EUROPE 2030

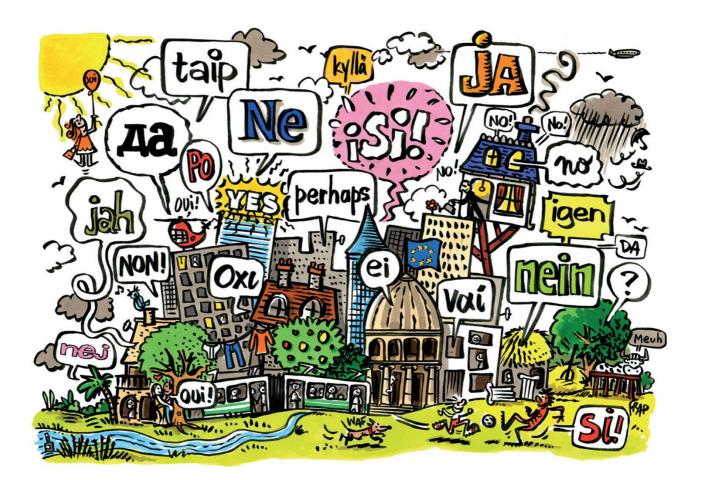## Les territoires prennent la parole
Local leaders speak out

Summary of contributions

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L'Europe locale & régionale

EUROPE 2030

Local leaders speak out

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FOREWORD

A local and regional ambition for Europe

Stefano BONACCINI, CEMR President

"The European Community constitutes the most extraordinary political adventure of the human mind"[1].

In this period of doubts, we should always remember that Europe, our Europe, was founded on the ashes of two World Wars by visionary people who foresaw that only a united Europe could build a long-lasting peace, and bring social progress and well-being to the citizens of our continent.

Among those visionary women and men, Mayors and local leaders played a decisive role when creating, in 1951, the Council of European Municipalities, thus answering the call of Jean Monnet and Robert Schuman[2]. As men and women of action, they joined the movement of unifying Europe, showing the way forward to the heads of government.

As a signal of what Europe should become, a "union of people rather than a coalition of nation states"[3], they adopted as a first symbolic position: "the European Charter for Local Liberties" calling for the empowerment of local government in the future Europe.

It is this spirit of "avant-garde" that CEMR seeks to revive by inviting local and regional leaders to re-invent the Europe we hope for. A stronger Europe, more cohesive, more integrated, more open to the world. A Europe that can answer the challenges of our time.

Local and regional leaders are always at the forefront of challenges, dealing with basic public services, hosting the ones in need, welcoming refugees and migrants, adapting their cities to climate change, organising the life of their community with the support of citizens. In their daily work, they cannot afford not to be pragmatic and find solutions for any issue the states cannot solve. This is why they understand and realise the importance of being united and join forces to build a better future for the next generations.

That said, Europe needs to change, and so does our discourse towards the European project: we can't afford to be either euro-enthusiasts or euro-sceptics. We are Europeans, and our children need us to be conscious of our responsibilities. Our predecessors had a dream. Let's live up to their expectations. Especially today, when it is so difficult to explain, to convince, to awaken the feeling amongst our fellow citizens that a united Europe is the way forward.

Proud Europeans, we aim to be pioneers in mobilising all actors to build a new Europe. CEMR is the voice of the closest level of government to the citizens, the voice of all local and regional governments in Europe, the voice of their representative associations.

We are eager to support this avant-garde spirit!

May this book encourage all European leaders to trust in the wisdom of grass root engaged citizens, to build a brighter future for us all, and for the world!

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[1] (1962) in Altiero Spinelli et Jean Monnet de Maria Grazia Melchionni, Les cahiers rouges, Centre de recherches européennes, Lausanne, 1993, p.14.
[2] Call of 9th of May 1950, The Schuman Declaration, Robert Schuman.
[3] Speech by Jean Monnet at the National Press Club, Washington DC, USA, 30th April 1952.

INTRODUCTION

Europe will be what we make of it

Frédéric VALLIER, CEMR Secretary General

"And from the union of liberties in fraternity of the peoples will arise the sympathy of souls, the seed of this immense future wherein the universal life will begin for mankind that we shall call the peace of Europe.[4]"

No one can say what our continent will become in the coming years. Institutional and political hurdles, Brexit, military conflicts at our doors and even within our continent, terrorist attacks, climate change, economic shocks, the refugee crisis, social tensions and rising radicalism, nationalism and populism... Where is "the sympathy of souls"?

The impression, shown in the media, is that of an impending disaster, of downfall, of a historical turning point for our society. Should we surrender to these threats or should we face them together to build a better society? Today, faced with the risk of disintegration, a new phase of European construction seems to be opening up with the arrival of new leaders and the strong desire of some leaders to re-examine the European project by launching democratic citizens' conventions[5]. As far as we are concerned, at the Council of European Municipalities and Regions (CEMR), our belief is that all these challenges can be turned into opportunities if we stand as one.

Three years ago, following a conference in Rome on European Citizenship, acknowledging that citizens were more and more doubtful about the European project, the CEMR decided to launch a visionary initiative on the future of Europe. This project was conducted both internally, as a contribution of our organisation on the debate about the future of Europe and openly, with a call for contributions to mayors, local leaders, young people engaged in public life and CEMR's friends and followers. The success of this exercise led us to receive a great number of contributions from all parts of Europe with many different views and ideas to revive the European project, and build a vision of Europe that mayors and local and regional leaders would like to see in the future.

In April 2016, the CEMR Congress took place in Nicosia and this was an opportunity to foster this initiative. More than 600 councillors, mayors, experts and representatives of local and regional governments had come together to discuss their vision of Europe in 2030. Following these valuable exchanges, we enhanced our project not only by using interviews of elected officials, but also of various personalities, artists and young people engaged in public life, in order to publish a collection of proposals from cities, regions and citizens to recreate a Europe that can con-front its present challenges. The hurdles are numerous, but all contributions come as a wish to build a more cohesive, more responsive Europe. A Europe that will have a more open ear for its citizens, as well as for those who represent them on the ground: the mayors and councillors of their towns, cities and regions.

"Europe" is understood within the meaning of "continental Europe", thus going beyond the confines of the European Union; it has a destiny that is shared by all Europeans. The Union has played, is playing and will obviously play a major role in the development of Europe and that is why many passages of the vision are rooted in the reality of European institutions, policies and programmes.
Its geographic impact is, already today, larger than the scope of the 28 Member States. Our ambition is to question, beyond the institutions, our Europe: a Europe with values that unite

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[4] Victor Hugo, Choses vues, 1846.
[5] Proposal of the President of the French Republic, Emmanuel Macron in his speech on Europe, University of the Sorbonne, Paris, 26th September 2017.

us. A Europe, home to the peace we cherish as a legacy of our predecessors. A Europe where we can share our ambitions, to give to our children a world with more justice, care, openness and respect for differences. A Europe of unity in diversity: for us, this is more than a motto, it is a driver for our action and our commitment.

"How do you see Europe in 2030?" Some see it realistically, others are more daring, but all contributors responded: local and regional, inherently global, modern and progressive.

This collection can be viewed as a plea for governing in partnership: meeting the future together smart and democratic governance: going digital and for getting to work: people as drivers for growth. The first two parts are interconnected, setting out conditions that are vital for a Europe in 2030 defined by local and regional governments tailored to citizens' expectations. The third part has been drafted thematically, on the basis of the top priorities to be addressed, in the face of society's present and future challenges.

We deliver this work as a contribution to the debate on the future of Europe initiated by President Juncker and as a testimony given to the next generations. The texts were all drafted by their authors under their own responsibility: the synthesis as well as the contributions do not bind CEMR as an organisation. We adopted our own position on the future of Europe, which is included in the book, as well a summary of a debate organised in Maastricht in December 2016 on the occasion of the 25th anniversary of the Treaty establishing the European Union.

We hope these contributions will inspire those who are in charge of the European project with good pragmatic ideas and sometimes utopic, forward looking ones… To the new generations, Valéry Giscard d'Estaing, President Emeritus of CEMR, sends a message: "Prenez le pouvoir !"[6] he says. I hope this book will encourage the young generation to do so.

CEMR has coordinated this work with its members, national associations of local and regional government of 41 countries, with the support of partner organisations such as the Congress of Local and Regional Authorities of the Council of Europe and the Committee of the Regions of the European Union as well as members of sister organisations representing European cities, regions and local governments.

We call on all those who doubt or are critical of Europe as it is, to undertake a similar task, to not yield to the temptation of abandonment or withdrawal. Europe will be what we make of it. Let's choose to make it a place of invention of a new continental democracy, rooted in local and regional governments invested and mobilised to accompany common policies for sustainable development.

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[6] Postword, p. 363.

Betting on sustainable economic – and human development
Local governments committed more than ever
An amplified use of European financing and projects

Conclusion: **A renewed European model with engaged local and regional governments, open to the challenges the world has to face,**
Frédéric Vallier

Postword: The power is there for the taking,
Valéry Giscard d'Estaing

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GOVERNING IN PARTNERSHIP: MEETING THE FUTURE TOGETHER

Questioning the role of Nation-States

The growing globalisation of our economies, financial markets, communications, cultures, etc. has engendered risks on a scale never before experienced that the national governments cannot counter alone: climate imbalance, terrorism, the instability of the financial markets, migratory pressures as well as increased poverty that transcend national borders. "We can no longer rely on traditional business models nor our governance systems in towns and regions. We are not able to adapt our systems at those speeds, this is why we need to ensure that our governance frameworks and legal systems are flexible enough to support new business development[7]."

Given these challenges, what should the role of each level of responsibility, of the municipalities, of the regions and of the Nation-States be in our reinvented Europe in 2030? At a time when, more than ever, challenges faced at local level are no longer the result of national circumstances but global ones, will the Nation-States still be able to justify their legitimacy to organise our societies as the political echelon? "We believe that we still live in the world of yesteryear; sometime between the end of the XIXth century and the beginning of the XXth, a time when Nation-States set the tone[8]."

Today, the interests of the Nation-States govern all of the decisions of the European Union. They have even transformed our vision of Europe into a passive area of disagreement and longwinded compromises. Yet, continuing to splinter policy in order to satisfy each national viewpoint threatens to doom all future European policy to failure. The stakes are no longer merely national; they are global and they are local. Already more than once, the local level has proven to be more ambitious than the national governments when it comes to managing risks that are globalised. For example, while the national Parliament of the Netherlands debated the most effective way to receive around 2000 refugees, local governments had to host tens of thousands of refugees[9]. In the fight against climate change, the 7500 local governments involved in the Covenant of Mayors for Climate took already from 2008 stronger commitments for 2020 than their States or the European Union. In the United States, major US cities have pledged to respect the Paris Agreement, following their President's statement that the US will withdraw.

In Europe, the re-enchantment of the European project for the citizens would first require rallying European local and regional governments around a larger common destiny. "Despite what is sometimes heard, States alone will not be able to solve the great challenges we are facing. To meet these challenges, we need both Europe and metropolises as complementary levels[10]." By continually sharing knowledge and expertise, by always taking part in the decision-making process at all territorial levels, and by highlighting innovative initiatives, local and regional governments are and will remain the key actors for rebuilding trust in the European project. "…The European Union, as much as local and regional governments, has a shared interest in establishing an ambitious project that responds to the social, economic and environ-mental challenges on the continent and beyond[11]."

However, the Europe 2030 in which we want to live can only come about by updating the model of governance to a better one based on partnership, more democratic, and built on solidarity. The challenges facing Europe in 2030, like the ones today, cannot be addressed

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[7] Ahmed Aboutaleb, p. 180.
[8] Guy Verhofstadt, Le Mal européen (Europe's Disease), Plon, 2016.
[9] Marien den Boer, extract from an interview.
[10] André Sobczak, p. 18.
[11] Philippe Laurent, p. 98.

by isolated actors. It is only by strengthening cooperation among citizens, cities, regions and states that Europe will manage to face up to the principal challenges that lie in wait. "Good governance must comply with the principles of effectiveness, transparency, accountability, legitimacy, policy coherence, sustainability and subsidiarity. I hope the European institutions will become less bureaucratic and more flexible when reacting to major global challenges[12]."

Our Europe 2030 will therefore be the home of a new governance through partnership, the linchpin for living together and European cohesion. It will first witness the organisation of a strengthened local governance. It will then guarantee resources to support local public action through the development of an ambitious local finance reform. Finally, it will guide the European institutions – the bodies responsible for the current and future embodiment of the European project – regarding their need to adapt to respond to the demands of European citizens. "The younger generation knows that Europe will have a future that is postnational… or no future at all[13]."

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[12] Tanya Hristova, p. 348.
[13] Guy Verhofstadt, Le Mal européen (Europe's Disease), Plon, 2016.

STRENGTHENED LOCAL GOVERNANCE

"Cities are international conduits for the passage of trade, commerce and labour. It is in cities that social cohesion is most evident and where high concentrations of diverse nationalities means that intercultural cooperation has to succeed. As such, the future of Europe is heavily dependent on the success of its cities[14]." Updating a governance in partnership system to one that is coherent and efficient at European level first requires change in local governance.

"More than 60% of the decisions taken by towns and regions are influenced by European legislations, and almost 70% of the public sector investments in Europe comes from local and regional governments. This shows the key role of local and regional governments for Europe's economy and for its citizens[15]."

"It is therefore inevitable to consider and strengthen the principle of subsidiarity and to assign more responsibility to the local level which is the direct link between Europe and its citizens[16]."

In this Europe 2030 of ours, there will be true decentralisation throughout the continent, good governance embraced by all, and quality public services for all.

True decentralisation throughout the continent

We would first like to stress, using a single voice, the need for the national and European bodies to more seriously recognise the impact of local actions on the well-being of citizens[17]. In our
Europe 2030, this reality will be valued and taken into consideration in all legislative and policy decision-making.

"I hope that all cities in Europe 2030 will be able to create social and friendly solutions for human development connected with economic growth. As local, regional and national representatives, we will design and implement in the framework of the EU the tools to achieve these goals[18]."

The competencies and missions of local and regional government will be strengthened as part of a wider role in European governance that is recognised by the European Treaties. Beyond the European Union's borders, it is the application of the principles of the European Charter on Local Self-Government[19] and the strengthening roles of the Congress of Local and Regional
Authorities of the Council of Europe and of the Council of European Municipalities and Regions that will confer new responsibilities upon European local and regional governments in view of promoting coherent decentralisation at the continental level.

As a matter of fact, in 2030, the countries that are the most centralised will have implemented decentralisation reforms[20]. This trend will consist of shifts in competences and powers between the central state and local governments as well as shifts in competences between the European Union and regional governments[21]. The current propensity to recentralise will have been stemmed[22].

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[14] Daniël Termont, p. 172.
[15] Tanya Hristova, p. 348.
[16] Rainer Haas, p. 38.
[17] In all the contributions.
[18] Hanna Zdanowska, p. 110.
[19] https://rm.coe.int/168007a088.
[20] Alina Tatarenko, p. 47
[21] Nicolas Efstathiou, p. 91.
[22] Andreas Kiefer, p. 207.

All policy and legislative proposals put forward by national and European authorities will be officially examined by the national associations[23] representing local and regional governments, in application of the principle of subsidiarity and the principle of proportionality.

To carry out these new decentralisation reforms, work will be conducted by a convention bringing together representatives from all spheres of responsibility and recognised experts to study what the most appropriate level of responsibility of each public policy is. This work will lead to the harmonisation of institutional models in the European Union and define uninhibitedly the scope of States and the European Union in relation to local governments, while taking into account the diversity of existing models.

When a public policy will be decentralised or transferred from one level of government to another, resources related to this public policy will also be transferred with the exact amount and will be removed from the budget of the transferring community. Too often, decentralisation measures were an opportunity for states to discharge a public policy without transferring the resources. Ultimately, this leads to a higher tax burden on households. There can be no transfer of competences without transfer of related own resources[24].

"I think that in 2030 we will have more decentralisation and more independent municipalities. Local self-governments will be more important thanks to more financial means, more capacities for municipalities to have their own resources[25]."

Good governance embraced by all

All across the Europe of 2030, the European Charter on Local Self-Government, the Twelve Principles of Good Governance and the capacity-building tools developed by the Centre of Expertise of the Council of Europe will be used by local governments as guidance for all public action[26]; and the European Charter on Local Self-Government will be embedded in law: "Local governments must become autonomous, allowed to manage a substantial share of public affairs and have full and exclusive responsibilities. (…) The European Charter of Local Self-Government sets the framework of Local and Regional Governments' role and underlines their contribution to a democratic Europe with decentralised powers. Our aim for 2030 should be to truly implement its provisions. This can only be achieved if the Charter is embedded in domestic law, where it will have a legal force and a direct application[27]."

Local and regional governments will have proven to the States and the citizens their ability to manage public services in a clear and efficient manner. Both national administrations and citizens will have more confidence and trust in local public action[28].

There are already a number of initiatives of note today headed in this direction, such as the adoption of the Basque Local Institutions Act for instance, which applies the principles of good administration, responsibility and local self-government[29].
This will also make public action more readable. One of the challenges in governance is related to the simplification and coherence of public action. The opinion polls show that citizens are increasingly unaware of the responsibilities of different authorities. Beyond the

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[23] Imanol Landa, p. 234.
[24] See below "Reformed local finance", p. 69.
[25] Davit Narmania, p. 73.
[26] Alina Tatarenko: "a portfolio of tools and practical programmes for capacity building and training inspired by best practices from all over Europe is available from the Centre of Expertise. About 20 toolkits provide national and local governments with very concrete ways of improving their practices in essential areas of multi-level governance such as finances, leadership, inter-municipal, cross-border, and city-to-city cooperation. Upon request, the Centre of Expertise can help partners adapt and implement these tools."
[27] Constantinos Yiorkadjis, p. 51.
[28] Alina Tatarenko, p. 47.
[29] Imanol Landa, p. 234.

lack of civic education that would allow citizens to better understand the democratic issues of public action, the superposition of local governments and the dilution of responsibilities do not allow citizens to understand who to turn to in a simple way.

That being said, the subsidiarity principle should apply everywhere and ensure that the authority the most able to conduct a policy is the one that is in charge. In our Europe 2030, citizens will know instinctively what competences are those of their town, province, region, state and of the European Union, to be able to better judge the policies implemented by their elected representatives.

Young people say it themselves: "My vision of Europe in 2030 is one of deeper, stronger cooperation with governments and institutions on issues such as a common currency, defence, roads and rural development but less interference from the EU in non-essential matters that make citizens question its meaningfulness. I would also like to see more power and resources moved from the national level to the regional and local level. More local self-rule for enhanced participation and direct democracy combined with cooperation across Europe to create a common but multifaceted identity as Europeans. Many smaller regions under a stronger EU would be more flexible and better for inhabitants than the current emphasis on nations and subsequent nationalism[30]."

Good governance tools will enable all local and regional governments to play their full role and to be considered as equal partners of the central state and the European institutions. Today, we are witnessing the beginnings of such a partnership thanks to the European Urban Agenda. "Together with the European Commission, the European Parliament and many other important European stakeholders, we are currently trying out a new governance model for urban issues. For the first time in 20 years, the so called Urban Agenda for the EU provides a chance to define the most urgent fields of action, make specific proposals, and bring ideas to the attention of the European lawmakers. I plead for this new policy format to be given a realistic chance. (…)The current EU Urban Agenda provides a valuable opportunity to give a new model of European governance and to give co-operation a fair try[31]."

Quality public services for all

"… so that a citizen in Cyprus may expect from its local government the same standards and effectiveness as a citizen in Sweden[32]."

Public services, particularly local and regional ones, are an essential element of the European social model that has yet to be constructed, especially for the populations in difficulty, who are also the most likely to reject the European project. Public services are now acknowledged in the European Treaties as "common values" of the European Union and for their role in achieving the objectives of economic, social and territorial cohesion[33].

In 2030, widespread territorial reforms will have been introduced in all of Europe to ensure that the management of each public service corresponds to the appropriate territorial level of governance[34].

The effectiveness and quality of public services will be guaranteed by an increased reliance on inter-municipal cooperation[35] and by the joint management of local public services, allowing for significant cost savings as well as greater diversity in the services on offer.

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[30] Gabriel Gustafsson Hall, p. 53.
[31] Dr Michael Häupl, p. 45.
[32] Nicolas Efstathiou, p. 91.
[33] Philippe Laurent, p. 98.
[34] Vítor Proença, p. 56.

A growing number of horizontal partnerships with civil society and/or business will be implemented by local governments in view of encouraging different approaches in public actions and promoting innovation[36].

This enhanced decentralisation will be characterised by balanced transfers of power. It will also be accompanied by the necessary means for their application, via the allocation of resources. This can only occur after a wide-reaching reform of public finances has taken place.

REFORMED LOCAL FINANCE

"(In my Europe 2030), the principle of subsidiarity for local self-government will be recognised in all European countries, and local governments will execute their tasks financed with their own tax resources[37]."

In this Europe 2030 of ours, we call for greater financial autonomy for all European municipalities and regions, secured by a widespread use of innovative financing by local governments, tailor-made fiscal decentralisation and a Eurozone with optimised financial rules.

A widespread use of innovative financing by local governments

In 2030, sub-national governments and their partners will have been awarded leadership of the debate on the financing of urban development within the different forums for negotiations, particularly international.

Many actions already augur such a positive development: "For the first time here in Tbilisi we have got EBRD (European Bank for Reconstruction and Development) funds for our transportation system, to buy new CNG buses. We use external Funds for road infrastructure, reconstruction and renovation projects. We also borrow money from local private banks but these are purely financial transactions. As you can see we are trying to diversify our resources[38]."

In 2030, local governments will have the capacity to access, mobilise, raise and (co-)manage the funds necessary at local, national and international level to carry out multi-purpose infrastructure and participatory governance projects. Private local savings will in large part be structured, mobilised and channelled to contribute to the development of the local economy, the creation of long-term jobs and produce positive impacts on society. As a whole, the local economy will be characterised by social considerations, inclusiveness and solidarity.
Responsible coalitions of investors will enable the rise of decentralised and income-generating housing cooperatives and renewable energies run by citizens[39].

Local and regional authorities will strengthen themselves in particular in the social field, by initiating new programmes and projects, using European resources available within the framework of regional development policies[40].

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[35] Alina Tatarenko, p. 47.
[36] Konrad von Ritter, p. 357.
[37] Christiane Overmans, p. 80.
[38] Davit Narmania, p. 73.
[39] Jean-François Habeau, p. 102.
[40] Mariana Gâju, p. 76.

In 2030, local and regional governments will make extensive use of new flexible financing instruments that adopt a partnership approach with civil society and private enterprises, while still evaluating the risks involved.

For example, financing models based on the participation of citizens like crowdfunding and cooperatives, or on the mobilisation and attraction of private investors, on revolving loans, on municipal green bonds – all of which have already proven their worth but which are not yet widespread in Europe – will become much more prevalent, largely as a result of European projects like CITYnvest[41].

There are already many tangible signs of this sort of development. Dynamics at work in Europe are calling for a re-examination of widely accepted tenets in order to innovate. For example, there are initiatives examining how to adapt lending to a territorial context, based on strengthened collaboration. The Île-de-France region is innovating through loans that are socially and ecologically responsible and Swedish municipalities have created an agency financed by and for local governments: Kommunivest. The London Green Fund mobilises private capital for sustainable territorial development[42].

Other examples focus on cost reduction, investment, value for money in managing public resources and therefore planning. It is a measure that is highly recommended for financing urban and regional mobility: planning transport development ahead of time using a sufficiently stable and transparent urban development plan encourages private sector participation, creates value and allows for the increase in value to be recovered. In Copenhagen, a harbour area is undergoing redevelopment and the income generated is to be reinvested in a metro line. In Tokyo, a metro line was designed with the urban growth along rail corridors in mind, which has resulted in retail businesses and property income. Only 17% of its income comes from the ticketing system[43].

Tailor-made fiscal decentralisation

To guarantee the principle of local self-government, we call for the gradual elimination of loans and subsidies granted by the national governments[44]; they are to be replaced with true fiscal decentralisation and local financial independence.

This independence will be accompanied by complete transparency and clear indications of what part constitutes taxes and what part is for citizen services financed by the tax, and all revenue will be used to ensure the efficiency of the service provided.

In addition, and to counteract the risk of excessive competition, new sources of revenue will come from taxes that are shared, and therefore redistributed by the central state, to exclusively and explicitly finance areas recognised as having shared jurisdiction, such as the development of infrastructure, public services of general interest and the revitalisation of less-favoured areas and sensitive urban neighbourhoods[45].

This will be accompanied by the adoption and legalisation of a European Charter of Local Financial Autonomy: "Supranational or even constitutional (and therefore national) mandatory rules that govern the distribution of revenue between the state and local governments, boosted by specific percentages or clear and fixed rules of calculation"; the State will therefore be held financially responsible in relation to the local and regional governments, in order to avoid any recentralisation of certain local powers "which is in no

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[41] Elise Steyaert, p. 83.
[42] In FMDV, Resolutions Europe: Local innovations to finance cities and regions, 2014.
[43] In OECD, Highlights of the International Transport Forum, 2013.
[44] Nicolas Efstathiou, p. 91.
[45] Ibid.

way a solution, but a symptom of an inadequate transfer of state financial resources to these same local governments to exercise these powers, and therefore an absence of a fair and equitable division of national resources between the state and local governments[46]."

This reform will be the driving force of an economic recovery and growth the likes of which Europe has not seen since the industrial revolution. Studies in fact show the contribution of decentralisation, fiscal in particular, to the economic growth of the territorial, and therefore national and European levels that is due, along with other factors, to taxpayers' regard for the local level and their being able to see first-hand the impact that paying taxes has on their day-to-day lives[47].

A Eurozone with optimised financial rules

Local and regional governments from the euro zone will have greater influence over the rules and financial instruments established at European level on government deficit, public debt and accounting standards linked to the Stability and Growth Pact (SGP), the Treaty on Stability, Coordination and Governance (TSCG), and the European accounting standards (SEC 2010).[48]

These rules, which were necessary and perhaps appropriate when they were adopted, today have a negative impact on local public investment insofar as they lump together, without making any distinction, recurring operational expenditure with investment expenditure, which contributes to the development of growth, employment and drawing power on a long-term basis[49].

It is crucial that the investment expenditure borne by local and regional governments not be taken into account in application of the Stability Pact, as is the case with the co-financing provided by Member States under the investment plan (Juncker Plan), and that these types of measures be broadened to include the investment expenditure of local and regional governments[50].

In 2030, while gaining in flexibility, these standards will still fit a common framework to guarantee coherence and a uniformity of organisation in all European local and regional governments, for the purposes of ensuring stability and economic and monetary growth; however, they will have lost their excessive bureaucracy. The financial standards will be more suited to local conditions and realities.

And in 2030, local governments from the countries concerned will have acquired the right to directly participate in the management of European funds[51].

By making local, regional and national responsibilities more coherent as a whole at European level, by allocating the necessary and appropriate means to each level of governance, governance in partnership will only come out stronger and more valuable in terms of restoring trust in the European project. However, in order to regain the citizens' full trust, the European institutions' current organisational structure will also need to be revised.

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[46] Stéphane Guérard, p. 212.
[47] Benedikt Herrmann, p. 94.
[48] Philippe Laurent, p. 98.
[49] Ibid.
[50] Ibid.
[51] Jean-François Habeau, p. 102.

EUROPEAN INSTITUTIONS FIT FOR PURPOSE

"Europe and the EU can and must again find the means for their ambitions and be stronger in the face of the American and Chinese giants. We have all the necessary means but we need to be together, make a coalition. (…) We do not need less Europe, we need more Europe, the one we will leave to our children as a legacy in order for them to benefit of more freedom and more rights: the freedom of living, of travelling, of living together with other European citizens who have made the same choice, who share the same project and convictions. The battle will be won when each of us will consider him or herself as a European, without feeling the loss of her or his own identity[52]."

"Political institutions are like man himself: they are perishable. Denying this fact will inevitably cause harm to Europe[53]". In 2030, the structure and significance of the European institutions will guarantee the development of a Europe that is stronger, more democratic and united. How should we reinvent them to ensure our vision?

In this Europe 2030 of ours, European action will put citizens first, EU institutions will be reformed, with more consistent policies.

Citizens first

In 2030, more European events will be organised in territories throughout Europe to allow European authorities to meet and engage with citizens on public policy issues and to directly communicate with them on the European Union's work.

The European Urban Agenda, also mentioned above, is already a positive sign that goes in this direction.[54] "(…) the Urban Agenda (…) is a major step forward for the involvement of (cities) in the governance of the European Union. (It's an) opportunity to bring the EU closer to citizens who for the most part live in cities[55]".

Both national authorities and local/regional ones will systematically highlight – and not only those with the inclusion of a barely visible logo – the projects that have been made possible by the
European Union and European funding[56], in order to increase the visibility of concrete EU actions, whether in the member countries, the neighbouring candidate or partner countries.

"The EU brought to Poland new perspectives and opportunities for sustainable development; it was and still is the chance for Lódz to become a new City by realising European social and infrastructure projects. In Lódz, this extremely crucial process is bringing former industrial areas back to life, introducing new functionalities, and revitalizing the City centre[57]."

This is a highly obvious role that local and regional governments can play concerning the image of the European Union, which can be enhanced using positive language and by identifying the day-to-day benefits that Union membership brings to citizens. During the debate organised by CEMR in December 2016 on the occasion of the 25th anniversary of the Treaty of Maastricht, "a prominent example was provided by a small city in the semi-rural part of England that had passed from a state of survival to thriving, thanks to European funds. The local elected officials didn't hide this fact. On the contrary, they made a point to

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[52] Damien Carême, p. 87.
[53] Guy Verhofstadt, Le Mal européen (Europe's Disease), Plon, 2016.
[54] Daniël Termont, p. 172.
[55] André Sobczak, p. 18.
[56] Carmen Kiefer, p. 35.
[57] Hanna Zdanowska, p. 110.

emphasise how much the city owed the EU, and the result was that the inhabitants, isolated in a pro-BREXIT zone, voted in force to stay within the EU[58]".

Many examples today are to be developed for tomorrow: "At the local level, we wish to better communicate the fact that exchanges with other European cities can help everybody to go faster and further with their own projects. To this end, we rely on the various and particularly numerous and dynamic European associations in Nantes, that we will bring together in a Pole Europe at the heart of our metropolis and open to citizens[59]."

Better communication about the EU is also the responsibility of the political parties, which bear, among other things, the burden of the trust deficit of the citizens towards the elected individuals.
National political parties should do more, and better, to communicate about EU public policies, ensure the visibility of elected representatives at EU level, and give more importance to their European parties. "For when things are only viewed from a national perspective and that this perspective is reinforced by the media, mutual understanding is weakened and it becomes easy to lose sight of the bigger picture[60]".

In addition young people are often seen as our future, our hope and targeted communication will address them directly. "Today going abroad to work or to study is taken for granted by young people; they do not think about the link with the EU or that this possibility is thanks to the EU. This is a problem. Maybe they have a picture of a huge administration in Brussels, but I think they do not know and do not see the positive effects of the EU on their own life[61]".

That said, some are aware of the positive effects of the EU, thanks to European mobility, and especially to the ERASMUS programme (mentioned by practically all the young contributors to this collection): "While studying in London and working in Spain, I could meet people from all around Europe and all around the world and I could understand that, even if many diversities exist, Europeans have a lot in common, centuries of common history that have led us here, and we have a lot to share and to learn from each other. Now I feel that being European is as much a part of my identity as being Italian[62]".

The intergenerational dialogue will be highlighted: "It would be useful that the older generation transmit to the younger generation their views of the world and help them to achieve their dreams[63]".

The resurgence of the "Europe for Citizens" programme and of twinning ties based not only on encounters, but on projects that improve local public services will have reinforced the EU's positive aspects and shined a light on the instruments, particularly financial ones, that are made available citizens encounters that promote tolerance and diversity.

"We have worked very hard to increase involvement of the population in the decision-making process. We work very actively with NGOs and networks that organise activities to involve the citizens, to inform them, and to consult them on different issues. Our Local government and City Council meetings are open to the population who can thus follow any discussion and decision taken. (…) I would like to invite my colleagues from other cities, and other countries to be active in exchanging their experiences, their practices; I think cooperation is very important for us all if we want to build a better world and better cities for our inhabitants![64]"

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[58] Debate on the future of Europe organised by CEMR, p. 121.
[59] André Sobczak, p. 18.
[60] Andreas Wolter, p. 112.
[61] Lydia Dietrich, p. 116.
[62] Valentina Giro, p. 222.
[63] Alexey Philippoy, p. 119.
[64] Davit Narmania, p. 73.

Reformed institutions

The European Commission's White Paper on the Future of Europe is a useful contribution to start reflecting on next steps. But to truly rethink the way things are done, we have to look beyond the five scenarios proposed in the White Paper[65].

The majority of contributions agree that a European union is absolutely necessary and crucial for the progress of the working and living conditions of European citizens in the context of globalisation. There is no alternative to this major project.

The future of the EU of 2030 and the stability of the entire continent will depend on Europe's ability to be at one and the same time a Europe of strategy and of solidarity. A Europe of strategy is an EU that builds on its achievements and gives a fresh impetus to integration by gearing its decision-making processes to the challenges of the present and to public expectations, becoming more responsive and closer to the people[66].

So, in 2030, the prerogatives and competences of the European Parliament will have been strengthened[67]. The Committee of the Regions will have become a second chamber, representing the territories. Organised according to the Senate model and composed by local and regional elected representatives, elected by their peers, it will participate on an equal footing with the Parliament, defining strategy and European legislation, so that it may weigh in with local realities.

European commissioners will no longer be appointed based on their representativeness of States but on their experience, their competences and the democratic choice of the citizens, so that they might serve a genuine European interest over a national one, and doing so with respect for gender equality and diversity, including the geographical one.

Finally, the European Council will no longer exist, at least not in its current form since the right of veto will have been abolished.

An even more in-depth reform of the European institutions will be underway, with a method of deliberation at the local level throughout Europe, based on the ambition to create a European Republic, to see all European citizens equal before the law, sovereigns[68].

This is the plea of Ulrike Guérot, German political scientist: "I would like to give new life to European cities such as Trieste, Istanbul, Prague. I would like to rethink the structures of Europe through culture because when we speak of cultural identity, it is in the cities and regions (Languedoc, Alsace, Tyrol, Bavaria, Saxony, etc.) that the cultural heritage of Europe can be found; whereas it is nations that often present a narrative of war and peace.

If we want to preserve Europe's cultural heritage, if we want to give an identity to citizens, if we want to have local agoras for the development of participatory democracies, if we want to have a single normative roof enveloping all this, my idea is that we should reestablish a republic of Europe structured around 50 or 55 regions and made up of two Chambers.

The first Chamber would be a directly elected House of Representatives where the voice of each citizen would be taken into account: one person, one vote. This first Chamber would no longer operate according to a proportional voting system like the European Parliament. The

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[65] Daniël Termont, p. 172.
[66] Karl-Heinz Lambertz, p. 130.
[67] Maria Stratigaki, p. 133.
[68] Ulrike Guérot, p. 140.

second Chamber would be formed using a voting system whereby each region would have two Senators.

We would thus have a European Senate, a House of Representatives and we could elect a President through direct universal suffrage[69]."

It is also important to remind and call for the Europe of tomorrow to expand – qualitatively – towards our most demanding neighbours and to see their integration into the European Union as a guarantee of freedom and development: "For 2030, I wish that the European Union will be larger, and that we will be part of it! Being member of the EU would mean to guarantee our people freedom, and being socially independent[70]".

Last but not least, "The EU should have a Constitution which clearly defines the work of the institutions, so that it would be easy to explain what the European Union is[71]."

More consistent policies

In 2030, through procedural and institutional reforms, the European Union will have succeeded in establishing a common foundation for all of its policies in order to anchor together national positions that are still too isolated. Europe will thus be characterised by greater public cohesion that exists beyond any difference of ideology[72], based on more flexibility and acceptance of diversity. The ambition is to find common ground on the objectives while still respecting the freedom to choose the means.

This will be achieved through the development of genuine common policies in the sectors where there is an urgent need for coherence. There are countless examples of non-representation and many contributions have stressed the need for systems to be harmonised at European level with regard to social assistance[73], local finances[74], the right of asylum[75] and immigration[76], as well as the fight against terrorism, which represents absolute evil hiding behind a different face, threatening our democracies[77]. "The EU will have well protected external borders, powerful European Border and Coast Guard and clear and transparent asylum system[78]."

All levels of governance – as well as the relevant actors from the private, commercial, industrial, university and civil society sectors – will be included in the discussions on European and national policies that have an impact on the local level from the conceptual phase through to their implementation and evaluation. The EU will develop a dynamic of real dialogue with its cities, far from a structured dialogue with pre-established questions and empty answers. Organisations like CEMR will play a mediating role on this. In any case, direct contact between citizens and the EU at the local level is very important[79].

"The form of governance to adopt in the future will have to reflect the evolutions of our models of society. In addition to the national models that currently prevail and will continue, two strong trends will have to be combined: a form of a federal model that is developing at

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[69] Ibid.
[70] Davit Narmania, p. 73.
[71] Narcis George Matache, p. 143.
[72] Christiane Overmans, p. 80.
[73] Ibid.
[74] Nicolas Efstathiou, p. 91.
[75] Dr Rainer Haas, p. 38.
[76] Nicolas Efstathiou, p. 91.
[77] Viviane Teitelbaum, p. 304.
[78] Jan Olbrycht, p. 154.
[79] Stefan Schostok, p. 150.

European level and a greater application of the principle of subsidiarity, transferring a substantial part of the competences and political legitimacy at the level closest to citizens[80]."

Ambitious work pertaining to the values of the European project will have been carried out so that economic growth no longer dominates over the Union's objectives of social well-being[81], of such values as the rule of law, adaptability, tolerance and the respect of freedoms. These freedoms, whether of expression, belief or simply to live according to your own choices, were hard-won. Tolerance of differences and diversity is more necessary than ever, a fruit of the fight for the equality of women and of minorities in their great diversity, and a consequence of geopolitical events but also, let us never forget, of Europe's colonial and postcolonial history.

In this respect, inclusive city-to-city cooperation and partnerships between local and regional governments that truly involve their citizens will be essential to foster a "European identity" and facilitating exchanges between peoples.

"I would say freedom is one of the most important values to me, (…) very much underestimated. (…) Freedom as opposed to oppression, freedom as opposed to dependence, freedom as opposed to being restraint. I understand the right to freedom as a tool to make the world a better place. As George Orwell explained, freedom is the right to tell people what they do not want to hear (…). As a youngster interested in politics, I use such right by taking a personal commitment in politics (…). And the European Union should not be a goal by itself, but rather a means to justify the end; to address issues and create policies that are naturally demanded by society[82]."

Finally, a certain adaptability might be the key to living together tomorrow: finding a new path instead of compelling by force; changing together rather than abandoning or trampling convictions; including rather than integrating.

"Respect is important for our political culture; solidarity, friendship, everything arises from our respect to other human beings. We even have to take our opponents seriously and treat them with respect to manage our conflicts successfully and to find compromises[83]."

"When moving to London, I suddenly found myself right in the heart of multiculturalism: this is what really made me appreciate intercultural values. We can all learn from one another, and of course give too. That is how I understood the true importance of my own values and saw how my experiences as a young Hungarian can contribute to bettering our life together. Sometimes we tend to see the preservation of national values as negative, but I believe that in general this has nothing to do with rejecting others' opinions, but with accepting them and creating new common values[84]."

"The EU will develop mechanisms which will create a good environment for young people to live, learn and work in. Mobility of education will be strengthened and simplification of career paths will avoid brain drain from Europe[85]."

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[80] Gudrun Mosler-Törnström, p. 156.
[81] Marien den Boer, extract from an interview.
[82] Laurens van der Sluijs, p. 161.
[83] Anna Jordanova, p. 159.
[84] András Volom, p. 137.
[85] Jan Olbrycht, p. 154.

SMART AND DEMOCRATIC GOVERNANCE: GOING DIGITAL

Calling for change in how to lead

The extraordinary progress in the area of information technologies and telecommunications has already triggered, for the past several decades, major transformations in all areas of social life. The "Internet Galaxy"[86], with its many platforms for interactions and communications, has led to generalised networking. The speed of communication on Twitter, Facebook, and other social networks, but more importantly, the immediacy of information on the Web, instills among the public a new perception regarding how they relate to time, current events and territories.

Very quickly, the governments of the European Union became aware of the importance of taking these innovations into account in terms of their own functioning. The eEurope 2002 and eEurope 2005 Action Plans helped all the Member States to come up with an e-government development strategy. The emergence of an e-government thus seems like a veritable revolution in public administration, introducing a new culture of exchanges with citizens. Access to all of this digital potential – using a forum that is structured and monitored – thus seems like a crucial factor for the strengthening of civic participation in our democracies and for developing a more prosperous and inclusive society, within the Union and beyond.

In order to fully grasp all "the opportunities of digital technology", our Europe 2030 will have succeeded in creating a single market of digital technology, built around Member States, where companies and start-ups (e.g. Spotify) will be able to run a thriving business within the European borders and not feel the need to leave for the United States. The development of information and communication technology is already a central component of our modern economy and is an essential motor for development both at the global and local levels. Our Europe 2030 will have learned how to take advantage of all the opportunities offered by digital technology: creation of new jobs, a more inclusive and democratic society, all of which would extend beyond the European Union.

A fundamental rethinking of our approach to political leadership will have taken place. Indeed, the main obstacle to direct democracy for our society today, given the inability of our representative democracies to respond to the aspirations of citizens, is the ratio between the number of citizens and access to participation. Yet, it would seem that digital technology does away with this barrier. If citizens / residents can, with the help of digitalisation, decide on the form, organisation, budget and selection of public services, if they could express their views on what kind of society they wish to live in, then the role of elected representatives – local and other – would need to adapt accordingly. Tomorrow's leadership requires courage and a strong will to change attitudes in order to create a new political democratic culture in Europe. "We need to guide and not direct, help people go where they decide to go rather than impose a vision[87]."

There is a lot of talk about the lack of trust from citizens towards elected officials, seen as careerists or opportunists. But today already, and in 2030 surely, citizens will hear and risk being more and more receptive to this type of speech: "(politics), that it is a fascinating activity because it is a daily challenge and when you can win this challenge, when you can realise that you have done something positive for the community, then the magic is done[88] !"

The enthusiasm of this young woman responds to the call made by CEMR President Emeritus Valéry Giscard d'Estaing, in the afterword: "Europe must exist. It has a historical,

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[86] Manuel Castells, The Internet Galaxy, Oxford University Press, 2001.
[87] Marien den Boer, extract from an interview.
[88] Eleonora Della Penna, p. 187.

cultural and social past that is highly exceptional, and this is to be acknowledged. Following a more unproductive period, young people must now take their destiny into their own hands to build up a future and give new political prospects to Europe. (…) Today, the power is there for the taking! (…) It is up to the younger generations to grab the reins[89] !"

Daniël Termont, Mayor of Ghent, received the Award of the Second Best Mayor of the world. He insists: "There is a wealth of experience and examples from our cities on new forms of democracy that directly engage our citizens. As cities, we are constantly developing our mechanisms to better listen to and work with our citizens in shaping effective solutions. The EU should be inspired by what is happening in cities and strengthen its own tools for open governance to be able to better reflect citizens' innovations. Politicians and officials at all levels of government need to get out from behind their desks to communicate directly with the citizens[90]."

In 2030, the new leadership approach will therefore optimise the potential of digitalisation. First of all, we will need to meet the challenges of exclusion in the new technologies' sector, in particular through teaching and training (1). Then we will ensure the benefits of local e-government, for example by improving how online public services work (2). Finally, by enhancing the dialogue between elected representatives, the local administration and citizens, we will reignite democracy and establish a true culture of participation and interaction (3). "We need to find new ways of working together so we can make the most of everyone's expertise. Public administrations, citizens, businesses and research institutes: we are all part of the same urban ecosystem and we all have something to offer[91]."

OVERCOMING THE DIGITAL DIVIDE

"Our mission is […] to directly invest in the European society of tomorrow, a society that must be inclusive at any cost. We are convinced that one of the primary means for achieving this is the digitalisation of society[92]." Bringing about a more egalitarian and inclusive European society can only be achieved when the same goods and services have been provided to all European citizens. Accordingly, access to digital technology and the knowledge to properly use these instruments stands out as a priority for 2030.

In this Europe 2030 of ours, there will be Equal Internet access for all Europeans, with education and training to adapt to new technologies, to make digitalisation a decisive factor for integration.

Equal Internet access for all Europeans

In 2030, regional plans for digital technology will have been implemented in all of Europe to reduce imbalances in the development of telecommunication infrastructures and to ensure continual high-capacity digital access even in rural areas, fulfilling the idea behind the European Commission's Communication of having a competitive digital single market[93].

Policies regarding public access to Internet in European countries will be strengthened by offering wireless coverage in all European public spaces, with European Union Member States seemingly leading the way, given the recently stated objective of "Wi-Fi for all Europeans" announced by the President of the European Commission, Jean-Claude Juncker in his State of the Union 2016 address[94].

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[89] Valéry Giscard d'Estaing, p. 363.
[90] Daniël Termont, p. 172.
[91] Ibid.
[92] Sandro Gozi, Erasmus Generation, Plon, 2016.
[93] "Connectivity for a Competitive Digital Single Market - Towards a European Gigabit Society", COM (2016) 587 final, 14.9.2016.
[94] 14 September 2016

In territories without the resources to develop such access, partnerships with private operators will have been established under which a system of vouchers financed by the public authorities would let the public enjoy Internet coverage.

Computers and other digital instruments will become more accessible to low-income households following the launching of a policy to reuse equipment from local and regional governments and the institutions under their management (schools, hospitals, etc.); bearing in mind that there have already been studies showing the importance of having Internet in low-income households, as it has become a necessary expense[95].

STRENGTHENING "SMART GOVERNANCE"

"SMART technologies have enhanced public awareness of rights and therefore have extended the responsibility of local and regional governments through a tangible reflection in the Web 2.0[96]." With administrations' growing use of open data and cutting-edge digital technology, public service as we know it is gradually entering a new era. Following certain gains in efficiency and the simplification of procedures, the demands of those being administered have increased. All of these developments have therefore led to the need to modernise local public action as a whole. Our vision for Europe in 2030 is based on examples that already exist and that show the way that we will, or we would like, the future to be.

Such examples, at European as well as global level, have already been identified thanks to the work of the Uraía exchange platform, on the possibilities offered by SMART technologies to innovate in local public management[97].

In this Europe 2030 of ours, efficient online public services will be the consequences of a shift in the way administrations work, while digital security will be ensured.

Efficient online public services

In 2030, the use of digital technologies by administrations will have fostered increased knowledge of each administrative procedure among citizens through greater accessibility to official and relevant information. This development in the transmission of information will have a direct impact on how quickly administrative formalities are carried out[98].

The widespread use of online procedures to complete administrative formalities in certain sectors has helped to eliminate geographical and time constraints for users and has simplified what needs to be done (through the use of smart forms or allowing users direct access to their administrative files online). However, the option of going paperless will in no way replace the offering of person-to-person services. Instead, it will enhance them by making them more streamlined, accessible and reactive[99].

Administrations' use of open data and new technologies has led to the devising of new public services capable of responding to constituents' new expectations, notably in terms of sustainability. Due to climate change new technologies will be instrumental in transforming our systems to optimize the use of finite resources[100]. At the same time, traditional public

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[95] Laëtitia Roux, "Electronic Administration: A Vector of Quality of Service for the Users?", Informations sociales 2/2010 (no. 158), p. 20-29; www.cairn.info/revue-informations-sociales-2010-2-page-20.htm. (in French only).
[96] Juana López Pagán, p. 227.
[97] www.uraia.org/fr/about-us/uraia-en.
[98] Laëtitia Roux, "Electronic Administration: A Vector of Quality of Service for the Users?", Informations sociales 2/2010 (no. 158), p. 20-29; www.cairn.info/revue-informations-sociales-2010-2-page-20.htm. (in French only).
[99] José Antonio Santano, p. 249.
[100] Raimond Tamm, p. 190.

services will be more adapted to the needs of citizens, in sectors such as education and healthcare, but also transport, urban planning, traffic management and roads. Digitalisation has enormous power that will allow, if used well, the citizen to be more autonomous[101].

"I believe cities – and their citizens – are at the core of the smart city transition. Technology is an important ingredient, of course: we are looking to innovative solutions to better manage our energy and transport systems, manage, process and visualise data and make life easier for all[102]."

In this way, the local administration will have introduced a system of shared data to develop new high value-added economic and social services[103]. "Smart systems do not leave any of the social groups worse off and help people to increase their quality of life[104]."

There are already a number of initiatives of note today headed in this direction, including many that are the result of the European Digital Agenda published by the European Commission. The City of Manchester, for example, overhauled its family data-base system. Prior to the use of open data, a social worker had to make around ten calls and send many emails (to hospitals, schools, legal departments, etc.) in order to get a complete picture of the person for the case they were handling. Now, the local government has an online tool that it developed using open data. In just a few clicks, the social worker has access to a complete history[105].

A shift in the way administrations work

In 2030, interdepartmental communications will have improved, as will have the communication between the different levels of government, thus strengthening governance in partnership.

Public officials will have received specialised training to take into account changes in e-government in their everyday work. The setting up of teleservices will have led to an internal reorganisation with regard to administrative processes, procedures for sharing information, decision-making processes and authority structures, etc. Administrative services will work in an open plan office as a result of the interoperability of technical devices. Yet, this is all part for the course whenever job skills and organisations evolve[106].

"The time has come to simplify internal organisation, methods and administrative procedures, even if it means outsourcing the exercise of local powers to the private sector. (…) Nevertheless, local and regional identities need to be preserved and a place made for participatory local democracy, all while modernising representative local democracy. Indeed, we do not modernise an administration against the good of its agents, just as we do not reform a territory against the good of the population[107]."

Finally, an intrinsic goal of public services, whether they are online or not, and unlike commercial Websites, is to safeguard social justice and/or the public interest. Users are to be viewed as clients in terms of the quality and technical level provided[108], but also as citizens because the quality of a public service also ties in with ethical standards and social justice criteria.

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[101] Martin Andreasson, p. 203.
[102] Daniël Termont, p. 172.
[103] Inspired by the French Government's policy on the opening up of public data: www.gouvernement.fr/en/openness-of-public-data.
[104] Raimond Tamm, p. 190.
[105] Presentation by the City of Manchester at the "Local datavores" event, 13 July 2016, LGA.
[106] Laëtitia Roux, "Electronic Administration: A Vector of Quality of Service for the Users?", Informations sociales 2/2010 (no. 158), p. 20-29; www.cairn.info/revue-informations-sociales-2010-2-page-20.htm. (in French only).
[107] Stéphane Guérard, p. 212.
[108] Nicolas Efstathiou, p. 91.

Guaranteeing digital security

In 2030, local governments will have overhauled their data software to guarantee that the personal data used as part of public service management (in particular online administrative procedures, online candidacies, and the transmission of health or financial data) on Web 2.0 is protected.

The systematic use of digital signing methods will be a prerequisite for the introduction of tele-procedures using a single sign on connection that will grant access after identification to a central portal for all services.

SMART technologies present considerable opportunities for local governments. They can lead to real gains for public services in terms of efficiency and organisation. But there is also a democratic dimension to them. They give local governments the chance to address their citizens and to develop new forms of interaction with those constituents who do not participate much or at all in local political life. A new relationship, one that is more collective and interactive, between the local administration and its constituents, can thus take root on the Internet[109]. Once digital security has been ensured, online citizen participation initiatives will gain in appeal.

By 2030, we will be well on our way towards intelligent and democratic governance, which will focus, allocating relevant resources, in innovative, job-creating areas, "but also in terms of shaping a different model of society, more dynamic and open to continuous change[110]."

EMPOWERING CITIZENS

"Institutional erosion, also at local level, resulting from economic crises affecting European society, requires a call for counter-democracy (in the words of Pierre Rosanvallon) or democracy of appropriation[111]."

The spread of e-government offers new means of expression for citizens. The myriad of Web 2.0 platforms forms the basis of a true e-democracy. However, for this potential to be fully achieved, it must be guaranteed, safeguarded and strengthened at all levels of government. One of local government's major responsibilities in the coming years will be to ensure a better interplay between efficiency and local democracy. Without a balance between these two key principles, local governments, as well as the central governments, will lose all legitimacy. Thus, in 2030, local governments will have established a real synergy of action around these two guiding principles, and as a result, will have built up the public confidence of citizens.

In this Europe 2030 of ours, there will be improved education on citizenship, a strong culture of dialogue and transparency, and use of civic participation as the cornerstone of decision-making.

Improved education on citizenship

In 2030, citizens' participation in local decision-making pro-cesses will have become more than a mere right: for them, it will be a genuine share of responsibility. Subsequently, local governments will need to provide sufficient means to ensure civic participation that is independent and thoughtful. This will undoubtedly involve a bolstering of citizenship education[112].

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[109] Juana López Pagán, p. 227 ; Andreas Kiefer, p. 207.
[110] Valentina Giro, p. 222.
[111] Imanol Landa, p. 234.
[112] Andreas Kiefer, p. 207.

"Young people are not reluctant, they simply do not have the understanding of what it means to be engaged in politics, because they have no examples to follow. Politics today, particularly national, is often about controversy or confrontation. Contents, ideas, speakers that inflame the crowds, no longer exist. We must return to the values that drive us to commit ourselves to do something. (…) I often have meetings in high schools and I realise that there is a great desire to do, to act, which is often lost in everyday life. And then we have to be able to catalyse this desire of doing and to enhance it by giving to young people the tools to emerge: this cannot but start by studying and from culture and comparison[113]."

In 2030, local governments will have developed educational courses on citizenship for kids (thus becoming part of the different stages of schooling) and adults in order to progressively build up a genuine culture of participation. By increasing citizens' awareness of their rights and obligations, this education will become an essential tool in tackling the political disengagement of citizensand in restoring their trust in their local government.

"It has been c. 5 years now since I first visited the European Parliament and heard a really inspirational speech by one MEP. I realised I can myself influence the decision-making and make a difference in my city and in my country[114]."

Local governments will increasingly make use of opportunities for exchange and concertation like the European Local Democracy Week to promote new e-democracy initiatives[115].

"Bringing citizens into decision-making of their cities through an appropriate system based on the smart use of new technologies enhances the feeling of transparency and credibility among the population[116]."

A strong culture of dialogue and transparency

"Collaboration, dialogue and openness will pave the way for a stronger and better future for European cities[117]."

In 2030, local governments will have introduced innovative communication tools (telephone applications, online forums, social networks, etc.) that are well-suited to engaging the public – and youth in particular – in dialogue, keeping them informed and involved in the political process[118].
By following an electronic service open to the public for editorial or informative purposes, citizens will be kept properly informed about decision-makers' points of view as well as different policy options being proposed concerning issues on the municipal agenda, in a timely manner prior to any official decision-making. Consequently, the local decision-making process will become more transparent.

The close dialogue that will characterise relations between local governments and their citizens[119] will help ensure the required integrity and transparency in public servants and officials, thereupon boosting European citizens' confidence in their institutions.

The national associations of local governments will play an important role in promoting transparency and dialogue in the development of local public action, in building the capacity of local governments to adapt and take on this role, as well as in the training of elected

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[113] Eleonora Della Penna, p. 187.
[114] Linda-Riina Paavilainen, p. 238.
[115] Andreas Kiefer, p. 207.
[116] José Antonio Santano, p. 249.
[117] Erion Veliaj, p. 242.
[118] Andreas Kiefer, p. 207.
[119] José Antonio Santano, p. 249.

representatives and civil servants to these new ways of participation and citizen empowerment.

Today, many initiatives of note are already headed in this direction. The Association of Basque Municipalities (EUDEL) adopted a new Local Institutions Act which lays out requirements for local transparency and provides a new impetus for citizen participation.

Civic participation as the cornerstone of decision-making

In 2030, local public action will be built up in a more collective manner. Local governments will no longer be limited to just integrating citizens' complaints and proposals at the end of the decision-making process. They will advocate for the taking into account of citizens' opinions earlier on so as to shape new content[120]. "We need co-creation with the inhabitants of our cities, instead of deciding everything from City Hall allowing the neighbourhood to decide how they would do it[121]."

Local governments will also systematically join the local civic organisations at the political table to introduce greater flexibility into the decision-making process and, more importantly, to better respond to citizens' needs and expectations[122].

A true digital citizenship will have been set up through advancements in e-participation instruments. The goal here will not be to replace direct participation but rather to provide added value to all civic, democratic and participatory processes[123].

There are already a number of initiatives of note today headed in this direction such as the EUDEL publication "Guide to e-Governance", which lists recommendations for enhancing citizen participation through the use of digital and new technologies.

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[120] Juana López Pagán, p. 227.
[121] Ahmed Aboutaleb, p. 180.
[122] Andreas Kiefer, p. 207 ; Juana López Pagán, p. 227.
[123] José Antonio Santano, p. 249

GETTING TO WORK: PEOPLE AS DRIVERS FOR GROWTH

Equality as the first building block of our priorities

Encouraged by this progress, Europe 2030 will be well-equipped to develop and implement an agenda of agreed priorities – economic, social and environmental – mainstreaming equality between citizens, no matter their age, gender, sexual orientation or social and cultural origin, in a cross-cutting manner as an underlying theme. "The assumptions and stereotypes surrounding women and men affect all aspects of our lives, including our social and family life, culture, education, employment, health, politics and public life[124]."
The concrete implementation of gender equality requires incorporating a gender perspective into every policy or public decision and therefore into priorities. It is an essential step towards achieving democratic, social and economic progress in our societies. Many concepts already exist in this regard such as parity democracy, gender budgeting; and practical tools are available for local and regional governments like the European Charter and the Observatory for equality of women and men in local life and indicators to measure its level of implementation.

In our Europe 2030, gender mainstreaming will have been introduced not only in some but in all local and regional governments, and in all sectors. For example, all actions addressing climate change will also emphasise a gender mainstreaming approach[125]. Local and regional governments are the ones best suited to respond to this challenge because of their proximity to inhabitants, but also as employers who are aware of the many women working in the local public sector and as providers of services such as childcare and care for the elderly[126]. In addition to mainstreaming, procedures specifically linked to the promotion and implementation of gender equality will have proliferated.

In our Europe 2030, the European Charter for Equality will be increasingly promoted as the reference document for local public action, by municipalities, regional but also national and European authorities. The latter will also be involved in the promotion as well as financing of the Observatory of the European Charter for equality[127] and specific programmes for its dissemination and capacity-building of elected representatives and civil servants. The signatory local governments will benefit from even more support, increased motivation and the sharing of knowledge and experiences[128]. The signatory cities, or even a specific authority such as the Congress of Local and Regional Authorities of the Council of Europe, will contribute to the monitoring and evaluation of the Charter in particular and to the promotion of gender mainstreaming in general.

In our Europe 2030, public responsibilities will truly be shared and the role of women in local, regional, national and European politics will be recognised as an invaluable contribution to our democracies by providing new perspectives and approaches to power and politics and focusing on the life and well-being of citizens. "Society will no longer be based around patriarchal culture and history; such social constructions and stereotypes will be brought down thanks to comprehensive education and the systematic teaching of the equality of women and men as a fundamental human right[129]."

The three major priorities for 2030 will therefore be devised, adopted and implemented using a gender mainstreaming approach. Why only three major priorities? Because they encompass, in our opinion, the crux of what is already a very busy agenda with the United

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[124] Anders Knape, p. 65.
[125] Ibon Uribe, p. 261.
[126] Anders Knape, p. 65.
[127] Observatory Website: www.charter-equality.eu.
[128] Ibon Uribe, p. 261.
[129] Ibid.

Nations' 17 Sustainable Development Goals (SDG), UNESCO's ambitious 2030 Agenda for Sustainable Development, Habitat III, the Urban Agenda for the EU, etc. 2030 will therefore be the year in which the objectives adopted by the international community as a priority, should be achieved. This universal agenda will shape international, national and local policies in the years to come. More specifically, 65% of the SDGs cannot be achieved without local action. A number of contributions mentioned these global objectives so as to reframe them in a local context. "The cities and local governments have an explicit task in regards to the Sustainable Development Goals (…). The goals have to be seen as one and indivisible. This means every policy field has to work with these goals. It requires an inclusive and coordinated approach[130]."

In 2030, local and regional governments will have a prominent place at the negotiating table of international agreements. They will – through decentralised cooperation, exchange with their peers and mutual reinforcement of knowledge and know-how – achieve the objectives of the 2030 Agenda for Sustainable Development. The Reference Framework for European Sustainable Cities (RFSC) will give cities the opportunity to self-evaluate their public policies, compare themselves and create local conditions to achieve the goals. To measure this success and develop new objectives, the CEMR and the Committee of the Regions, together with their members, will have developed local indicators in order to monitor the implementation of the Global Objectives at the territorial level[131], the logical next step in the agenda to firmly locally anchor the SDGs, published by UCLG[132].

On the basis of these objectives, three important priorities stood out as essential for dealing with current challenges and for building a local and regional Europe for 2030, which would be a good place to live in 2030. First and foremost, to see individuals and territories as vital to the economy. A second priority stems from the first: respond to the migratory crisis by transforming the challenge into an opportunity that brings innovation to our ageing, and already partly multicultural, Europe. Certain local and regional governments have taken their responsibility. Lastly, the third major priority for our Europe 2030 will certainly be to allow all human beings access to social progress by betting on sustainable economic – and human – development.

INDIVIDUALS AND TERRITORIES, VITAL TO THE ECONOMY

The first of several tensions faced by Europe is the social and territorial crisis that is looming, with the spark that must be extinguished before the flames of discord can flare up. The top priorities for 2030 must therefore be: access to the labour market, disappearance of poverty and precariousness, closing the ever-increasing gap between the rich and poor, but also between territories, equal access for all to social progress through education, access to healthcare, and promoting diversity and inclusion. Investments policies will also need to take urbanisation development and territorial cohesion with peri-urban and rural territories into account to help redress regional imbalances and development inequalities.

"By making solidarity, social (and territorial) cohesion and living together in harmony the pillars of local, national and European public policy, we will protect the future of the European project and will build a Europe with less tensions, rooted in fellowship, proud of its values and at peace with itself[133]."

In this Europe 2030 of ours, priority will be given to the people, and territorial cohesion, on the right track, will lead to local development.

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[130] Daniël Termont, p. 172.
[131] David Lucas Parrón, p. 63.
[132] UCLG, Roadmap for Localizing the SDGs: Implementation and Monitoring at Subnational Level.
[133] Nawel Rafik-Elmrini, p. 40. N.B.: The "(and territorial)" was added by CEMR.

Priority to the people

"What should be the priorities of the EU for 2030? Without any hesitation, I would say that it is the accomplishment of a social Europe. (…) We need to link our destiny through a social Europe, a Europe of solidarity. Beyond the words and the slogans, this means very concretely having the political, economic and social instruments for this integration. That is first of all fixing a minimum wage and harmonising our fiscal policy[134]."

There will be guaranteed access to the labour market, and a more systematic and efficient matching of the unemployed with available jobs at European level rather than national or regional level. The free movement of persons in Europe will be facilitated thanks to specific programmes. Skills in particular will be put to more and better use with valid training programmes that offer recognised certification on the European level for maximum mobility.

Tackling inequalities will have allowed for the building up of funds to implement a comprehensive system of social protection, the result of a dialogue between central States, representative organisations of workers (unions), and voluntary service NGOs to shape the way forward and chart the future for our Europe 2030 in this area.

Today, many countries, like Cyprus or Greece, have undergone huge cuts in social spending, cutbacks in benefits and pensions, an unprecedented rise in unemployment, and a growing number of individuals have therefore fallen into poverty, with very limited access to education, healthcare and housing. Social inequalities appear to be insurmountable with the wealth of the world concentrated in the hands of a few.

However, against all expectations, in 2030, as a result of the specified measures, the unemployment rate in Europe will have reached a new low and the gap that had been growing between the rich and the poor will have been progressively diminishing.

"The frustrations that ensue from the hollow dream of wanting to be a billionaire, marketed by a consumerist society as attainable by all breeds violence, hate and a desire for revenge. If Europe continues to let the citizen (more recently named consumer) be crushed, sandwiched by ultra-liberalism on one side (killer of dreams) and religious extremism on the other (merchant of false dreams), and not rebuilding, by culture, the filter between the two – the secular spiritual – our civilisation will be wounded. It is this division that religious fanatics and populists of every stripe use[135]." In Europe in 2030, we will have found this "secular spirituality[136]" to give meaning back to our lives, to our youth, that transcends materialism.

"In European cities, towns and villages, the central and local governments found the way to successfully integrate individuals and families into their communities. It was a very demanding work for social workers, local politicians as well as for citizens, but thanks to the efforts of everyone, only few people remain unable to integrate and not becoming European citizens. The leaders and spokesmen of all religions lead their followers patiently and relentlessly, towards tolerance and esteem for freedom and respect of each other. Patiently they taught that faith helps individuals, without trying to steer the course of society[137]."

And it is with this in mind, this spirituality that extols tolerance, respect and harmony in difference, that the focus will also shift to promoting diversity and social inclusion. European society in 2030 will help those who are the least integrated to find their place. Various tools, which already exist, will be even more widely used to combat exclusion, for example, by providing psychological support to individuals who feel marginalised through individual or

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[134] Damien Carême, p. 87.
[135] Radu Mihaileanu, extract from an interview.
[136] Ibid.
[137] Robert Zeman, p. 277.

group meetings organised through the cooperation between local and regional governments and local civic organisations. Emphasis will also be put on ensuring accessibility to the labour market by organising exploratory workshops, training and workshops promoting jobs.

In 2030, all the countries of our Europe will also have adopted – or be about to adopt – a Declaration on Living Together in Diversity like the one adopted by the city of Mannheim (Germany), which determines how they wish to live with each other within a territory of mixed and blended groups and to fight against hate and every type of discrimination[138]. This declaration ratifies an alliance, based on already existing initiatives of collaboration between organisations, institutions, religious communities, churches, clubs and societies that have long taken on the responsibility of encouraging and nurturing a coexistence in the city based on mutual respect:

We firmly believe that every human being has individual and diverse potential. We want to create a climate in our city in which people can develop their potential and also have access to equal participation in the city's social life. An open and respectful discussion of the diversity of people expands the respective perspectives and promotes mutual understanding. In open dialogue and understanding, prejudices lose their power, and mutual trust can develop. The positive approach to diversity is enriching and may additionally generate impetus for sustainable development in our urban society[139].

Territorial cohesion on the right track

In terms of territories, regional and infra-regional imbalances will have been significantly reduced as a result of growing public investment throughout the European territory, investments that rely increasingly on a long-term vision[140].

"From a geographical standpoint, the tempting tendency towards 'Freudian gigantism', resulting from following the 'logic of NUTS' is to be questioned: regionalisation, metropolisation… but what about rurality at a time when computerisation, digitalisation and dematerialisation of activities and procedures is the order of the day? And what if, instead of only considering going along with a centripetal movement, we also thought about adjusting how territories are occupied (…)? More than a large territory, do we not need, in the end and above all, a cohesive, effective and democratic territory[141]?"

Several contributions ask that territorial strategies of such a scale to be taken in hand at a European level: "The EU should be able to reflect on the long-term interests of European citizens and act accordingly[142]."

The future of cohesion policy is closely linked to the future of Europe: "Cohesion policy plays an important role for the regional and local level all over Europe. It enables public authorities, enter-prises, universities, civil society and other organisations in our municipalities and regions to develop and grow together[143]." And beyond, or through territorial cohesion, it is the cohesion of peoples that must also be promoted[144].

Our Europe 2030 will transcend the clash between concentration/human exodus/congestion/depopulation. People will be aware of this threat and the consequences

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[138] Dr Peter Kurz, p. 270.
[139] Declaration on Living Together in Diversity of the City of Mannheim, Germany.
[140] Agnese Papadia, p. 322.
[141] Stéphane Guérard, p. 212.
[142] Carlos Martínez Mínguez, p. 282.
[143] Carola Gunnarsson, spoke person for the CEMR on cohesion policy, Mayor of Sala (SALAR, Sweden) in The future of cohesion policy, position paper of CEMR, june 2017.
[144] Sanchia Alasia, p. 275.

of this divide, at a demographical, social, economic, and environmental terms. A new cohesion policy, more ambitious and fair will sustain the attractive development of less populated areas, deserted and disadvantaged, particularly through the financing of smaller projects[145].

There will be studies to help us understand the exact nature and cause of the depopulation process, that will support the implementation of specific and targeted programmes to assist intermediary localities and ensure their development. Finally, all this will have led to the introduction of an effective rural development plan, working in tandem with comprehensive territorial planning[146], connecting different localities, and transforming lagging territories into opportunities and offering them occasions of development.

Our Europe 2030 will, thus, have carried out territorial planning on a wide scale, with one of the already visible consequences in 2030 being the transformation of the urban-rural dichotomy into a relationship and a form of cooperation between rural and urban territories[147]. Big cities and urban centres will play a predominant "regional" role[148].

A public policy, in particular, will focus on the urban / territorial "metabolism": food security[149]. In 2030, the implementation of local food strategies will directly contribute to regional economic development, as through local jobs creation in the agrofood sector. Local producers will benefit from a better connection to urban markets through shorter food supply chains, and urban consumers will in return benefit from a diversification of the local food offer, promoting local varieties and local savoir-faire.

Also, the development of local food strategies will foster equal, resilient and sustainable economies, will lower social exclusion, and help building stronger communities. Through urban densification, green-belts strategies, and even urban agriculture, local food strategies will directly contribute to urban sprawl limitation.

In addition, implementing food policies at the local level, will help cities create new places of dialogue such as Food Policy Councils, and enhance interaction between different stakeholders of the local food system, or between the different scales (local, regional, national, international)[150].

MIGRATION, A CHALLENGE AND AN OPPORTUNITY

"The future is notoriously hard to predict but I can imagine different scenarios. A pessimistic one would see Europe divided and even destroyed by the refugee crisis – not necessarily by the physical arrival of refugees, but by (…) the conflicts around the management of the crisis. (…) I would rather envision an optimistic scenario, where the whole of Europe is living up to its ideals as a sanctuary for human rights and dignity. Adopting innovative strategies – such as the one advocated by Intercultural Cities – European countries have turned inclusive diversity to their advantage – benefiting from the energy, dynamism and entrepreneurial spirit of refugees who have chosen to remain, and proving that the diversity of cultures and religions does not inevitably lead to lack of cohesion[151]."

Our Europe of 2030 will have followed the optimistic scenario through the combined action of all the actors convinced of the positive import of the "migratory crisis". There are already a number of examples of this and our Europe in 2030 will allow territories and local

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[145] Harijs Rokpelnis, p. 286.
[146] Carlos Martínez Mínguez, p. 282.
[147] Ibid.
[148] Yoomi Renström, p. 60.
[149] Markéta Braine-Supkova, p. 284.
[150] Ibid.
[151] Irena Guidikova, p. 298.

governments to better coordinate, exchange transferable best practice and use all means possible to make migrants an integral, valuable and beneficial part of our society, in all security. Many efforts have been made and elected representatives, particularly at the local and regional levels, will have found the political courage to fight for integration, for the end of the differentiation between "landlords" and "tenants", between "pureblood" nationals and the new citizens[152].

In our Europe 2030, access to European citizenship will be associated with the adoption of common values: respect for others, human rights, tolerance, gender equality, etc. This citizenship will not be denied to any citizen of other Member States nor to those who joined the Union with the adoption of these values at heart.

This common base will not be equivalent to a homogenisation of a European culture, but to respect and, on the contrary, to play in harmony with the cultural differences.

Lucien Sergent became pro-European and founding father of the Council of European Municipalities and Regions in 1951 because, as he asserts loud and clear today, he believes in European civilisation, which has generated great literature, philosophy, music, which are at the basis of our democracy: "First bring people closer; States will then follow[153]."

"One of the biggest challenges of tomorrow, of Europe and of the world is the ability of citizens to interact with complexity, with the other in its widest and richest difference; in such a complex world, it is having the ability to decode, not to be afraid, to grow in complexity while keeping one's free will. Culture and education will be essential in the Europe of tomorrow, otherwise Europe will become
American, erase its diversity which is its first asset. Europe is rich in the diversity of its thinking. We have been fighting a lot for the past twenty years to defend cultural diversity, the independence of thought in an increasingly liberal world where it seems that only the law of the market should enable us to think prêt-à-penser[154]."

This tribute to all these wonderful artists and cultural institutions which are the voice (and the way) of our continent is crucial for any reflection on the future of Europe. For local and regional authorities, "the aim is to stimulate the openness and creativity of citizens and to enhance the attractiveness of the city. In the context of globalisation and a tendency towards a certain homogenisation of cities, we are very sensitive to maintain the singularity of Nantes, and culture contributes strongly[155]." Culture plays an irreplaceable role in society and must therefore be supported in all its diversity.

In this Europe 2030 of ours, diversity will make us richer and inclusion will boost long-term development.

Diversity makes us richer

While "it is important that the rich contributions that migrants bring to our societies be fully recognised[156]", ahead of any consideration for strategies, plans or cost-benefit analyses, it is above all our human values that will have been acknowledged and respected, by showing solidarity towards human beings, men, women and children who have been uprooted, fleeing the disorders of the world, and risking their lives in search of a better tomorrow.

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[152] Radu Mih.ileanu, p. 300.
[153] Lucien Sergent, p. 245.
[154] Radu Mihaileanu, extract from an interview.
[155] André Sobczak, p. 18.
[156] Nawel Rafik-Elmrini, p. 40.

"The Syrian crisis is a sharp reminder to all European cities that we cannot isolate ourselves from the troubles of our neighbourhood. If this is understood, Europe in 2030 will have more diverse cities where migrants will be able to contribute to European society and to enrich European culture[157]."

At local and regional level, a twofold priority was established: to be tackled at local level as well, to fight against the causes of war and improve the situation in the countries of origin; and to ensure their inclusion and find them a proper and worthy place within the host society.

"The integration of migrants is fundamental to guarantee human rights and also to foster a positive vision of coexistence in multicultural communities. I think that the EU should focus, more than in defence, on investing in education and dialogue, the EU should rethink the established economic system, which I believe generates inequality, should face climate change and promote entrepreneurship and decent working conditions to revive the market[158]."

Our Europe in 2030 will have also taken into account the dangers of demographic change. "The challenge of my municipality (of Inderøy, 6000 inhabitants) is that by 2040 the number of elderly above 80 years will have more than doubled[159]." The "refugee crisis" will therefore be seen in retrospect as a chance to compensate for the shortcomings of an ageing Europe and to avert a social and economic crisis linked to the pension and social security systems. "People will continue to come to Europe to work, join their families, seek protection, study or conduct research. We must ensure that all of them can achieve their full potential to the benefit of themselves and the one of the EU[160]."

"The population in Europe is aging and new arrivals on the labour market is extremely important. For instance, the welfare sector in Sweden will need to recruit large numbers of personnel in the near future. If we are to be successful in unlocking the potential of newcomers, it is crucial that initiatives are developed to improve the situation of newly arrived women and to enable them to easily access the labour market. It is a matter of gender equality and preventing families from slipping into long term poverty, but it is also about taking full advantage of the skills that are available for the benefit of our societies[161]."

First of all, all of the contributions wholeheartedly agree on this: our Europe of 2030 will have built a long-term vision through specific migrant integration programmes. These programmes will have adopted a big picture approach, from the first contacts with emergency and reception services to the integration of refugees as they gradually attain economic and social self-sufficiency through school and work and the feeling of belonging to, of being a part of the "host" society[162].

These integration programmes will be for all immigrants, regardless of their status; and they will be financed through public funds specifically earmarked for refugee assistance[163] and made possible through local financing reform[164]. There is one element that is recurring in the local examples of best practice: the existence of a municipal councillor in charge of the welcoming and the integration of refugees. Another good example: using the funds set aside for refugees to organise a call for proposals aimed at members of civil society, at citizens. The City of Mannheim has supported various projects in this way, including "Welcome to School", an initiative led by citizens and associations, which organises courses for refugee

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[157] Fatma Sahin, p. 296.
[158] Alba Biosca, p. 324.
[159] Ida Stuberg, p. 183.
[160] Agnese Papadia, p. 322.
[161] Lena Micko, p. 319.
[162] CEMR Italian Section (AICCRE), p. 308.
[163] Dr Peter Kurz, p. 270.
[164] See Part "Reformed local finance", p. 69.

children to teach them the basics of German, even if they are not registered yet, while still allowing them to instil some sort of order in their new refugee life while their status is pending.

These programmes will need to be established using an integrated approach that involves several levels of governance: horizontally, with the actors closest to migrants and civil society; but also a partnership between the local and regional, central and European authorities. The role of the European Commission will be crucial for the EU and for neighbouring and candidate countries given the direct support it provides to local and regional governments for their integration efforts through programmes that were created with governance in partnership as an essential prerequisite. The integrated approach will also be used in many public policies, beginning with education, continuing training and employment[165].

Local and regional governments will introduce actions and public policies to strengthen the social fabric, communications between inhabitants and solidarity. In concrete terms, this will mean, among other things, an increase in food banks, even more significant support for NGOs and volunteer work, programmes for minors, seniors, training for women to help them enter the labour market, etc. There will also be more support programmes for migrants and non-accompanied minors with a strong emphasis on the assistance given to network and support organisations for migrants.

The role of civil society, through associations or directly through the involvement of individual citizens, will be a major one. Already today, in cities like Mannheim, their approach owes its success to the fact that it is based on the true commitment of citizens who established it. How to encourage such motivation? The real question is how to not demotivate them: "We discovered that there was already a strong civic willingness to help. Our job: to not frustrate this motivation but instead create opportunities so that it might flourish, and take advantage of meetings between citizens and migrants[166]."

Sport will be an integral part of these programs because "team sports (have) a very healthy competitive but uniting aspect, (and they are) a factor of integration[167]."

These integration programmes will rely in particular on the use of "cultural mediators", and the creation of new jobs for the generations originating from the same cultures as the migrants, but who have lived in the host country long enough to be able to create a bridge between the new arrivals, with their expectations, dreams, view of life, and the country's values, mores and culture[168].

Last but not least, a number of contributions insist on this point: the use of town twinning and decentralised cooperation tools to develop and improve the living together; and that in all areas, even to help solve the refugee crisis. If a piece of the solution is the inclusion of migrants in Europe, the second side is the struggle to improve the situation in the country of origin. In this sense, a number of contributions and interviews insisted on the importance of decentralised cooperation, support projects to cities in Africa or the Middle East for example and on the role of local and regional governments, better placed to conduct such exchanges.

"The history of international relations shows that the periods of encouragement of migration in certain parts of the globe have coincided with the acquiring of more power for the host country. Local authorities have to anticipate these mutations and cope with them, by

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[165] Agnese Papadia, p. 322.
[166] Peter Kurz, extract from an interview.
[167] Carmen Kiefer, p. 35.
[168] AICCRE, p. 308 ; Catarina Vaz Pinto, p. 317; Irena Guidikova, p. 298.

identifying potential risks, finding functional solutions and converting impossible situations into opportunities[169]."

Inclusion boosts long-term development

"I would like to stress how important it is that we view this hard work of integration as an investment for the future. (…) Successful integration activities can foster growth and will contribute to address future labour needs, as well as funding the future welfare system. (…) Municipalities and regions will all face challenges; but if we look upon our efforts as long-term investments for the future, then we can look forward to a prosperous future for all[170]."

The good practices identified will of course be included in these programmes to ensure their widespread dissemination, to determine their transferability and the way in which they can be adapted to national and regional contexts in Europe. CEMR has in fact been called on to act as a platform and facilitator in these exchanges.

An example of an already existing network, which is gradually expanding, is the Strasbourg Club, a network with a membership mandatory place of residency of around sixty European cities. It is working on the publication of a guide that will list the good practices identified in Europe regarding reception and integration initiatives. Built around cooperation between different levels of jurisdiction, these actions will be carried out in close collaboration with the national and European authorities.

This will also allow for the expression of solidarity with the countries and cities who have taken in the most refugees like Greece or Italy, two intensively used gateways into Europe. The strengthening of ties of cooperation between countries and towns as well as exchanges of good practice will foster the development of innovative initiatives that involve citizens. These forms of cooperation will constitute a real added value for the quality and the coordination of policies carried out by our local and regional governments and to create a feeling of belonging to a European community of values[171].

An example of a practice that is today still considered controversial but which will be found in most territories in our Europe 2030 is the question of mandatory place of residency. Studies will have demonstrated the positive impact of migrants in depopulated areas in great need of "human resources", in contrast with the harmful effect of large groups setting in urban areas. The residency "incentive" will consist of a benefit tied to the territory. If the individual or family has no need of it, or if another opportunity is proposed to them, refugees will of course be free to relocate. States have the tendency to group asylum seekers in overcrowded facilities. Local governments oppose a more integrating vision with the proposal to host a few families in each community in order to facilitate inclusion and mutual acceptance.

The consequences of this long-term view will already be visible in 2030, as the following objectives for long-term European development[172] will have been achieved, in whole or in part:

- migrants will enjoy the same evaluation of their learning achievements as nationals;
- migrants will have the same access to jobs as nationals, with their skills being used to their full potential;
- migrants will actively participate in the life of society and the community;
- inclusion policies will allow women and men to fully integrate;

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[169] Gheorghe Damian, p. 197.
[170] Lena Micko, p. 319.
[171] Nawel Rafik-Elmrini, p. 40.
[172] Agnese Papadia, p. 322.

- migrants will have equal access to institutions, services and goods, both public and private, in a non-discriminatory manner;
- specific support will be offered to those refugees who might want to go back to their country of origin after a period of war, or who would support their community of origin through development programs.

"Progress towards these objectives will be possible only if there is a strong commitment both on the side of the receiving society and of the migrants themselves, who should engage together in a dynamic, two-way process of mutual accommodation and respect[173]."

The question of respect and mutual recognition and tolerance is paramount. A fine tool that will have spread to most local and regional governments by 2030 is the European Charter for the Safeguarding of Human Rights in the City[174]. This Charter can applies as much to migrants as to any individual from tomorrow's society applying the principle of "secular spirituality"[175].

It is also important to mention the limits of such tolerance: "However, the recognition and this understanding of diversity cannot be limitless. An essential characteristic of our liberal democratic and pluralist society is that tolerance stops when the behaviour or attitude of individuals, groups, institutions and structures is not in keeping with the values of our constitution and against the values of the Universal Declaration of Human Rights. Any incitement to hatred, violence and exclusion will be met with our absolute opposition and resistance[176]." Respecting the honour and culture of others does not imply abandoning one's own democratic standards.

To conclude this chapter, many contributions are found in that: "In 2030, I hope for a Europe of opportunities, where the European leaders are guided, in all policy choices of their mandate, by that founding soul which inspired Mr Spinelli to write his Manifesto after the first Great War. I dream of a Europe of territories, a Europe conscious and proud of its differences, complexities and heterogeneities of all people of the European Union, a Europe that considers these differences as its strength[177]."

"Europe has itself experienced in the past terrible crimes with huge numbers of people being forced to leave their homes and seeking security and safe haven elsewhere. Today Europe is in turn welcoming and providing protection to many refugees. Is this situation a challenge or an opportunity? We can choose[178] ! "

BETTING ON SUSTAINABLE ECONOMIC – AND HUMAN – DEVELOPMENT

"2030 is an important milestone on the European agenda as that is when we will know whether Europe manages to meet its own expectations. This is particularly true in terms of the environment[179] (…)."

"Comprising a multitude of distinct but united territories, European cities and regions are at the forefront of the construction of Europe's future. As part of a globalised whole, territories are now more than ever generators of wealth and opportunities, producers of the common good and solidarity, architects of our future and its ability to endure. European cities and regions are in the best position to find solutions adapted to local realities and thereby inspire

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[173] Ibid.
[174] www.uclg-cisdp.org/en/right-to-the-city/european-charter.
[175] Radu Mihaileanu, extract from an interview.
[176] Declaration on Living Together in Diversity of the City of Mannheim, Germany.
[177] Annalisa Palozzo, p. 314.
[178] Lena Micko, p. 319.
[179] Ronan Dantec, p. 336.

us to reinvent and give new life to Europe using its territories, their diversity, their creativity and their stature as a shining beacon. So let's dream a little![180]"

Several contributions included the request to have greater consideration given to the human perspective in 2030, even with regard to the principle of sustainable development. From COP21 (Paris, December 2015) to the Habitat III Conference (Quito, October 2016), the principle of sustainable development is often interpreted in a way that is overly restrictive and does not give due weight to human beings. The global warming underway will exacerbate the migration phenomena in the coming years, and will also put the cohesion and solidarity of our European societies to the test.

Sustainable European development based on the long-term view of the integration of migrants and refugees will therefore also be a core issue in preventing the next big migration crisis relating to climate change.

To address this, innovative financing, European projects, discussion platforms, many commitments and hundreds of actions have already been implemented at the local level; in 2030, these initiatives will be even more numerous, more developed, and they will obtain even greater visibility and impact at the "locally global" level.

Research is a crucial element to find a solution: "Rovaniemi has been at the centre of protecting the Arctic environment. (…) Climate change throws a dark shadow over the the Arctic region, on its flora and fauna, the Arctic Sea, and the culture of living in Lapland – these can all be highly threatened. The Arctic Centre at the University of Lapland is a pioneer in researching the change in the Arctic and climate change. The research, done directly on location, can provide a strong research background on policy making in the EU towards stopping climate change[181]."

In this Europe 2030 of ours, local governments will be committed more than ever and there will be an amplified use of European financing and projects.

Local governments committed more than ever

Their commitment will be reflected in the mainstreaming of low-carbon objectives in combination with all local development strategies[182]. The 2020 objectives will not only have been reached, but the efforts made to accomplish them will have opened the way to even more ambitious objectives. A real building transformation will have begun and the disheartening statistic of 75% of old buildings that still need to be renovated to make them more energy efficient by 2050 will have been reduced to 25%.

Examples already illustrate what can a more sustainable future do in terms of job opportunities: in Rotterdam, for instance, the Rotterdam Renovation Fund will accelerate the energy efficiency renovation of privately owned houses. This programme aims at modernising 10,000 houses by 2020 which will result in many new jobs and at the same time make a strong local contribution to the commitments of the Paris Climate Agreement[183].

Within the context of the Energy Union, energy efficiency will be given top priority and the member countries will once again play the role of pioneers vis-à-vis the neighbouring countries by implementing an efficient single market for energy, leading in renewable energies, whereas the citizens, the "consumers", will be playing a role in their own right in the energy transition in Europe.

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[180] Jean-François Habeau, p. 102.
[181] Liisa Ansala, p. 176.
[182] Konrad von Ritter, p. 357.
[183] Ahmed Aboutaleb, p. 180.

The aim for 0% nuclear power, 100% renewable energies will be considered by 2050, as well as a drastic decrease in the use of fossil fuels in order to make any prospect of achieving carbon neutrality in the second half of the century credible. A new European treaty on energy will establish these objectives[184].

Many initiatives can be seen today which will become even more prevalent in 2030. Local governments are and must continue to be the essential link in energy transition with intelligent local policies to manage and generate clean energy, but they must be backed by national and European policies at all costs[185]. The Covenant of Mayors[186] will be on the verge of reaching 50,000 signatories on the European continent and beyond, and concrete actions will have followed in the wake of the agenda established during COP22 and successive COPs.

Action will therefore be a must in 2030, and the use of public transport will have doubled compared to today, with the creation of suitable and safe bicycle lanes all over Europe[187]. Technological progress will also have been put to good use by developing local communication campaigns to inform and nudge sustainable behaviours throughout society as a whole using simple and effective messages on sustainable development[188]. In 2030, there will be another mindset: owning will no longer be the watchword, but sharing, and sustainable behaviour will be more common. This will contribute to strengthening a collaborative economy and building a more sustainable habitat.

"The citizen's/consumer's involvement in adapting/personalising (public) goods/services could be the new impetus for sustainable economic development. Reforming social, health and education systems by adapting them to the ageing population and new labour market requirements can also contribute to sustainable development in Europe[189]."

In 2030, a single smart electric power grid in Europe, saving energy on a large scale, bringing to life the action described in the 2020-2030 roadmap for the resilience of local communities adopted in 2018 will be an essential tool[190].

In 2030, all of the local and regional governments of the European Union as well as a majority of those from wider Europe will have agreed to respect mitigation targets and to share a common but differentiated responsibility, according to the capacity of each territory[191].

Water will also be an absolute priority in the years to come, and good practices will flourish based on existing examples like in Vennesla, in Norway, where many localities from a same territory cooperate for water management, in order to provide better public services and lower costs[192].

The future is also the circular economy. The Circular Economy model, as a paradigm for the management of our waste as well as for a sustainable, efficient and innovative urban and social development, is the one that best adapts to local governance. Concepts such as recycling or reparation can be transformed not only into tools that help us reduce our environmental footprint, but also boost the technological innovation, awareness raising and

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[184] Ronan Dantec p. 336.
[185] Ibid.
[186] http://www.covenantofmayors.eu/index_en.html.
[187] Lucio Botarelli, p. 340.
[188] Linda Gillham, p. 352.
[189] Alin-Adrian Nica, p. 197.
[190] Lucio Botarelli, p. 340.
[191] Konrad von Ritter, p. 357.
[192] Line Vennesland Fraser, p. 253.

active participation of our citizens. "This is a challenge for those local governments committed to the environment and a sustainable future to leave to our future generations[193]."

The mayor of Bucharest agrees: "The circular economy makes the best use of our precious resources and fully exploits the potential of waste". Her vision for Bucharest in 2030 is anchored in clear objectives, milestones, and prognosis: "By 2020, we will be able to recycle 50% of household waste and 70% of the constructions' waste. (…) In 2023, we will be able to transform the waste that can be used or recycled as heat, and provide the public heating system with a cost-effective energy. My personal belief is that by 2030, 80% of households will be within a 10-minute walk of an underground station, 75% of journeys will be on public systems and we will use 75% of waste to produce other products. (…) By 2030 we will provide 123 km of new underground lines, 259 km of rehabilitated tram lines, 250 green buses and 490 km of cycling tracks[194]."

To reach these targets in 2030 but also to catalogue best practices in 2030 and beyond, projects promoting the exchange of good practices and highlighting the most ambitious territories will be ensured by setting up a European coordination[195].

An amplified use of European financing and projects

The use of innovative and sustainable funding[196] will have raised the financial means necessary for such a commitment; which will also have been made possible by unprecedented fiscal reforms[197], benefitting all sectors but particularly actions promoting sustainable development. Local and regional governments will play a key role in the transfer and replication of good practices in terms of innovative financial plans.

Private local savings will be broadly structured, mobilised and channelled to contribute to the development of the local economy, the driving force for the creation of long-term jobs and other positive effects on society. The local economy will also prioritise social concerns, inclusiveness and solidarity. In a society mostly free of carbon emissions, coalitions of responsible investors will spur the rise of decentralised and income-generating housing cooperatives and renewable energies run by citizens.
The use of SMART technologies will lead to greater transparency and make it easier for citizens and local governments to exchange. They will contribute to improving the provision and maintenance of quality public services for all. Costs will be cut as a result[198].

Aside from the development of innovative funding, support mechanisms for programmes promoting local and regional energy efficiency will be strengthened. For example, technical assistance tools, like those made available by the European Investment Bank and ELENA (a European facility offering financial help to local and regional governments through technical assistance that accelerates their investment programmes in the areas of energy efficiency and renewable energy sources)[199] will offer more support to small and medium-scale projects. The European Union's financing programmes such as Horizon 2020 will also expand their assistance to project development. The Structural and Investment Funds will introduce long-term financing instruments, such as the Urban Development Funds (previously JESSICA)[200].

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[193] Juan Espadas Cejas, p. 333.
[194] Gabriela Firea, p. 345.
[195] Michael Guldbæk Kristensen, p. 354.
[196] Elise Steyaert, p. 83; Jean-François Habeau, p. 102.
[197] See the section on local finances, p. 69.
[198] Jean-François Habeau, p. 102.
[199] www.eib.org/attachments/documents/elena_faq_en.pdf.
[200] Elise Steyaert, p. 83.

"Give us the means to act now so that the territories can obtain the regulatory and financial latitude necessary to risk financing their own experiments and the collaboratory and participatory projects best suited to them in all areas: including finances and the economy. Today, the role of the European Union is to support the rise and development of these processes that are far from being standardised, notwithstanding their universal impact[201]."

The mayor of Gabrovo (Bulgaria) is clear: "EU funding is a key driver for our country's development and economy. During the 2007-2013 period, EU funding amounted to 9% of total budget expenditure, but contributed to 80% of public investments. Gabrovo is among the districts with the highest absorption rate of EU funds, with an average of 722 euros per capita."

What did they do? "We have implemented a number of projects with the support of the European funds, amounting to a hundred million euros: we modernized the drinking and waste water stations and rehabilitated more than 120 km water pipelines; we managed to renovate more than of 100 streets; we established a modern system for waste management and introduced energy efficiency measures in 17 educational institutions; we transformed urban areas by building new transportation facilities and renovated riverside zones into walk lanes, car parks, bicycle paths, sport and rest areas; we invested more than 2.5 million euros in developing cultural tourism; and opened a unique interactive museum dedicated to the industrial development of Gabrovo."

And for the future? "A sustainable public transport project is planned for 2017-2020. Its main goal: creating more efficient, fast and ecological urban transport, less consuming and providing opportunities for alternative multi-modal sustainable urban mobility[202]."

We are only 12 years away from 2030… But 2030 or 2050: "The future is now. The steps we take for Europe today will shape the lives of our children tomorrow[203]."

All the proposals presented in this collection, whether of a crosscutting nature, such as governance in partnership and digitalisation, or thematic, such as the advent of a social, innovative and sustainable Europe, are also anchored in the present reality. The territories spoke out to paint an "ideal" Europe for 2030, but they also emphasised all the positive, innovative and interdependent actions already undertaken, and that should be developed and propagated. May this collection of ideas provide readers with insights for driving the necessary changes in their territories, in Europe, and even beyond our continent.

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[201] Jean-François Habeau, p. 102.
[202] Tanya Hristova, p. 348.
[203] Fatma Sahin, p. 296.

CONCLUSION

A renewed European model with engaged local and regional governments, open to the challenges the world has to face

Frédéric VALLIER, CEMR Secretary General

The vision for Europe in 2030 expressed by our contributors is based on existing positive signs, betting that our efforts to invent a new model of development and governance will bring hope and confidence in the future of humanity. If we show commitment at all levels of responsibility, there is a good chance that the crises and signs of disaster should, for their part, be overcome. Humanity has reached a point where it can either collapse or renew itself. One can fear both, but we believe that with good European leadership and strong partnership between all spheres of responsibility, the best can be achieved.

To build this new model, we need to empower local and regional government, with more developed and autonomous resources. We need to build new relations between all spheres of decision making, from the local to the global, based on partnerships throughout the European territory; with public services and administration using digital technology as the high-performance tool that it can represent; implementing policies and public actions focused on humans.

But beyond Europe, the role of local and regional governments in the world will further increase. International action should become part of strategic planning at local level through existing and innovative forms of cooperation. Knowledge sharing and capacity building, advocacy, renewed city diplomacy, twinning, and decentralised cooperation will ensure that people feel part of the global community. In 2030, Europe will be more global than ever, while the world will be increasingly urban. In this context, international cooperation between local governments and their associations will be key, with the support of nations and supra-national institutions, to address the challenges humanity will have to face.

"Think local, act global"

Back in 1992, the earth summit of Rio invited the international community to "think global and act local". Since then, local governments have been recognised as key actors of change and development. Therefore, to change the world... we must now think locally! In 2030, to ensure the success of international policies, we will have to think and act local to set policies that will have an impact on global challenges.

Already, many of the challenges ahead are considered to be more successful when addressed by local and regional governments, be they climate change, migration, sustainable development, local economic development, capacity building… In all these matters, the community of local and regional governments can offer solutions that Nation-States and International Institutions cannot address alone. The new global development agenda gives a framework that will enable local and regional governments to implement policies according to the sustainable goals approved by the United Nations in their territories and with their partners both in Europe and around the globe.

What about the Nation-State?

In Europe, we are living in a fantasy dating back to the XIXth century that public administration can better be organised in the framework of a Nation-State, as a would-be guardian of good governance and progress. Projecting the attributes of the Nation-States to the European Union will not provide the right answer, and creating new Nation-States certainly does not provide a solution to regain citizens' confidence either.

In fact, the contribution of cities, local governments and regions have had a significant impact on the development of our continent. Let's not forget that in our history, local leaders were often at the forefront of progress, peace building and unity[204].

Our bet is that this century will be the one of the revival of territories. Already, local and regional governments are places of creativity, of social, economic and technological innovation. While Nation-States are hindered by their level of debt and too often by the complexity of their administration, mired in the conservatism of another century, more than 60% of public investment in the EU is ensured by local and regional governments.

It is time to redefine the competences of each level of responsibility and put the Central States at their place: being regulators and guarantors of equality of all citizens. Make regions leaders of economic development; towns, places of proximity, social support and living together; the EU, the guardian level of territorial cohesion, welfare, security, economic and diplomatic influence of
Europe in the world. Thus, each level of responsibility will be resized, re-legitimised without one administration assuming the guardianship of others.

Nothing should be taboo in this redefinition of the role of each sphere of responsibility, and all must be guided by the demands of democracy. It is not for us to undermine any role that states have to play, but noting current developments, and imagining what will happen, we want to bring another vision of the relationship between local, regional, national and European governments. The goal is to entrust the authority best able to meet the challenges of the moment with the responsibility of the associated public policy, respecting the principle of subsidiarity.

Decentralisation is the way to go

The most evolved societies are those that have managed to combine decentralisation, openness and pride. For example, the countries of northern Europe naturally combine a powerful national sentiment, the most advanced legislation on decentralisation and accountability of territories, and a unique citizen empowerment tradition, combined with economic and cultural openness essential to their development. With the expansion of what is possible in our globalised world, it is this model that should be ours tomorrow if we want to continue to offer our children and our grandchildren a prosperous Europe with strong values, and capable to act on the international stage.

Empowered territories, a strengthened European Union and effective states. For us, that is the key to regain the confidence of European citizens. We will, each in our place, be the guardians of this inevitable and necessary development.

"Let's no longer be English, French or German. Let's be European. Let's no longer be European, let's be human. – Let's be humanity ![205]"

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[204] The first global association of cities, the International Union of Local Authorities (IULA), was founded in 1913 on the occasion of the Universal Exhibition of Ghent (Belgium) as a call for peace from mayors around the world. In May 1951, mayors of seven European countries created the Council of European Municipalities, precursor of CEMR to put governments at the forefront of the European project.
[205] Victor Hugo, Choses vues, 1846.

POSTWORD

Power is there for the taking

Valéry GISCARD D'ESTAING, CEMR Emeritus President

Valéry Giscard d'Estaing was born in 1926, in Koblenz (Germany). He served as President for the Fifth Republic of France. After secondary school, he joined the army in the end of World War II and was decorated for his service. After the war, he studied at École Polytechnique and then École Nationale d'Administration in Paris. His political career started in the 1950's, in the cabinet of the Finance Minister. In the early 1960's he was appointed Minister of Finance by President Charles de Gaulle. He founded and served as President of the Independent Republicans from 1966. He served again as Minister of Finance before he was elected President in 1974 and served until 1981. He was known for France's role in strengthening the European Economic Community.

Today, Europe finds itself in a difficult situation. On the one hand, Europe has been subject to fearsome violence at its gates, like in the Middle East, or at its heart, in Ukraine. The threat of terrorism casts its shadow over everyday life in our European cities. On the other hand, the economic and financial crisis has eased but its repercussions are still being sorely felt by our fellow citizens.

The European Union must also confront change of a new order which puts it in a delicate situation: Brexit. It is a decision that was taken by the British people and we naturally have to take this into account.

But let us not forget that, within the Union, there is a group of countries that wishes for greater integration. This group is made up of around twenty countries that share a common currency, that already have more or less the same budgetary rules, and that should soon have a shared taxation and debt system.

This group will continue to forge ahead. I hope so because, naturally, initiatives will need to be taken. This will be the role of leaders capable of giving life to the movement. In recent times, they seem to have become rare, but changes taking place here and there suggest that a more favourable context might soon be at hand.

The Union will continue to have a complex structure because it will be made up of two Europes: the integrated Europe – a world power that will become organised over the next twenty to thirty years; and then the European entourage, which will follow in the wake of this power and will be its cultural, relationship arm.

The question of youth support for the European project is of great importance. To revive the flame, the activities of policymakers who were incapable of taking the European project forward should come to an end. In the past, a generation existed that took the European project and turned the idea into a reality, from the end of the Second World War to the beginning of the '90s.
It is this generation that did all the heavy lifting. We established peace in Europe, set up the first institutions, entered our countries into relationships built on reciprocal and lasting trust. There was therefore a positive zone for working on the European project, and for this we can be grateful.

A much less eventful period then followed, with changes coming from outside the Union but which had much greater influence on the course of history. The transformation into a consumerist society, globalisation and deregulation, were factors of great disruption to the system.

Today, power is there for the taking! This is to be understood in the noble sense of the word, not to infringe on the freedom of others. It is the power to act, to bring on the future and to organise it. It is up to the younger generations to grab the reins!

Europe must exist. It has a historical, cultural and social past that is highly exceptional, and this is to be acknowledged. Following a more unproductive period, young people must now take their destiny into their own hands to build up a future and give new political prospects to Europe.

This can only be done with its cities and its regions. When you bring life to the cities and villages, it is the land that informs this undertaking. Life, culture, knowledge, civilisation and art are all areas in which the municipalities, local governments are directly involved. This is the aspect on which they should be working: the cultural and social identity of Europe. It is a strong, unique identity. While it is not in danger, it naturally needs to adapt to a changing world, to communications and education that have changed.

My Europe in 2030 is a globally-recognised economic power, i.e. on the same order of magnitude as the United States and China. It is a Europe that is strong and solid, that acts in solidarity with its partners and cooperates with neighbouring countries that share its values, so that the light of its civilisation can shine throughout the world!

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ACKNOWLEDGEMENTS

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Albanian Association of Municipalities
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Austrian Association of Cities and Towns
Union of Belgian Cities and Municipalities
Association of the City and the Municipalities of the Brussels-Capital Region (BRULOCALIS)
Association of Flemish Cities and Municipalities
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