# Results Intake workshop:

# City report

# *1st step toward the Transformation Agenda*

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## Introduction

### Reminder about Intake Workshop objectives and impacts on WP2

The **intake workshop objective is to prioritise 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.

### 

### 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 (incl. a detailed description of each theme);*
* *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.*

## Themes to be addressed by the TA

### 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** | **Descriptions/comments** |
| 1 | *Ex. Development of the District Heating networks and biomass production* | *Ex. Objectif:*  *- To develop the networks of public heating on the territory of the Grand Lyon and significantly increase the share of renewable energies in their energetics bouquet based primarily on biomass and fatal energies. Development will happen by the creation or extension of networks to allow connections of additional buildings.*  *- To reach 160 MW wood boiler on networks in 2020 and 90 in 2015.* |
| 2 |  |  |
| 3 |  |  |
| 4 |  |  |
| 5 |  |  |
| 6 |  |  |
| 7 |  |  |
| 8 |  |  |
| 9 |  |  |
| 10 |  |  |
| 11 |  |  |
| … |  |  |

***How these themes were selected?***

*Leading questions:*

* *How did you select the initial “long- list”, is this list coming from an existing strategy document (Sustainable energy action plan, other)?*

### 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 X** | | | |
| Name of the theme |  |  |  |
| Category | [To which of the 6 categories, (Existing buildings, Waste Management, Public Land Use, Water, Energy Supply, Transport) the theme belongs?] | | |
| 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?] | | |
| 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] | | |
| Value of the theme:  - Environmental  - Economic  - Social | [What is the contribution of the selected theme to each of the presented values? How will you measure it?] | | |
| Other motivations for selecting this theme | [Explain any other motivations that lead you to choose this theme] | | |
| Municipality involvement/ competencies | [Which departments of the municipality will be involved? What will be their role?] | | |
| 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?] | | |
| 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?] | | |
| Interaction between stakeholders | [How do you think the stakeholders will be/are interacting between each others?] | | |

### SWOT analysis through PESTLEGS filter of each of your selected themes.

*For each theme, please details the SWOT analysis through PESTLEGS filter (one table per theme)*

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Theme X - *Name of the theme*** | | | | |  | |  |
|  | **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? |  |  |  | |  | |
| Spatial | Is spatial design (space and program) part of the intervention? |  |  |  | |  | |

## TA process, method and governance

### 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*

### 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) ?*

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

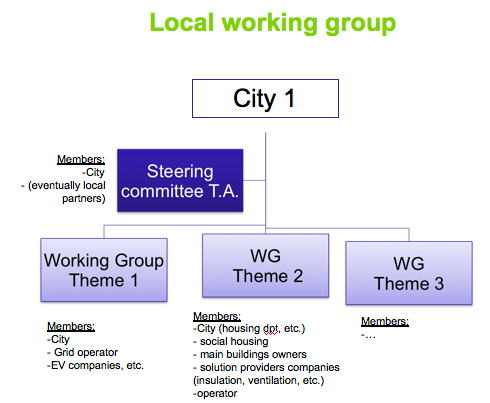
***Question to the City: in what way will you set up your governance structure?***

***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 analyse the development of the TA process in the city.*



## Participation to the Intake workshop

### List of participants

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

### 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?*

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

## 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?*