



Results Intake workshop:

City report

1st step toward the Transformation Agenda

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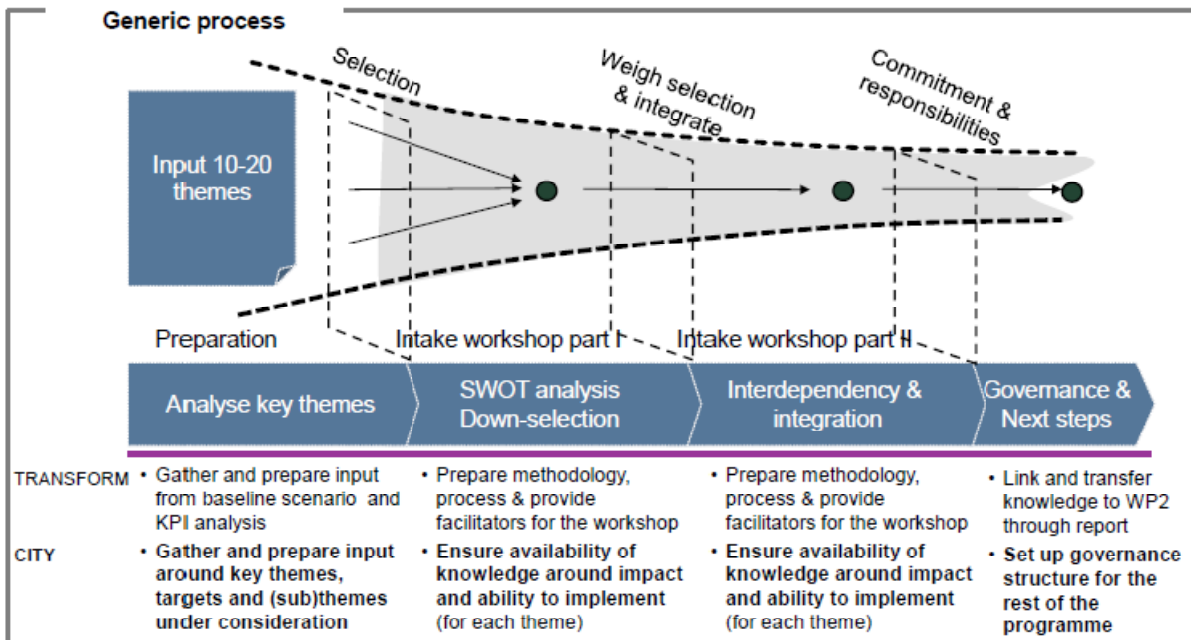
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1 Introduction

1.1 Reminder about Intake Workshop objectives and impacts on WP2

The intake workshop objective is to prioritize 3 to 5 themes each city wants to work on within its Transformation Agenda. To do so, each city has been through a down-selection process. For each one of the selected themes a SWOT and PESTLEGS analysis has been made to identify main barriers and opportunities, the city will have to work on in order to improve its energy documents and reach targets. Last but not least, intake-workshops has been the opportunity to committee local stakeholders with the TRANSFORM project and the drafting of the TA.



1.2 Objective of the Intake Workshop City report

The main objective of this report – to be filled in by each city, after their intake workshop, and send to the WP2 team 20 days after the intake, is to compile the outputs of the intake workshop (content wise), to set-up the context for each one of the 3-5 themes selected, to have insight in how each city sees the Transformation agenda as a product (3-5 themes = minimum, other elements like?) as well as to identify the strategy for working on the TA and the 3-5 themes with local stakeholders (methodological & governance issue) in the next phase until November 2014. The combination of reports will provide material (together with status quo reports) for the strategic working group and for the organization and identification of key considerations meetings.

In other words, the present report will address the following issues:

- *The list of the 3-5 themes selected*
- *Explanations detailing why these themes have been selected;*
- *A PESTLEGS and SWOT analysis of the 3-5 themes;*
- *Mapping of the actors (in terms of competencies, assets,...) that will be involved in the making of the TA (probably one per theme);*
- *TA governance: a description of the process (methodology, timelines, stakeholders involvement, number of meetings per themes, etc.) on how the city will lead the making up of its TA (at least until November 2014, when draft deliverables per city is due, but ideally for the whole process);*
- *List of participants to the intake-workshop.*

2 Themes to be addressed by the TA

2.1 Down-selection of the themes

Depending on the cities, the down-selection (from the 10-20 themes to the 3-5 themes) has been done either before or during the intake workshop.

In this section, the city should describe which were the themes selected by the cities and how it went through the down-selection process.

Long list of 10-20 themes

Leading questions:

- *What is the initial "long list" of the themes (10-20 themes) you have selected? For each theme provide few lines of description.*

N°	Theme	Description of targets in Energy Strategy 2040
1	Retrofitting existing houses	In 2040 all existing dwellings in Amsterdam need to have at least a Label B certificate. That is almost 100% energy efficient. This means that the building-related use of energy is almost zero.
2	Energy efficient new houses	From 2015 new dwellings need to be energy efficient. This means that the building-related use of energy is zero.
3	Retrofitting utility building	In 2040 all existing utility buildings need to have at least a Label B certificate. This means that the building-related use of energy is almost zero.
4	Energy efficient new utilities	From 2015 all new utility buildings need to be energy efficient. This means that the building-related use of energy is zero.
5	District heating	In 2040 more than 200.000 dwellings need to use the district heating grid.
6	Renewable electricity production	In 2040 the electricity production will lead to 70% less CO2 production than it does today.
7	Wind energy	In 2040 potentially 370 MW can be produced by using wind energy
8	Mobility	In 2040 200.000 of the vehicles in the city will use electricity instead of fossil fuel.
9	Solar energy	In 2040 it is possible to produce 1.000 MW on roofs through solar energy.
10	Waste to energy production	50 % of the electricity produced by the Waste and Energy Company of Amsterdam (AEB) is green electricity. That is 1.000 GWh every year.
11	Heating and cooling of buildings	This theme incorporates a lot of aspects that are also important for themes 1,2,3,4 and 5. It's about the strategy for the heating and cooling of buildings at different scales.

How these themes were selected?

- The initial long list was compiled by the themes that Amsterdam decided on to be the most relevant themes for the Energy Strategy for 2040. This strategy was produced in 2010 and will be updated in the spring of 2014.

2.2 Description of the 3-5 themes

What are the 3-5 selected themes?

For each theme, explain the motivations that lead to this choice and what this theme could contain of possible concrete actions, as examples (maximum 1 page/theme).

Theme 1	
Name of the theme	Heating and cooling
Category	[To which of the 6 categories, (Existing buildings, Waste Management, Public Land Use, Water, Energy Supply, Transport) the theme belongs?] Energy supply, Existing Buildings
Description of the theme	[What is the frame of the theme (please make the description specific)? What are the main challenges that will be addressed? What is the expected impact/outcome of the theme?] Thermal energy is a great part of the Amsterdam energy use and therefore responsible for a big part of the CO2 emissions. On the long turn the ambition is to heat and cool the city without fossil fuels. How to this? Taking in account that sources will change, the price of energy fluctuates, the energy demand will change because due to retrofitting, etc. At the same time, in day to day business the acceptance of district heating is relative low. Three questions arise: - how can we set out the transition path towards fully sustainable heating and cooling systems, and can we derive the essential questions we need to address in time? - how can we come to implementation now in such a way that physical infrastructure, regulatory frameworks and social innovation are in line with this path? - Can we appoint the needed change starting tomorrow?
Contribution to main KPI: - Energy demand reduction - CO2 reduction - Renewable energy production - Energy efficiency	[What is the contribution of the selected theme to each of the main KPIs? If you don't have an exact value, explain how will you proceed during project development to evaluate this contribution] CO2 reduction, renewable energy production and energy efficiency (=using waste heat)
Value of the theme: - Environmental	[What is the contribution of the selected theme to each of the presented values? How will you measure it?] if waste heat is used, this heat doesn't flow into nature (air or surface water)

<p>- Economic</p> <p>- Social</p>	<p>Economic: -</p> <p>Social: the acceptance of district heating is low because of (assumptions of) higher prices. And the connection to a heatgrid is a lot of fuzz. The</p>
<p>Other motivations for selecting this theme</p>	<p>[Explain any other motivations that lead you to choose this theme]</p> <p>There is no shared or consistence long term view. The most knowledge which was generated in the intake was addresses for the coming 10 years, while the investment done, least for app 30-50 years. So that's a legacy...</p>
<p>Municipality involvement/competencies</p>	<p>[Which departments of the municipality will be involved? What will be their role?] Climate and Energy department, this department will make the (shared) vision on the heating and cooling</p>
<p>Key-actors</p>	<p>[Who are the stakeholders (institutional actors, utilities, grid operators, private companies) that are especially relevant to work on this theme and that will be associated to the drafting of the TA (for example by participating to working groups on this specific theme)? What is the specific role of these key-actors? What is their respective interest?]</p> <p>-energy producers: Nuon Vattenval, , Waternet Hospitals, Datacenters people/companies/housing corporations.</p> <p>-gridoperators: Nuon Vattenval, Liander, new parties, Waternet</p> <p>-energy consumption: people/companies/housing corporations.</p>
<p>Other actors</p>	<p>[Is there any other actors that will be impacted/involved in this theme but will not be necessarily associated to the TA drafting?]</p> <p>Consultancy, other cities, knowledge institutes, national Government, industries, province</p>
<p>Interaction between stakeholders</p>	<p>[How do you think the stakeholders will be/are interacting between each other?]</p> <p>The perception is: leadership is needed. The climate and energy department will provide this. It is foreseen that a strong focus will be on the existing system (and on the technological and business side of it) Strongly pushed by Nuon. It's not expected that Nuon will change in business model. Cooperation is expected in diversifying to specific challenges and opportunities for areas. Wished for is the connection being made with the building stock quality/retrofit possibilities and people. Wished for is data analysis of the age of gasholders. Data is available but quality is poor</p>

Theme 2	
Name of the theme	Big users
Category	<p>[To which of the 6 categories, (Existing buildings, Waste Management, Public Land Use, Water, Energy Supply, Transport) the theme belongs?]</p> <p>Energy supply and Existing buildings</p>
Description of the theme	<p>[What is the frame of the theme (please make the description specific)? What are the main challenges that will be addressed? What is the expected impact/outcome of the theme?]</p> <p>Companies that use a lot of energy for production and their buildings are responsible for a great deal of the cities energy use, but it's a difficult user group to get grip on. The big users are sparsely united, the primary business processes seems to determine the energy use (not the building) and energy prices are relatively low. The current instruments are effective but are limited in relation to the climate goals (= 20% energy reduction plus 20% renewable energy by 2020, reference 1990) . So more needs to be done. To make policy –in whatever form- effective more should be known about this complex user group.</p> <p>The questions are:</p> <ul style="list-style-type: none"> - what are the main motives for this group to adapt the climate goals? - And what are today's hurdles to bring the motives to practice? - how to come to action, who, what, where and when is needed? - In what way could policy contribute to this transformation process?
Contribution to main KPI:	<p>[What is the contribution of the selected theme to each of the main KPIs? If you don't have an exact value, explain how will you proceed during project development to evaluate this contribution]</p> <p>CO2 reduction, Energy demand reduction, Renewable energy production, Energy efficiency (if waste heat is used)</p>
- Energy demand reduction	
- CO2 reduction	
- Renewable energy production	
- Energy efficiency	
Value of the theme:	[What is the contribution of the selected theme to each of the

- Environmental - Economic - Social	presented values? How will you measure it? Environmental= CO reduction Economic=value increase of building stock, jobs in sector with a lot of unemployment currently (building sector). Lowering energy costs of enterprizes. Social=people have a more comfortable house to live in
Other motivations for selecting this theme	[Explain any other motivations that lead you to choose this theme] - (stimulation of innovations in the building sector)
Municipality involvement/ competencies	[Which departments of the municipality will be involved? What will be their role?] The department of Economy: seeking for ways to optimize the costs of entrepreneurship. Climate and Energy department: stakeholder management. RUD: executing the environmental act
Key-actors	[Who are the stakeholders (institutional actors, utilities, grid operators, private companies) that are especially relevant to work on this theme and that will be associated to the drafting of the TA (for example by participating to working groups on this specific theme)? What is the specific role of these key-actors? What is their respective interest?] Companies in different sectors, building owners, grid operators Liander and Nuon, esco's,
Other actors	[Is there any other actors that will be impacted/involved in this theme but will not be necessarily associated to the TA drafting?] Consultancy, knowledge institutes. Other cities
Interaction between stakeholders	[How do you think the stakeholders will be/are interacting between each other?] As stated before in retrofitting there is not a common 'language'. Perceptions and values differ a lot, as primary business processes are. Finding the group of stakeholders who are most motivated is a great challenge. Common language will be corporate social responsibility and cuts on the energy bill

Theme 3

Name of the theme	Retrofit
Category	[To which of the 6 categories, (Existing buildings, Waste Management, Public Land Use, Water, Energy Supply, Transport) the theme belongs?] Existing buildings
Description of the theme	[What is the frame of the theme (please make the description specific)? What are the main challenges that will be addressed? What is the

	<p>expected impact/outcome of the theme?]</p> <p>Retrofitting the existing building stock is one of the most important and at the same time most challenging tasks in the energy transition of Amsterdam. Retrofitting does happen but often not matching the (inter)national policy goals. Large scale implementation is desired but in practise this is not accomplished yet. At first glance the business case is not feasible and building owners and tenants are not likely to join the energy transition. It's not just a financial and technological transition but a social one.</p> <p>Secondly, the alignment with the transformation of energy infrastructures is not there. Investment agendas are not matched yet, which leads to delay of the energy transition and possible financial inefficiency in the energy chain.</p> <p>The questions are:</p> <ul style="list-style-type: none"> -how to come to large scale retrofitting? - Can we understand the financial, planning and decision making mechanisms of housing corporations? -how to come to acceleration in retrofitting, who, what, where and when is needed? - In what way could policy contribute to this transformation process?
<p>Contribution to main KPI:</p> <ul style="list-style-type: none"> - Energy demand reduction - CO2 reduction - Renewable energy production - Energy efficiency 	<p>[What is the contribution of the selected theme to each of the main KPIs? If you don't have an exact value, explain how will you proceed during project development to evaluate this contribution]</p> <p>CO2 reduction, Energy demand reduction, Renewable energy production, Energy efficiency (if waste heat is used)</p>
<p>Value of the theme:</p> <ul style="list-style-type: none"> - Environmental - Economic - Social 	<p>[What is the contribution of the selected theme to each of the presented values? How will you measure it?]</p> <p>Social=people have a more comfortable house to live in</p>
<p>Other motivations for selecting this theme</p>	<p>[Explain any other motivations that lead you to choose this theme]</p> <p>(stimulation of innovations in the building sector)</p>
<p>Municipality involvement/competencies</p>	<p>[Which departments of the municipality will be involved? What will be their role?] The department of housing, making agreements with housing corporations. Climate and Energy department: working in</p>

	areas: stakeholder management.
Key-actors	<p>[Who are the stakeholders (institutional actors, utilities, grid operators, private companies) that are especially relevant to work on this theme and that will be associated to the drafting of the TA (for example by participating to working groups on this specific theme)? What is the specific role of these key-actors? What is their respective interest?]</p> <p>Housing corporations, housing owners, tenants, building industry, esco's/financial institutions, gridoperators.</p>
Other actors	<p>[Is there any other actors that will be impacted/involved in this theme but will not be necessarily associated to the TA drafting?]</p> <p>Consultancy, knowledge institutes. Other cities</p>
Interaction between stakeholders	<p>[How do you think the stakeholders will be/are interacting between each other?]</p> <p>Stakeholders are not sure what to ask of the government. Invest in getting the right themes and questions that need to be answered on the table. So we can start looking at an effective way to work on retrofitting and transformation.</p>

2.3 SWOT analysis through PESTLEGS filter of each of your selected themes. No swot addressed in workshop

Theme 1 - Heating and cooling					
	Leading question	Strength	Weakness	Opportunity	Threat
Political	Is the intervention political supported?				
Economical	Is the intervention economically feasible? (is there a business case)?				
Social	Will the intervention be socially accepted?				
Technical	Is the intervention technically feasible?				
Legislation	Is the intervention in coherence with the existing legal framework, is it impacted by any legal barrier?				
Environmental	Has the intervention impact on energy reduction, energy efficiency, renewable energy and/or CO2 reduction?				
Governance	Are all relevant stakeholders involved in the planning process?			there is a need for more governance on WKO's (STES) and using energy from the soil More small scale	

				initiatives start using each others waste heat	
Spatial	Is spatial design (space and program) part of the intervention?				
Theme 2 - Big users					
	Leading question	Strength	Weakness	Opportunity	Threat
Political	Is the intervention political supported?	Yes		More quality certificates per type of industry	
Economical	Is the intervention economically feasible? (is there a business case)?		This varies a lot, depending on the sector with in big users. For retail is seems to be no business case	Agreeing on collective procurement. Working together as companies	
Social	Will the intervention be socially accepted?			Changing the goals and communicating in a different way. For instance showing the good examples. Making customers aware and changing their purchase behavior and demand. CEO's as ambassadors	Companies are not convinced the investment is worth while. There is a need for economic drivers. A lot of companies face problems because of recession
Technical	Is the intervention technically feasible?			New techniques are developing fast	
Legislation	Is the intervention in coherence with the existing legal framework, is it			- Looking for possible	Unknown/undefined

	impacted by any legal barrier?			<p>exceptions within legislation.</p> <ul style="list-style-type: none"> - Punishing companies that do not follow the law. 	
Environmental	Has the intervention impact on energy reduction, energy efficiency, renewable energy and/or CO2 reduction?				
Governance	Are all relevant stakeholders involved in the planning process?		The knowledge of stakeholders and their needs is insufficient or not widespread	Working together in specific areas will help implementation	
Spatial	Is spatial design (space and program) part of the intervention?		Not enough	New policy for datacenters	

Theme 3 - Retrofitting					
	Leading question	Strength	Weakness	Opportunity	Threat
Political	Is the intervention political supported?			Need for additional targets: by city, by district, by housing corporation.	Short-term policy

				Integrale aanpak: binnen doelstellingen brengen	
Economical	Is the intervention economically feasible? (is there a business case)?	WSW-fonds garantie Besparing zero-energy housing verwerken in verdisconteringsvoet		High potential for new jobs	<ul style="list-style-type: none"> - Final step from label B to A is too expensive - Onrendabel - Housing corporations do not have budgets available
Social	Will the intervention be socially accepted?		How to change behavior?		Residents feel like it's a hassle.
Technical	Is the intervention technically feasible?	Yes, and there is a lot of knowledge available			
Legislation	Is the intervention in coherence with the existing legal framework, is it impacted by any legal barrier?				Legal barriers apply to monumental buildings
Environmental	Has the intervention impact on energy reduction, energy efficiency, renewable energy and/or CO2 reduction?			Yes, there are big opportunities for the environment but it will take a big financial investment	
Governance	Are all relevant stakeholders involved in the planning process?			Yes, but there is a need to share and use more information (o.a. on age of buildings). That way it will be easier to plan and integrate the retrofitting of districts, streets,	

				difficult buildings and work together with corporations, planning departments, energy suppliers	
Spatial	Is spatial design (space and program) part of the intervention?			Not enough. We know because of the energy atlas what is where, but we have to use this information.	

3 TA process, method and governance

3.1 Process and Method

In order to produce the Transformation Agenda, the city will have to work on the 3-5 themes with local stakeholders. Starting from the Intake workshop, cities will have about one year to work on the 3-5 themes with the objective to come up with concrete measures, business plan and stakeholders commitment.

In this section, could you describe the process you will be going through to ensure that work will be achieved by the end of the project (methodologies, timelines, number of meetings, participation methodologies, etc.)

If needed you can describes on specific process per theme depending of its focus, involved stakeholders and local constraints.

Reminders:

- June 2014: First draft of the TA, to identify where things are going well, where cities are facing difficulties and what additional support would be needed.
- November 2014: Deadline for the final version of the TA

3.2 Governance/Participation

As it is fundamental to involve as much as possible the local stakeholders in the making of the TA, each city will have to identify the governance model they will set locally. The city has the flexibility of the process they want to set-up.

Leading questions:

How stakeholder involvement will be ensured during the entire process of the TA making?

Provide as much as possible information about the governance and participation process: who will be the involved partners, at which steps of the process? How their inputs will be included? How do you foresee the stakeholder commitment on the implementation of measures (sign a Memorandum of understanding? Sign a concrete action plan? Other) ?

Journey towards the elections (we organize several intakes so to speak)

-Organizing expertmeeting with Klimaatraad (Klimaatraad is an advisoryboard for sustainability. Members are high positioned people of big companies and knowledge institutes)

-Debate with the city: public debate in one of the city's best known public podia

-we'll advice the new city council to change perspective: energy target instead of CO2 reductions

After the elections:

-setting up a social contract with the a selected group of people/enterprizes as part of the social contract with the city

Hereafter is an example of the governance model that can be set-up to make the TA

Question to the City: in what way will you set up your governance structure?

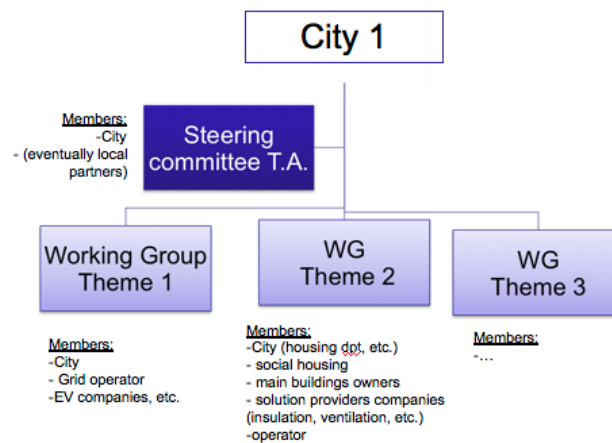
Working groups per theme in each city:

It is important to associate local partners as much as possible to the drafting of the Transformation agenda. Working groups are set up for each theme in order to support the CityCo in the drafting of the transformation agenda and to ensure that the measures that will be proposed for each theme will be supported by the local stakeholders (the starting point of a collaboration with the local stakeholders being the intake workshop).

TA steering committee per city:

In order to be able to have a general overview of the different themes, linking them with the strategic part of the TA, and consider the interactions between the measures, the city should set up a TA steering committee. This group of person will meet at least 2 times during the project development in order to analyze the development of the TA process in the city.

Local working group





4 Participation to the Intake workshop

4.1 List of participants

Who participated to the Intake workshop? (List of participants and function).

Marc Hanou	Provincie Noord-Holland
Andre Struker	Waternet
Jannis van Zanten	Westpoort Warmte
Leo Paulissen	Alliander
Eduard Visser	Havenbedrijf Amsterdam
Koos van Zanen	Gem. Amsterdam,DRO
Tjeerd Stam	Gem. Amsterdam, Klimaat en Energie
Maarten van Casteren	Gem. Amsterdam, Klimaat en Energie
Sebastiaan Jacobs	Gem. Amsterdam, Klimaat en Energie
Theun Koelemij	Gem. Amsterdam, Klimaat en Energie
Frodo Bosman	Gem. Amsterdam, Klimaat en Energie
Chiara Derenbach	City of Hamburg
Angela Saade	Hespul, Lyon
Geertje Wijten	Gem. Amsterdam,DRO
Laura Hakvoort	Gem. Amsterdam,DRO
Carolien Vlaar	PMB
Geert den Boogert	Gem. Amsterdam,DRO
Bob Mantel	Gem. Amsterdam, Klimaat en Energie
Stef le Fevre	Gem. Amsterdam, Klimaat en Energie
Ivo Wenzler	Accenture
Henry Staal	Gem. Zaanstad
Marie Therese Tetteroo	Stadsverwarming Purmerend
Stefan Mol	Waternet
Joost Brinkman	Accenture
Alexander Cramwinckel	Accenture
Michel Segers	Praxis
Rob Kuipers	Abn Amro
Jan van den Bosch	Rai
Patrick Teunissen	Omgevingsdienst Noordzeekanaal
Femke Haccou	Gemeente Amsterdam, DRO
Frits Rosier	EFL
Maurice Stoffels	Elan Wonen
Paul Tuijp	Ymere
Bart Jansen	AEDES
San Yin Kan	Gemeente Amsterdam, Dienst Wonen/Zorg/Samenleving
Ronald van Warmerdam	Gemeente Amsterdam, Project Management Bureau
Johan Stokking	Accenture
Michele Fumarola	Accenture

4.2 Do you think the intake workshop has been a success for stakeholders' commitment?

- Do you consider the Intake workshop as a starting point of stakeholder's cooperation and involvement within the TA making? Why? What has the intake workshop delivered as hard and soft results? What are next steps envisaged?

Yes, it has been successful. Different parties (energy producers, companies, law executers, the harbor, housing corporation all met and shared their level of knowledge. We remarked that shared focus and shared goals are not there yet but in each of the three themes there are parties willing to act.

And we learned that executing exiting environmental law, could save app 20% of energy use (in non-domestic functions which use app 70% of the energy in the city)

Next steps:

-On the district level (SUL) the themes will be research to come to implementation. This will be strongly area based.

-On the city level we would like to move to the social contract; encaging lost more stakeholders.

The next steps will be

-organizing a public debate and a debate with powerful experts. (we can learn from grand lyon and hamburg). In important target group will be the big users.

-we

- Do you any inputs to improve the commitment of the stakeholders in the next steps of the TA?

This will be one of our needs for the expert meetings: we call it social contracting with large groups in society.

5 Transform added-value

- What do you expect from TRANSFORM the coming year, besides organizing 4 expert meetings on key considerations? And besides the strategy working group on TA modeling?

That also on the key considerations working groups are defined and best practices of cities (related to the key considerations) are named and shared.

That advice or proposals for the key considerations are reflected in the light of the EU agenda.. 'upscale', bringing it to the market' (we/I have to get more precise on this)

That the role of the government (=governance) always is addressed in all the actions mentioned. And should the role change in time.

That the transformation Agenda addresses the 'how to' question. So how to realize a solar field, a wind park, high level renovations etc.(and again what is the possible governance?)



That the transformation Agenda includes a very simplified journey to come to an city wide Transformation agenda/energie strategy and what the ‘next generation TAs” look like? What’s expected to be needed In 2025?