

12. Governance

12A. Present Situation

Indicator	Yes/No	Date From:
Signatory of CoM	Yes	2009
Aalborg Signatory	Yes	Without record

Vision, Strategy:

Lisbon has a clear vision of the future set out in the **Lisbon Government Program 2017-2021** towards “**making Lisbon one of the greatest cities in the world to live in**”. This vision is based on a massive program of transformation of the city.



Figure 1 – Mayor Mr. Fernando Medina at the 53M€ European Investment Bank contract signature ceremony (October 2016).

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Over the last ten years the city has made intensive efforts to attract people, to create new and better schools, to install new sustainable equipment, renovating housing and renewing itself by creating more green and public space for pedestrians, improving cycling and promoting infrastructure for better public transport(1). At the same time, Lisbon reduced its debt by 83,30 M€ and its liabilities by 291,33 M€.

The city administration took on these challenges, creating flexible and future-proof structures capable of absorbing the coming challenges while developing a livable, creative and innovative city with many more opportunities. **There is a willingness towards taking the necessary steps to becoming a Green, Smarter and Sustainable City.**

This vision is strongly consolidated in the extensive sector plans developed in the city:

- Lisbon Strategic Charter (2010-2024);
- City Plan Options 2017-2020;
- Lisbon Master Plan (2012-2022)(2);
- Lisbon Drainage Master Plan (2016-2030)(3)
- Green Infrastructure Program (2012 – 2022) on the framework of Master Plan(4);
- The Water Matrix (2014)(5)
- Lisbon Europe 2020 Strategy(6)
- Lisbon Energy-Environment Strategy (2007-2013)
- Sharing Cities Project(7)
- Lisbon Mobility Strategic Vision (MOVE)
- Lisbon Climate Adaptation Plan (2017)(8)
- Lisbon Biodiversity Action Plan (2015-2020)(9)
- Local Housing Program (PLH)
- BUS Company CARRIS Strategic Plan (2017-2019)(10)
- Lisbon Noise Strategic Plan
- Municipal Waste Management Plan (2016-2020)(11)



Figure 2 –New Era Mobility as Lisbon takes control of BUS and Tram company “CARRIS”

The Governance and Sustainability strategy has received widespread recognition over the last years with national and international awards:

- 2013
Excellence Award for City Master Plan - International Society of City and Regional Planners (ISOCARP)
- 2014
Municipality of the Year - Minho University
Public Manager of the Year - Amadeus Brighter Awards
- 2015
Entrepreneur European Region - EU Regions Committee for “Lisboa Empreende” Program
Best Practices - Portuguese Parliament for the Lisbon Sport Activity Program
European Volunteering Capital
Svayam Accessibility Award
European Mobility Week finalist

- 2016
 - Viver em Igualdade (“Equal living”) Award - Portugues Presidency of the Ministers Council
 - Innovation and Investment Special Award - Deloitte Governance Awards
 - Lisbon Forest park, the first European Park with “FSC” certification
 - European Mobility Week finalist
- 2017
 - Best Local Authority 2017 Award - Plubituris Portugal
 - Best Public Administration for Startups - European Commission
 - European Green Capital Award 2019 finalist

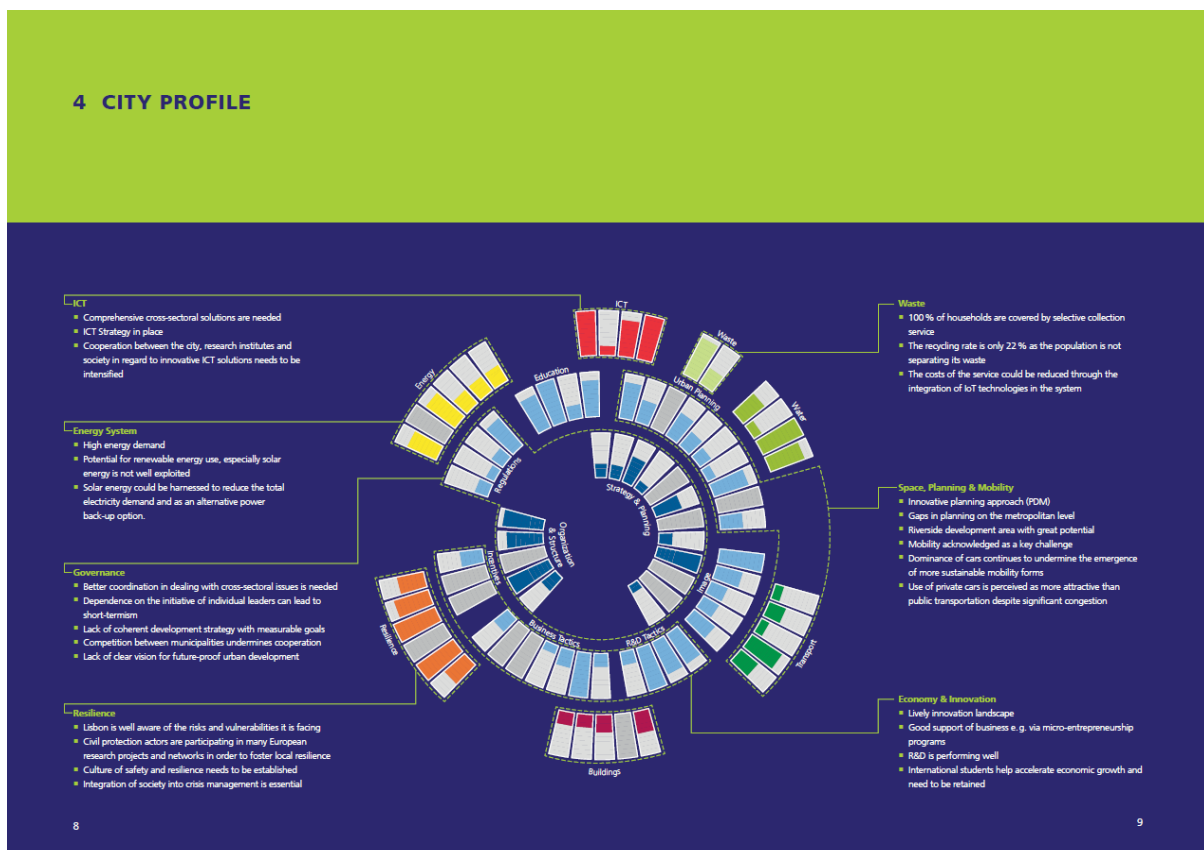


Figure 3 – City Profile for “City lab lisbon – executive summary” by the Fraunhofer Institute, April 2016(12)

Management, Monitoring and Evaluation:

The **Master Plan 2010-2024** is based on answering to 6 publicly discussed key sustainable questions. The third question focuses on “**How to improve Lisbon towards an environmentally and energy sustainable city.**”

Lisbon was the first European Capital to implement **the Participatory Budget (PB)**, in 2008(13). The PB is a central forum for public decisions. Since the beginning of the project more than 230.000 votes and 1.820 projects have resulted in an investment of more than **31 M€**. Through the decision of citizens Lisbon initiated the Cycle Network as well as a number of Green Parks such as “Rio Seco”, “Caracol da Penha”; Startup Lisboa, the Green Corridor “Parque Eduardo VII – Monsanto, Ameixoeira Urban Park and “Lisboa Acessível”.



Figure 4 – Citizen webpage for a public garden led to an award from the Participatory Budget 2017(14)

The “**Bip-Zip**” Social Program(15) is a cost saving integrative tool financed by the municipal budget and created to involve local communities in specific neighbourhood projects. The conversion of critical neighbourhoods into priority intervention neighbourhoods (BIP/ZIP) has been undertaken with the cooperation/involvement of the public in a co-governance model. The BIP / ZIP program stimulates local partnerships and small interventions for ‘habitat’ improvement.

The **Biodiversity Local Action Plan (BLAP)** is strongly supported by several R&D centers as well as NGOs and the National Conservation Institute (ICNF).

The Mayor and elected Councilors and Municipal Assembly votes on and controls strategic documents. **Since 2013, Lisbon’s 24 new Administrative Urban Districts** share decisions and services on a local scale.

Every two months the **Mayor officially reports to the Municipal Assembly**, with the Master Plan reviewed every 2 years. Environmental targets are also grouped in the **Climate adaptation and in the Biodiversity Local Action Plan**.



Figure 5 - Biodiversity Action Plan, Planting trees, “FSC” certification and the Mayor at a bicycle promotion event

Lisbon’s local Energy and Environmental Agency Lisboa-E-nova (LEN), backed by the Municipality and a number of local companies, monitors climate mitigation and leads several efficiency initiatives (16).

Lisbon is also embedded in the Circular economy, smart-cities and Innovation start-up projects, including **Sharing Cities** and public lighting efficiency investments and in Urban Waste – Urban Strategies for Waste Management in Tourist Cities (**H2020 Force – Cities Cooperating for Circular Economy and LIFE+ Payt – Tool to Reduce Waste in South Europe**).

Lisbon reports climate and energy data to the **Covenant of Mayors**, to **Mayor’s Adapt** and recently to the **new Covenant of Mayors for Climate and Energy** as well as annually to **CDP Cities** and **Compact of Mayors** since 2015.

The 1000 hectare forest Park has been monitored under FSC **Forest Stewardship Council** rules since 2016(17).

Leadership and involvement of Citizens

Lisbon’s Government is committed to a renovated city for living and working, supported by efficient public transport, excellent environment and quality public space.

An important flagship of the Mayor’s program is the revitalization of downtown Lisbon and riverside area. To solidify this relationship the former Mayor moved his cabinet temporarily into a social

depressed area before the renovation. Since then, the creation of more quality public space for public transport, pedestrians and cyclists has been underway all over the city.

The **reduction of 50% in CO2 emissions and the 17% reduction in water usage** over 12 years is the result of an impressive collective effort. Electric mobility is a priority as well with an extensive **network of 540 public charging points for electric vehicles**.

Lisbon is a leader in the rapid implementation of **urban allotment gardens** where people play a key role on co-management. The **Participatory Budget** and **BIP_ZIP** are two flagships of public decision.

Lisbon is the **first European Capital** to sign the 2016 **New CoM for Climate and Energy**. Lisbon endorses the **Eurocities Declaration**, has been involved in **Local Agenda 21** projects, in the **Civitas Network** (Portugal_Spain) and Committee for the Regions(CoR) and an **ICLEI** member.

12B. Implementation

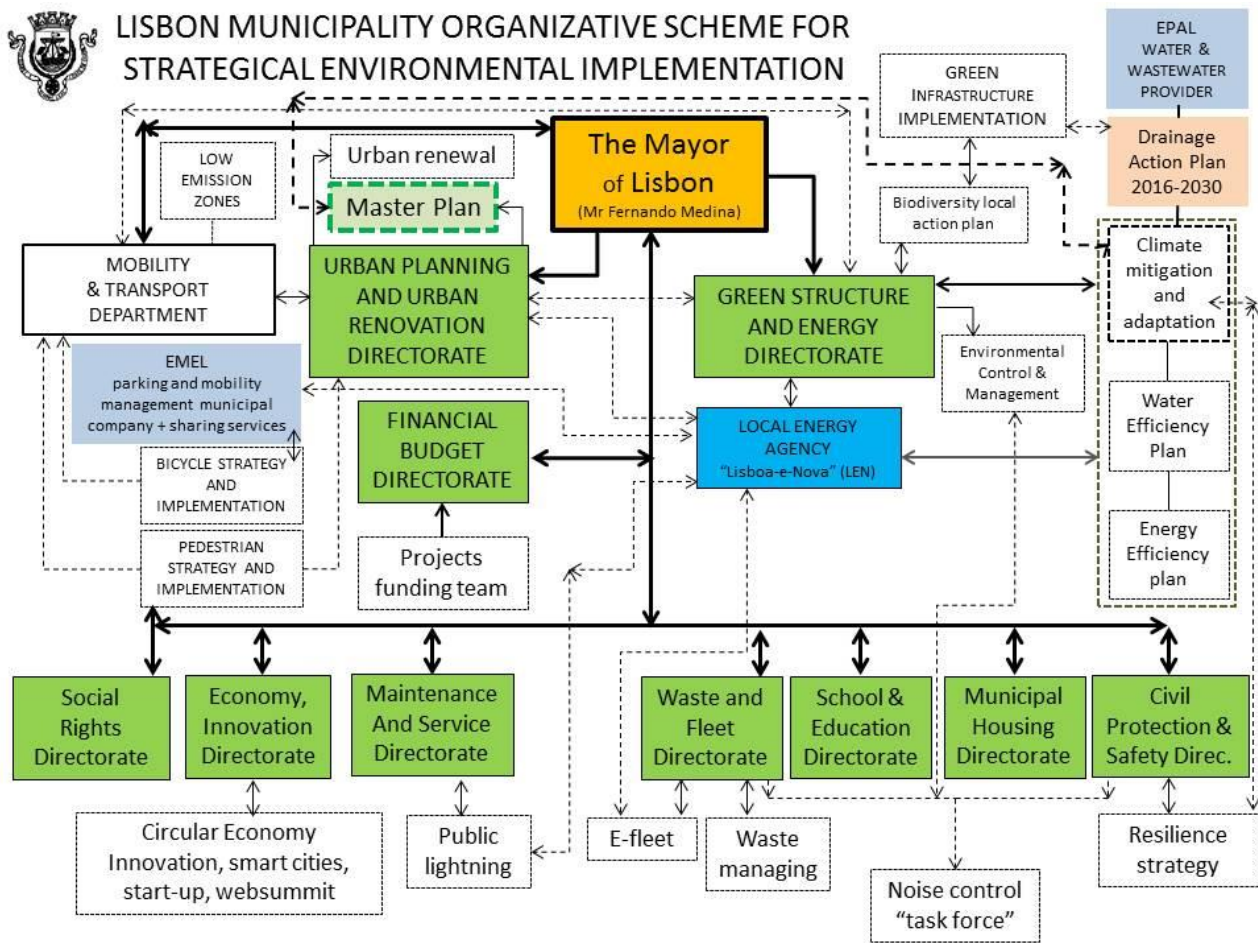


Figure 6 – Lisbon Environmental Scheme for Environmental Implementation 2013-2017

The Mayor is the highest authority in the city, even though most issues must be approved in plenary sessions.

The Urban Planning Directorate is crucial based on Master Plan strategy and management, including monitoring of strategic areas such as **mobility, urban renovation** and **public space**. Over the last three years significant renovation has taken place in central areas of the city aimed at improving environmental quality, pedestrian mobility and fostering the Cycle network.

The ambitious pedestrian action plan(18) is managed by the Social Rights Directorate and strongly integrated with the public space team. 3% of the municipal budget is directly allocated to improving pedestrian accessibility beyond the required obligation.

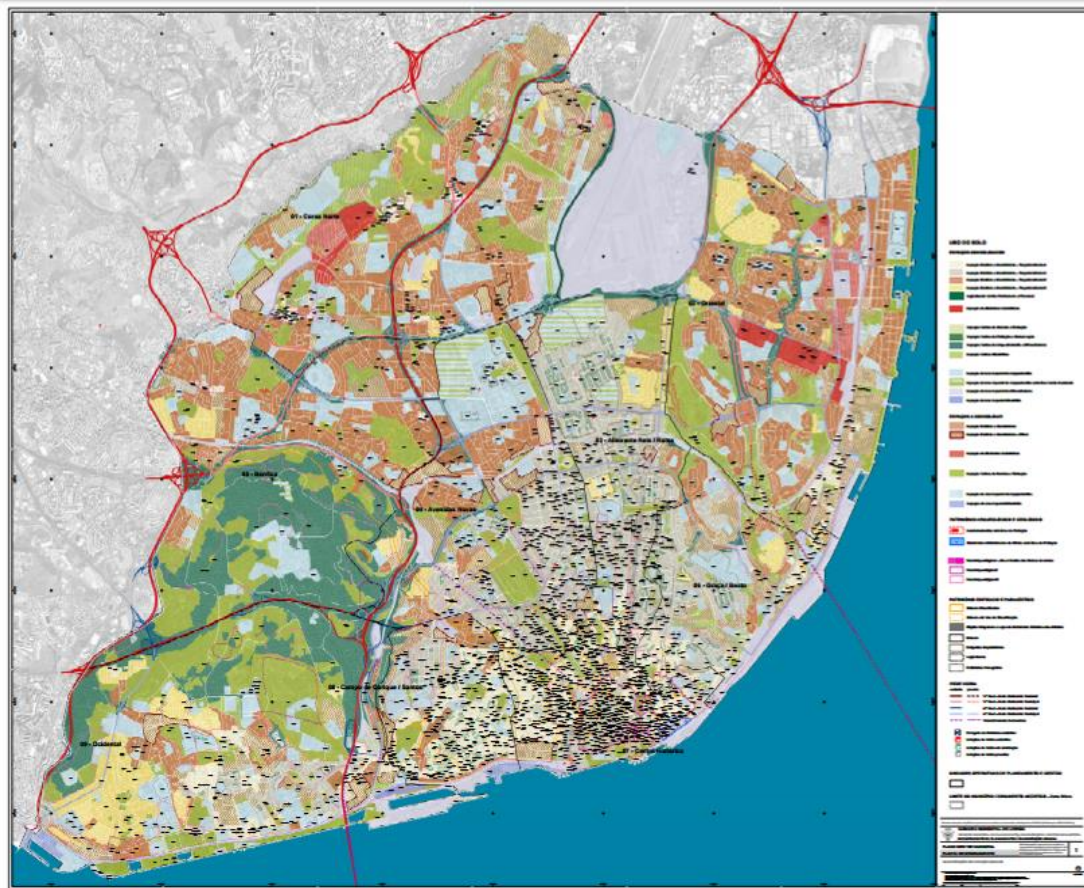


Figure 7 - ISOCARP awarded, Lisbon Master Plan (2013)

The Green Structure and Energy Directorate is responsible for environmental strategy, focusing on strategic programs including **green infrastructure** implementation, **energy and water efficiency**, the **biodiversity action plan, climate action** and monitoring and also **bicycle policy**.

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The 1000 ha Lisbon Forest Park is managed by this team including “FSC” certification and:

- environmental dossiers such as the **urban allotment garden** program, **noise** and **pollution control** and the general coordination of public awareness campaigns
- the **Local Energy Agency “Lisboa-e-Nova” (LEN)**, which is the main municipal stakeholder in climate action, including energy and water efficiency, acting as consultant.

There is a close interrelationship between the **Drainage Action Plan** and all the planning tools in the city including green infrastructure which interacts with all “**NBS**” **water design** solutions.

The Urban Waste Directorate is responsible for waste management, including implementation of the **waste strategy** and also manages the municipal **e-fleet**. The results for **waste management** results are extremely positive and showcase growing trends, including **recycled water** which has been used since 2009 for street cleaning.

The Civil Protection and Safety Directorate is acting on hazard control and mobility inspection and monitoring including those affecting **Low Emission Zones**.

The Financial Directorate is working very closely with ITCs, open data and managing a wide range of work areas related to start-ups and **smart-cities** issues and has been working particularly hard on **Green Public Procurement and Environmental** upgrade skills in the municipality with specific future targets.



Figure 8 – Energy Councillors with a Chinese Climate delegation within the framework of EU–IUC program Sep2017



Figure 9 – Lisbon Municipality e-fleet leading by example since 2009

Transport (Bus / Metro / Boats), water, wastewater and waste services include private/public companies. Mobility services such as parking or bike-sharing are based in the municipal Company – EMEL and since February CARRIS (BUS and TRAM company) is now municipality administered.



Figure 10 – Intendente area: Lisbon Municipality has revitalized a social depressed neighbourhood into a vibrant creative area

12C. Future Plans

Lisbon is aiming to become a city with a consistent and coherent environmental strategy adapted to its specific southern European climate conditions.

After decades of car-centred road policy, Lisbon is finally working in one clear direction towards a sustainable city. The Lisbon Government Program 2017-2021 is leading municipal policy as well as the “Lx Europa 2020” strategic document which clearly identifies the main axis of city development, while new mitigation and adaptation goals are enshrined in the New Covenant of Mayors for Climate and Energy and in the Biodiversity Local Action Plan up to 2020. Together these integrate into the Master Plan, providing an inclusive structure with all investment based on efficiency, sustainability and creativity.



Figure 11 – Mayor Fernando Medina addressing his commitment to climate on the framework of a livable city

Lisbon is committed to clear objectives for the coming years. Making Lisbon “one of the greatest cities in the world to live in”, is based on 5 principle axes: “improving quality of life and environment”; fighting exclusion and defending rights”; “strengthening the economy”; “Establishing Lisbon as a Global City” and “Open and participative governance”.

In order to achieve these goals the city has concrete goals for environmental initiatives such as:

- a) Enlarging **Green Corridors targeting 400ha more than 2012**, including enlarging the Forest Park and connecting it to the metropolitan area;



Figure 12 – 5M.EUR “Vale de Alcântara” Green Corridor will utilize recycled Water for irrigation up to 2019(19)

- b) Create a **Municipal Environment Council** to broaden public participation in environmental issues;
- c) Reach the targets of the **Biodiversity Action Plan 2020** including a range of **NBS solutions** to tackle floods, drought and urban heat waves;
- d) Create an online **App GEO GIS for Street Trees** and to **plant 28.000 trees in four years** to sharply reduce the urban heat island effect;
- e) Implementing the **climate change adaptation action plan**, namely the 170M.EUR Drainage Action Plan;
- f) Increase energy efficiency in public lightning including **ESCOs partnerships**;
- g) Targeting **emissions reduction of 80-95 % by 2050**, with the ambition of being nearly **carbon neutral by 2050**;
- h) **Increase local renewable energy production by 20% up to 2020 compared to 2013**, namely with the implementation of the **“Lisbon Solar City”(20)** project;



Figure 13 – “Lisbon Solar City” proposal, one of the ambitious flagships to the near future in Lisbon(20)

- i) Tasking management with the development of a **circular economy in the city water sector** including commitment to **close the urban water cycle** increasing city water efficiency and **achieving a 50% reusable water target by 2020** in alignment with Lisbon Urban Water Agenda 2030 targets;
- j) Create “**EcoLisboa**” App (application for smartphones that give information to citizens about public waste subcontainers) and to conclude the implementation of the **smart urban waste management** in the city;
- k) Create **local neighbourhood councils for the circular economy**, including to implement home composting in residential houses, gated condominiums and green municipal spaces, to create the “**Circular Economy Zero Waste Labs**” and “**Repair Cafés**”(21);
- l) To promote the attraction of talent, innovation and entrepreneurship to “**Beato Creative Hub**”, with nearly 20 buildings **renovating a large brownfield area**, in partnership with “**Startup Lisboa**”(22);
- m) To implement a scheme to connect **local food production with the recently renovated local fresh markets**;
- n) To promote a **Green Public Procurement strategy(23)** in the municipal services by 2019 and submit an **EMAS** application before 2020;
- o) Continuing the rate of **building renovation** in order to take advantage of a **more compact city** whose infrastructure is mostly already in place, making it an **energy efficiency investment** mitigating congestion, reducing commuting distances and providing the space for the development of an effective transport system.
- p) To enlarge the scope of the “**low emission zone**” and roll out fleet renewal with **100 new electric vehicles**;



Figure 14 – “This BUS is an e-bus!” a new energy paradigm in the city (January 2017)

- q) Continue reducing **cars within the public space renovation** in the framework of “One square in each neighbourhood” program;
- r) Implementation of a **renewed transport system** based on the recent municipal control of the BUS company and the full implementation of the **1400 e-bike-sharing scheme started in 2017(24)** over a complete **cycle path network by 2020** as well as on continuing development of subway network;
- s) Promoting **inclusive mobility for elderly and disabled** in the **hilly part of the city**, rolling out the construction of public **elevators(25)**;



Figure 15 – Public lifts are being installed in the hilly area increasing inclusive mobility, particularly for elderly people

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- t) Defend a “quiet city”, applying neighbourhood traffic rerouting and implementing **green courtyards with traffic calming measures** and public space revitalization;
- u) To broaden the “Participatory Budget” process as one of the most successful projects so far in Europe, facilitating even more submissions of proposals;
- v) To nurture the efforts of **municipal transparency** as a basic tool for progress and sustainability;

Lisbon aims to be a “Smarter city” but intends to stress that in any project “green” must come before “smart” in a more socially sustainable city where public participation is scaled up to include the enhancement of partnerships with Local District Governments, making for a more transparent and accountable administration.

12D. References

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