# Template for the City

# TRANSFORMATION AGENDA

## Table of content

[Template for the city 1](#_Toc414960205)

[TRANSFORMATION AGENDA 1](#_Toc414960206)

[Table of content 2](#_Toc414960207)

[INTRODUCTION 3](#_Toc414960208)

[Introductive Remarque for City-Co: 3](#_Toc414960209)

[PART A THE STORY (STATU QUO, VISION & QUANTITATIVE GOALS) 5](#_Toc414960210)

[1 Statu-Quo 5](#_Toc414960211)

[1.1 Energy consumption and CO2 emission methods 5](#_Toc414960212)

[1.2 Energy transition Regulatory Framework 5](#_Toc414960213)

[1.3 Energy transition Financial /fiscal Framework 5](#_Toc414960214)

[1.4 Actor mapping and related competencies (governance) 5](#_Toc414960215)

[2 Vision & quantitative goals 6](#_Toc414960216)

[Part B - Evaluation of the city’s energy strategy and transformation process 7](#_Toc414960217)

[Introduction: explaining shortly the concept of transformation (in complex systems) 7](#_Toc414960218)

[1 City concept assessment 8](#_Toc414960219)

[2 The intake workshops 10](#_Toc414960220)

[3 Key considerations outcomes on strategic issues to feed local strategy 11](#_Toc414960221)

[Part C Improving abilities to implement: selected themes and strategic city working groups 12](#_Toc414960222)

[1 Improving the city ability to implement on the themes 12](#_Toc414960223)

[1.1 Description of the selected theme: Context and objectives 12](#_Toc414960224)

[1.2 SWOT analysis and Set of measures for the theme 13](#_Toc414960225)

[1.3 Action plan 14](#_Toc414960226)

[2 City strategic working groups 14](#_Toc414960227)

[Part D What has been achieved so far and impact on the city existing energy strategy 15](#_Toc414960228)

[1 What has been achieving so far? 15](#_Toc414960229)

[2 Impact of the TRANSFORMATION agenda on the city energy strategy and related policies. 15](#_Toc414960230)

[List of leading questions to help cities to drive their local thematic working groups: 16](#_Toc414960231)

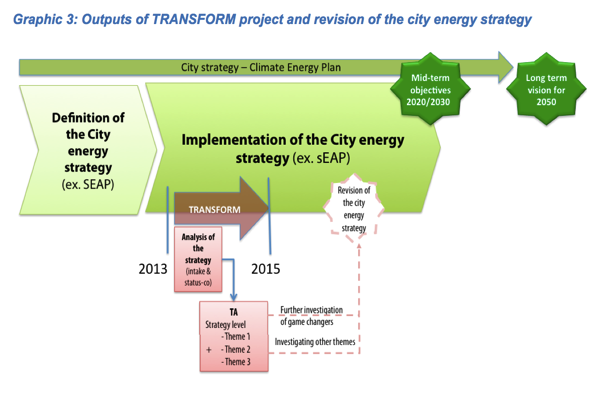
# INTRODUCTION

## Introductive Remarque for City-Co:

The TA is not a new energy strategy, but it is a document in which the City explains what is the current situation of the energy planning and how the existing city strategy can be improved**.**

***The TA will therefore conclude on a set of comprehensive recommendations to City administration and decision makers to improve the City energy strategy at both the strategic and thematic levels.***

The following document is a template to support the City for producing this deliverable. Objective of the TA:

***Please specify which are the city specific objectives while working on the TA. Indicated what is the energy strategy, you are improving and why***

**Overview of the content of the TA**

The present template proposes to Cities to use the following structure for the production of the deliverable :

* ***Part A - The story (Status-Quo, vision and quantitative goals),*** that presents the general framework in each city, its SEAP vision and goals;
* ***Part B* *- Evaluation of the city’s energy strategy (ex. SEAP) and transformation process:*** In this section the city will proceed to an evaluation of its SEAP or city strategy progress, to compare its real development with the ideal one. This is achieved by coupling two approaches: the intake workshop and the city concept assessment. Based on the results of this two approaches, the city will identify the themes and strategic elements they will have to improve to achieved their energy and climate goal (i.e. the transformation process they will have to go through).
* ***Part C - Improving abilities to implement – selected themes***;

In this section, the city describes the Transformation path it will have to go through to improve its energy strategy so as to meet its energy and climate objectives. This will be done at two levels: the thematic level (by detailing concrete measure on the 3/5 themes selected during the intake workshop) and the strategic level (as a result of the strategic working groups)

* ***Part D - What has been achieved so far and impact on the city existing energy strategy :*** This section details the first steps achieved by the city to implement above detailed measures, as well as the plan of the city to use above outputs to improve their energy strategy.

# PART A THE STORY (STATUS QUO, VISION & QUANTITATIVE GOALS)

Reminder : This section presents the general framework in each city the Status-Quo, vision and quantitative goals, for example extracted from each current city’s SEAP .

*Length: maximum 5 pages for the Part A*

## Status-Quo

### Energy consumption and CO2 emission methods

* Definition, method, measures, economic and energy relevant background

### Energy transition Regulatory Framework

### Energy transition Financial /fiscal Framework

### Actor mapping and related competencies (governance)

## Vision & quantitative goals

*This is a summary of the current SEAP (for example) or the city energy strategy: visions and objectives. This sections summaries what are the city targets in terms of energy consumption and CO2 emission, for middle and long term. In this section the city can also indicate what are the main sectorial measures/actions it is undertaking to achieve its CO2/energy saving goals.*

# Part B - Evaluation of the City’s energy strategy and transformation process

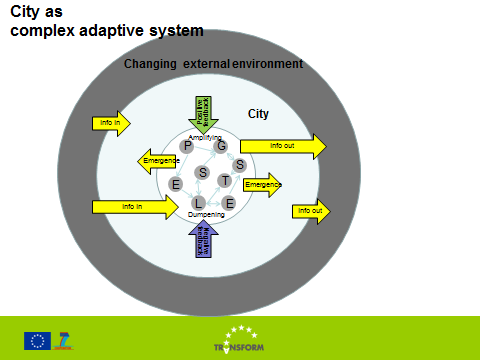
**Introduction: explaining shortly the concept of transformation** (in complex systems)

It is essential that especially transition or transformation strategies and measures should be improved and adapted to (often quickly) change conditions in the economic, technological or environmental spheres. Transition and Transformation refers to dynamic processes of socio-ecological-technical change – showing a complex behavior of systems. “Our society is composed of complex adaptive systems in which individuals and organizations (may) self-organize within the limits set by physical, institutional and informal structures, and (can) experience the emergence of e.g. technological or social innovations” (cf. Loorbach et al (2009)). These characteristics are referring on (political and/or administrative) actors who direct or orchestrate system change towards certain targets, eg. energy change, climate action etc. This societal interaction means governing activities of social, political and administrative actors.

Strategic adaptation and shifts - with view of keeping the overall objectives - therefore should be an indicator of good/smart governance.

Two Key elements of the Smart Energy City are Smart governance - and Resilience which indicates the ability to balance, compensate and adapt of changing complex dynamic processes.

Regarding these results it’s possible to create a ‘simple’ model of a City as complex adaptive system, where the system elements are chosen as PESTLEGS-elements which represents agents/actors (citizens and stakeholder) and institutional components. (See picture)

**

Each city will proceed to an evaluation of its SEAP or city strategy progress, to compare its real development with the “ideal" one. This is achieved by coupling two approaches the we suggest: the **Intake Workshops** and the **City Concept Assessment**. Based on the results of these two approaches, the city will identify the themes and strategic elements they will have to improve to achieve their energy and climate goals: i.e. the transformation process they will have to go through.

The TA target should be validated and adapted by each city in relation of its context and its ability to implement.

## City concept assessment

The objective of this section is to analyze the gap between the objectives of the SEAP/city energy strategy and the actual realization (gap between expected and monitored impacts)

|  |  |
| --- | --- |
|  |  |
|  |  |

*Example: Extract from Hamburg TA*

To support cities with this gap analysis, a guiding questions filter (Baseline City Assessment document) is available. The answer to the guiding questions allows a city to evaluate the main components of its strategic approach on driving a Transformation Agenda

In this section, the city has therefore to make a self-assessment of its city strategy (based on the method provided by Hamburg) to identify which are the weaknesses of their current approach and where they need to improve by filling-in the following table:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **City assessment** | **Ideal vision** | **Gap between city assessment and ideal vision** | **Strategic issues to be addressed locally (within the TA)** |
| **Vision/Objectives**  Definition of objective(s):  How is the (main) objective/aim of the city plan defined? |  | Objective: Define components of the city plan (e.g. CO2-reduction, energy demand reduction, increase of renewable energy production or energy efficiency), using a clear quantitative and qualitative set of categories |  |  |
| **Governance:**  Involvement of other city policies in the plan  Stakeholders involvement in the plan  coordinated action within the administration |  | Objective: to integrate other city policies (multilevel governance)  Objective: Systematically, continuous participation in developing and implementation of the city concept  Comprehensive tasks explicitly named and considered in the organizational processes |  |  |
| **Integrate approach**  What is the underlying “philosophy” of the plan?: Holistic and integrative approach or Segregated, additive approach. |  | Objective: to have an holistic and integrative approach considering the interrelations between different components of the transformation agenda (e.g. the energy chain with respect to production, distribution |  |  |
| **Spatial approach**  level of differentiation with an integrative view on different city scales |  | Objective: differentiation in terms of city scales (e.g. building-, quarter-, district- or area-scale) |  |  |
| **Timeline :**  **horizons 2020/2030/2050**  Does the plan provide a specific timeline? |  | Objective: defined milestones for short-term, mid-term and long-term targets as well as for the implementation of measures. |  |  |
| **Monitoring:**  Is the achievement of objectives monitored? |  | Objective: system of monitoring which  observes the transformation  process and  provides regular progress reports –  with possible ajustements |  |  |
| **Changing agents:**  taking into account social and technical innovation  Ability of the system to be resilient |  | Objective: take into consideration technical and social innovation (e.g. new energy producing technologies, changing consumer behaviour) as an accelerator/catalyst for the city concept?  Objective: be able to propose a resilient system |  |  |
| **Investment:**  medium-term budget plans |  | Objective: all measures are examined with regard to their financial dimensions and designed accordingly |  |  |

## The intake workshops

In this section the city will first resume the process they went through to prioritize the themes during the **Intake Workshop** (Impact Vs Ability to Implement)

This part is a summary of the City Intake Workshops.

Extract from *Hamburg Energy presentation*

*Strategic part of the TA*

## Key considerations outcomes on strategic issues to feed local strategy

In this chapter the city should describe if and how key consideration discussions at EU level can feed, or be integrated in the local theme analysis. Put in evidence the benefits of these discussions, the limits, barriers, the evolution needed to make things change.

# Part C Improving abilities to implement: selected themes and strategic city working groups

*By coupling the results of the 2 approaches: thematic approach with the selected 3/5 themes and the strategic approach with the local strategic working groups, each city will have to define and describe the* ***Transformation path*** *it will have to go through to meet its energy and climate objectives.*

## Improving the city ability to implement on the themes

### Description of the selected theme: Context and objectives

|  |  |
| --- | --- |
| **Theme – *[Name of the theme ]*** | |
| Description of the theme | [Which are the “boundary” 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?] |
| General objectives | Describes the general (= overall) objectives at city level for the theme |
| Specific objectives | Please make the general objective more specific by specifying “sub-objectives). For example, depending of the typologies of buildings or population, depending of geographical criteria, or depending of the categories of stakeholders it is addressing  *Example: For the refurbishment of private-owned housing buildings, specific objectives can define the objectives for different typologies or age of the building: 10% of refurbishment for 1945-1975; 25% of refurbishment for the buildings of 1975-1990, etc.)* |
| Impacts | When possible, estimate the potential impacts of the theme in terms of CO2 reduction, energy saving, Renewable energy production and city sustainability (economic, environment and social -> key elements = access to energy services + resilience + sustainable economy) |
| Qualitative analysis of what has been achieved so far on this theme |  |
| Municipality involvement | Which departments of the municipality will be involved on this theme? |
| 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?] |

### SWOT analysis and Set of measures for the theme

*For each theme selected, city will do a coupling SWOT and PESTLEGS analysis, to emphasise a selected set of measures leading to an action plan*

Example:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Theme 2 - A new function of “flexibility developer” in the development of smart grids** | | | | | |
|  | **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? |  |  |  |  |
| **Environmental** | Has the intervention impact on energy reduction, energy efficiency, renewable energy and/or CO2 reduction? |  |  |  |  |
| **Legal** | Is the intervention in coherence with the existing legal framework? Is it impacted by any legal barrier ? |  |  |  |  |
| **Governance** | Are all relevant stakeholders involved in the planning process? | . |  |  |  |
| **Spatial (Urban)** | Is spatial design (space and program) part of the intervention? |  |  |  |  |

### Action plan

Starting from the Intake workshops, cities will have about one year to work on the 3-5 themes with the objectives to come up with concrete measures, business plan and stakeholders commitment.

The cities have to define the process to ensure that work will be achieved by the end of the project (methodologies, timelines, number of meetings, etc.)

Cities will describe their action plan for the selected themes, following the PESTLEGS criteria, the spatial intervention strategy and the Implementation of the measures.

Please note that in annexe you can find leading questions to support you in the definition of the action plan/measure for each selected theme (cf. appendix of the present document).

## City strategic working groups

This chapter is dedicated to the work that has to be done in the local strategic working groups.

**Objective of the strategic local working groups: formulate recommendations to improve the strategic part of the SEAP/city energy strategy by focusing on one or several of the following challenges:**

* + Vision : (in regard of the fact of having a clear vision with objectives and timeline defined)
  + Governance (in regard of the stakeholder mapping, an in regard of the need of the objective of having an integrated approach)
  + Financing tools
  + Spatial and IT tools
  + Monitoring tools
  + Resilience , changing agents

# Part D What has been achieved so far and impact on the city existing energy strategy

*In this section it is requested to city-co to describe how they have addressed the challenge they* identified at the strategic level (i.e. the main challenges identified by the gap analysis between actual situation and the objectives opt the SEAP/city strategy objectives) and to formulate recommendations on how they are able to improve their energy strategy.

Making of the TA within Transform project is not only about planning what should start to be made afterwards but also about implementing the measures. However, not all measures can be achieved but the cities have to show that they have been started and on-going within project timetable.

This section details the first steps achieved by the city to implement above detailed measures, as well as the plan of the city to use above outputs to improve their energy strategy.

## What has been achieving so far?

Theme 1: ….

Theme 2: ….

Theme 3: ….

## Impact of the TRANSFORMATION agenda on the city energy strategy and related policies.

The objective of this section is to detail how the outcomes of TRANSFORMation agenda would enable the city to improve its existing strategy. The work will provide inputs that will allow a real breakthrough for the next revision of the city strategy.

ANNEXES

## List of leading questions to help cities to drive their local thematic working groups:

**LOCAL AND NATIONAL CONTEXT LINKED TO THE OBJECTIVE:**

° Leading questions:

* + How are national, regional and local policies affecting the theme (positively and/or negatively)?
  + How can the legal framework be improved (mainly at local and regional level), but also which are the level to improve the national regulatory context?
  + How can relevant institutions’ awareness, competencies and capabilities be strengthened?
  + How existing planning documents (land use, housing policies, etc.) are affecting the theme (positively and/or negatively)?
  + Has the social acceptance and needs of the final beneficiaries been considered?
  + Which are the other values of the action?

**FINANCES:**

1 – What is the overall budget of the intervention (to be detailed by measures): cost and planned infrastructure investments, financial engineering, etc.

2 – Which are the barrier of investments from private bodies?

3 – What is the financial participation of the city for the energy policy?

4 – Could we create synergies with the budget of other department/policies?

5 – What is the financial participation of other public bodies stakeholders? Of the city as part of its energy policy or any other policy?

6 – What is the financial participation of private stakeholders?

7 – Which are the new financing sources that can be mobilized (contracting, saving energy and utility costs)?

8 – How the investing agenda of involved parties can be aligned to save money?

9 – How regional, national and European funds (structural funds, ELENA, JESSICA, etc.) can be mobilized?

10 – Which innovative business model can be set up? (including citizens, private & commercial companies driven investments, design of PPP models, full life-cycle analysis, etc.)



**Modelisation/Monitoring**

Leading Questions:

* Which questions are relevant to prioritize?
* Which are the criteria to prioritize the interventions?
  + Building typologies: buildings age, architectural typologies.
  + Energy systems for heating: buildings connected to the gas network, fuel heated buildings, distance to the district heating network,
  + Building occupants: medium revenue of the area, owner-occupant, social housing.
  + How to lead the intervention in the selected areas (specific studies on this area, door to door contacts, targeted communication strategy, partnership with local associations, shop tenants or administrative offices, etc.)?

Produce indicators to identify priority areas of intervention. For example “priority area of intervention” for housing refurbishing strategy.

* + Areas can be selected by using the following criteria:
  + More than 50% of the building stock has been build between 1945 and 1975.
  + More than 30% of the building stock is situated less than 500 meters of existing district heating networks.
  + More than 70% of dealing should be with homes occupied by owner-occupants.
  + …
  + Produce maps of the intervention strategy.

