those normally excluded from work including ex-offenders and recovering alcoholics. Low income families can also collect recyclables and exchange them for food vouchers and school supplies. To assist the unemployed and low skilled into sustainable employment the city offers skills training and qualifications to enable new business start up and survival.

Since the 1970s green space in Curitiba has increased from one square metre per person to 52 sq metres. As a consequence of this integrated approach to planning in Curitiba, economic growth has been on average 7.1% compared to the Brazilian average of 4.1%. Moreover, the per capita income of Curitiba is 66% higher than the Brazilian average.

**Further information:**  
[www.curitiba.pr.gov.br](http://www.curitiba.pr.gov.br)





## Homes for Change, Hulme, Manchester

The Commission for Architecture and Built Environment has described Hulme's Homes for Change as "an asset, designed and controlled by a vibrant urban cooperative, which utilises its own creativity and energy and points the way forward for other cities".

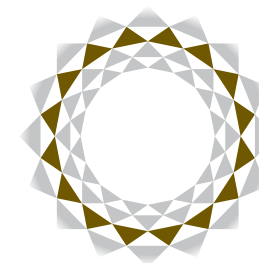
Homes for Change is a housing cooperative, set up to drive its vision of mixed use developments providing housing, workspaces and community facilities. In the late 1980s Hulme, a suburb in Manchester, underwent large-scale regeneration and the existing community wanted to make sure that the new development reflected local needs and aspirations. A high level of tenant engagement in the development of Hulme, from design to management, has helped to tackle issues of poverty, population transience, crime and resulted in a higher quality of life. The project has provided a total of 75 flats and 10 work units, 10 artist studios, a theatre and café, which are all now managed by the cooperative. All tenants are members of the cooperative and all cooperative members are tenants.

Environmental sustainability was considered at the outset of the design process to reduce the impact of construction and ongoing use.

The homes boast a range of energy efficiency and sustainable design features. Homes for Change was developed on a brownfield site and was part of the broader regeneration of Hulme. The scheme was assisted by its designation as a 21st Century Homes Demonstration Project.

### Further information:

[www.work.change.coop](http://www.work.change.coop)





# London leading the way

## London Leaders - a new programme

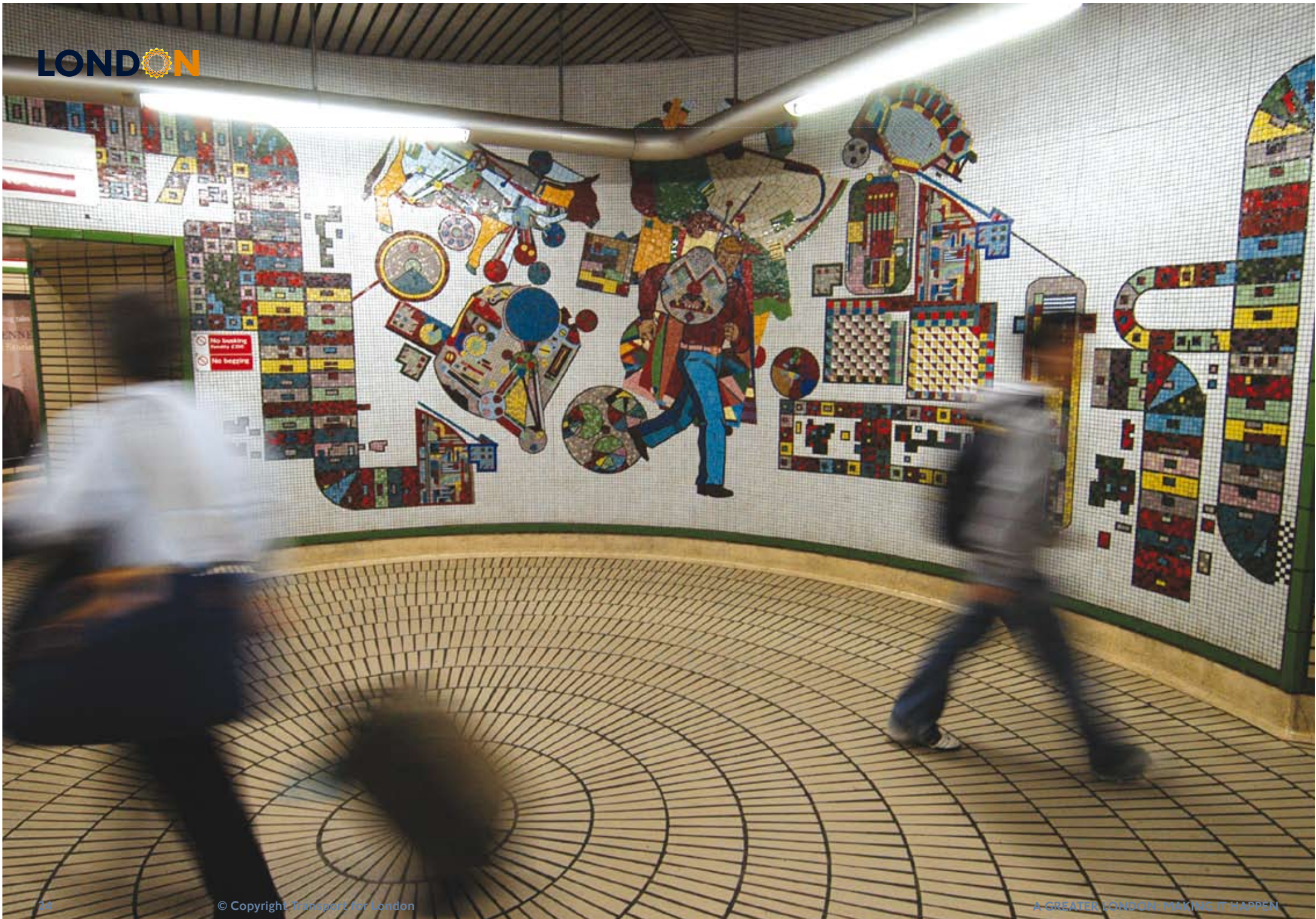
The London Sustainable Development Commission has launched the London Leaders Programme to catalyse change, the kind of change demonstrated by our international case studies and the kind needed to tackle the persistent problems preventing a sustainable future for London. We know we have to do things differently if we are going to reach our goals. We have great leadership at the top in London, which just shows what is possible when leaders are effectively empowered. But we can't rely on governments and businesses alone. We all need to make change happen together, and we need strong leadership at all levels to show that it can be done.

We have identified the first 15 London Leaders to inspire and empower others to take action. Already at the forefront of societal change, we have asked each Leader to commit to a new goal, going beyond usual practice, to inspire the rest of London.

We are seeking more Londoners to join our leaders programme. For more information on the programme please visit our website at [www.londonsdc.org](http://www.londonsdc.org).

“Something new is needed, something bold and brave to stimulate change”

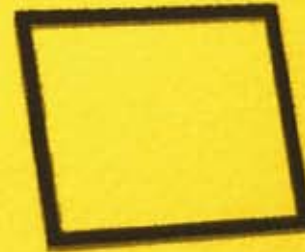
**Philippe Castaing, London Leader, Brixton Green and founder of Opus Café and Upstairs Bar and Restaurant, Brixton.**



**YES PLEASE**



**NO THANK YOU**



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### Chinese

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### Vietnamese

Nếu bạn muốn có văn bản tài liệu này bằng ngôn ngữ của mình, hãy liên hệ theo số điện thoại hoặc địa chỉ dưới đây.

### Turkish

Bu belgenin kendi dilinizde hazırlanmış bir nüshasını edinmek için, lütfen aşağıdaki telefon numarasını arayınız veya adrese başvurunuz.

### Punjabi

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫੋਨ ਕਰੋ ਜਾਂ ਹੇਠ ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਬਤਾ ਕਰੋ:

### Hindi

यदि आप इस दस्तावेज की प्रति अपनी भाषा में चाहते हैं, तो कृपया निम्नलिखित नंबर पर फोन करें अथवा नीचे दिये गये पते पर संपर्क करें

### Greek

Αν θέλετε να αποκτήσετε αντίγραφο του παρόντος εγγράφου στη δική σας γλώσσα, παρακαλείστε να επικοινωνήσετε τηλεφωνικά στον αριθμό αυτό ή ταχυδρομικά στην παρακάτω διεύθυνση.

### Bengali

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি (কপি) চান, তা হলে নীচের ফোন নম্বরে বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

### Urdu

اگر آپ اس دستاویز کی نقل اپنی زبان میں چاہتے ہیں، تو براہ کرم نیچے دئے گئے نمبر پر فون کریں یا دیئے گئے پتے پر رابطہ کریں

### Arabic

إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى الاتصال برقم الهاتف أو مراسلة العنوان أدناه

### Gujarati

મને આ દસ્તાવેજની નકલ તમારી ભાષામાં તੀ હોય તો, કૃપા કરી આપેલ નંબર ઉપર કਰો અથવા નીચેના સરનામે સંપર્ક સાધો.