

# Report : Territorial analysis workshop

Lille – March 14<sup>th</sup>, 2017

## Objectives of the workshop

As first workshop of the project, it was important to understand Partner Cities' Low Carbon strategies and clarify common key topics and project's goals. Therefore the agenda focused on letting cities present their existing strategies and objectives during the project.

## Agenda

<b>9:00</b>	<b>Ice breaking session</b>		
<b>9:15</b>	<b>Presentation of the session</b>		
<b>9:30</b>	<b>Mapping cities activities</b>		
5 minutes	Introduction of the session	Series of short discussions on 5 different topics covering different perspectives of the low carbon approach.  For each topic: presentation by one of the partner city (order to be defined) (maximum: 10 minutes) followed by a discussion in order to compare with the situations in the other partners.	Understanding the state of the art in partner cities
30 minutes	<b>Multilevel governance (Katowice)</b> Leading questions: How is your National-regional-local governance context shaped? Which institutional settings are in place? How are competences dispatched between institutional levels? Which legislatives contexts are at stake?		
30 minutes	<b>Local policy instruments (Turin)</b> Leading questions: Which local policy instruments are you using for your low-carbon strategy? The scales and the role of the city?		
30 minutes	<b>Local stakeholders involvement (Suceava)</b> Leading questions: How do you involve local stakeholders in the energy transition of your city? Which organisations are playing a role?		
30 minutes	<b>Citizens involvement (Hamburg)</b> Leading questions: Are citizens taking part into shaping the local energy transition? How are they involved? Is there a participation framework in place?		
30 minutes	<b>Internal organisation (Lille)</b> Leading questions: How is your organisation working internally to move towards an energy transition/low carbon future? How is it organised? How is the decision-making process organised? How are the different departments working together?		
15 minutes	Wrap-up		
<b>12:30</b>	<b>Lunch break</b>		

<b>13:30</b>	<b>Problem setting</b>		
30 minutes	<p>What do we understand as low carbon city?</p> <p>3 groups working on 3 questions (for each group, one question) :</p> <ul style="list-style-type: none"> <li>- Give 10 indicators allowing to characterise the low carbon city</li> <li>- Give the definition of the low carbon city in one sentence</li> <li>- What are the 5 biggest challenges ahead on the way towards low-carbon cities</li> </ul>		Building a common understanding of the key topic
1 hour	<p>Share and interact</p> <ul style="list-style-type: none"> <li>- Each group present its findings and discuss them with the rest of the participants (15 minutes per questions)</li> </ul>		

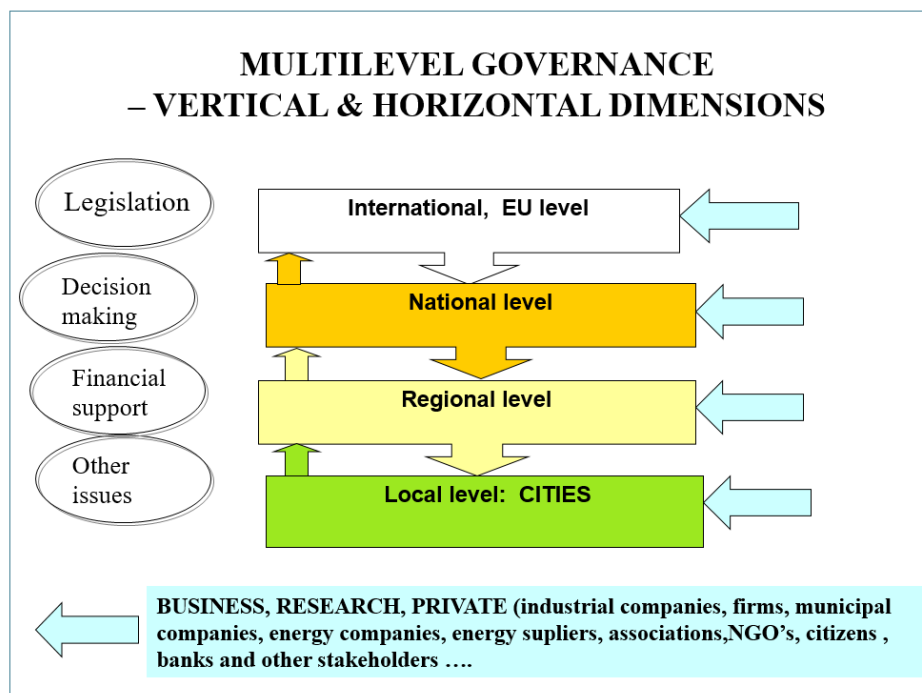
<b>15:15</b>	<b>Worst practices session</b>		
30 minutes	<p>Work in small groups (2-4 persons) : in your view, what are the biggest failures your city/territory has experienced in the topic of energy transition? Why?</p> <p>Discuss those failures and try to identify the barriers.</p>		Start reviewing barriers and understand blockades
45 minutes	<p>Mapping the barriers together.</p> <p>Using a map to situate the main barriers and link them to the different examples.</p>		
20 minutes	Towards "Shaping the joint territorial analysis framework : discussing next steps...."		
10 minutes	Wrap-up		
<b>17:00</b>	<b>End of the day</b>		

## 1. Mapping activities

The first session focused on five key and transversal aspects of the low-carbon strategies of the partner cities: Multilevel governance, Local policy, Local stakeholders involvement, Citizens involvement and Internal organisation. The objective of this session was to understand the state of the art in the partner cities and also to look at the differences and similarities of activities, processes or goals that could already emerge at this stage of the project.

### Multilevel governance

#### Inputs by Katowice



#### National-regional-local governance context

Energy policy of Poland till 2030, National Action Plans on energy efficiency, RES, National Plan for investments in energy sectors, etc.

Low Carbon Energy Plan is decision of the local government. Based on SEAP.

2013 National Fund for Environmental and Water Management - call within Operational Program of Infrastructure and Environment - 873 municipalities (35% in Poland), co-financing - 85%.

#### Institutional settings in place to address the challenge of a low carbon society

Dept. of Environment – Energy Management Office,

Team for LCEP consists 4 depts: Environmental Protection, City Development, Transport, EU Funds and GIG.

#### How are competences dispatched between institutional levels?

Energy Management Office is responsible for energy management in public buildings, monitoring and reporting energy consumption and costs, initiative and giving opinion of investments, energy audits, co-operates within other depts.

### Which legislatives contexts are at stake?

2011 – Guidelines to National Program of Development of LCE Now in preparation National Program of DLCE till 2050

Strategic documents related to development of country Poland and 9 horizontal strategies, particularly innovations, energy security, transport, etc.

3X20 = objectives at national level. Many documents, laws from national to local (top down).

At city level the objective is 7% of CO2 reduction. It would cost 1-2 billion zloty to implement all the measures.

No objectives at regional level

### Discussion

**Hamburg** 1,8 millions inhabitants

Hamburg is a federal state: The city is at the same time the city and regional level.

It has therefore a legislative competence. The 1<sup>st</sup> mayor is also the prime minister.

As a consequence, the work is done at federal level, but also at city level.

To influence energy and climate = funding instruments, subsidies if actions go beyond the minimum

To do some positive attraction to the stakeholders: enterprises, citizens

Key question: All resources distribution

**Lille** More top down system. At national level : Energy transition law.

Energy Climate Plan are compulsory for cities over 50 000 inhabitants. Next year, in Lille, the EC plan will be organised at Metropolitan level.

National and regional incentives.

Multi-layer french administrative system (« Millefeuille français »)

**Torino** 2 years ago (2015) Province level was reorganised. New actors appeared on the scene. Province of Torino became the metropolitan authority. It gathers together 300 municipalities very different from each other (city to mountain). It's become in fact a second level of institution.

The Mayor of Torino is the Mayor of the Metropolitan authority.

The metropolitan authority is becoming weaker economically and politically. It's not a directly elected authority.

The metropolitan area has got some specific competencies (infrastructure, railway) But this is the City which works on the new city master plan but can't solve all the problem and there is no higher level to organise a wider view. So daily work includes to convince all the municipalities. As a drawback, for example, there were competing operations for brownfields.

National and regional level set laws.

**Suceava** County level

Regional level

7 counties.

Avoid double financing

## Local policy instruments

### Inputs by Torino

#### **Which local policy instruments do you use for your low-carbon strategy?**

##### **The scales and the role of the city?**

At the heart of the strategy is the aim of taking advantage of the industrial process, through reorganisation of the city structure and brownfields.

There are many policies in place, like the Covenant of Mayor objectives, Energy reduction programme, Smart City programme, sustainable mobility objectives.

Sustainability is a key issue for the new master plan

- Effective use of resources, climate change mitigation, reduced pollutions
- safety and security, service availability, quality of live
- Economic efficiency, operational efficiency

In the Master Plan, development decision making processes need the availability of objective and reliable information to identify the best planning option.

Objective within the MOLOC project is to understand the state of the art and therefore gather all this knowledge.

There are many sectorial actions but still no overview that can be used for a better city. Actions need to be integrated, upscaled, bridged into a low carbon master plan.

Targets CO<sub>2</sub> by 40% by 2020 – now 30% by 2030 (the ambition has been reduced)

We need now integration of all those different actions.

Last June a new coalition came into power (not the left wing anymore).

## Local stakeholders involvement

### Inputs by Suceava

#### **Involvement of local stakeholders in the energy transition**

- Local groups
- To engage citizens – owner associations
- Regional development agency – extend the project to the region. From local to regional level
- Brainstorming to invite stakeholders - do you need someone?
- To involve the stakeholders during and after the implementation process. To monitor.
- Any idea is a good idea (ex of rules)
- Speak the language of the stakeholders – avoid technical boring aspects and show how daily life will be affected.
- Act like colleagues. Letting the municipality step out of the leader role.
- Give examples, Study visits (not reinventing the wheel)
- Inviting news people who bring fresh air...and local media to join in.

#### **Which organisations play a role?**

- We are all colleagues; no one is leading - avoid talking like official
- Anyone is important could add some value bring something new.
- Meetings with local groups, decision makers not in a conference.

- Procurement procedure for external expertise (according the law)
- Neutral person/moderator is important
- We try to involve as many stakeholders as possible.

## Discussion

**Torino** Start up SMEs : Torino has launched a call for Start up projects (city gives incentives) which can have positive impacts on climate change.

Role of the Urban Center Torino: For General public, economic stakeholders, community organisations we need different kind and tools of communication, of knowledge. We work with cultural activities...that can provide different kind of expression. Bridging knowledge.

Produce simplify report

Preparing the information to provide for a larger audience – to stimulate.

Urban processes are long term processes

**Lille** In our sustainable energy centre we organise an annual partnership meeting to work on the activity program of the centre. It's a good way to collect information from the partners (Social housing, NGOs, etc) and to make progress together. It gives them the opportunity to meet and develop common projects and generate interest for this issue.

**Hamburg** Use basic setting sheets (fact sheet) to spread the word to everybody with internet website of the city...

Produce simplify report

Preparing the information to provide for a larger audience – to stimulate.

Urban processes are long term processes

**Katowice** Priest (catholic church) + / teachers / social organizations can have a great input to cooperate actively.

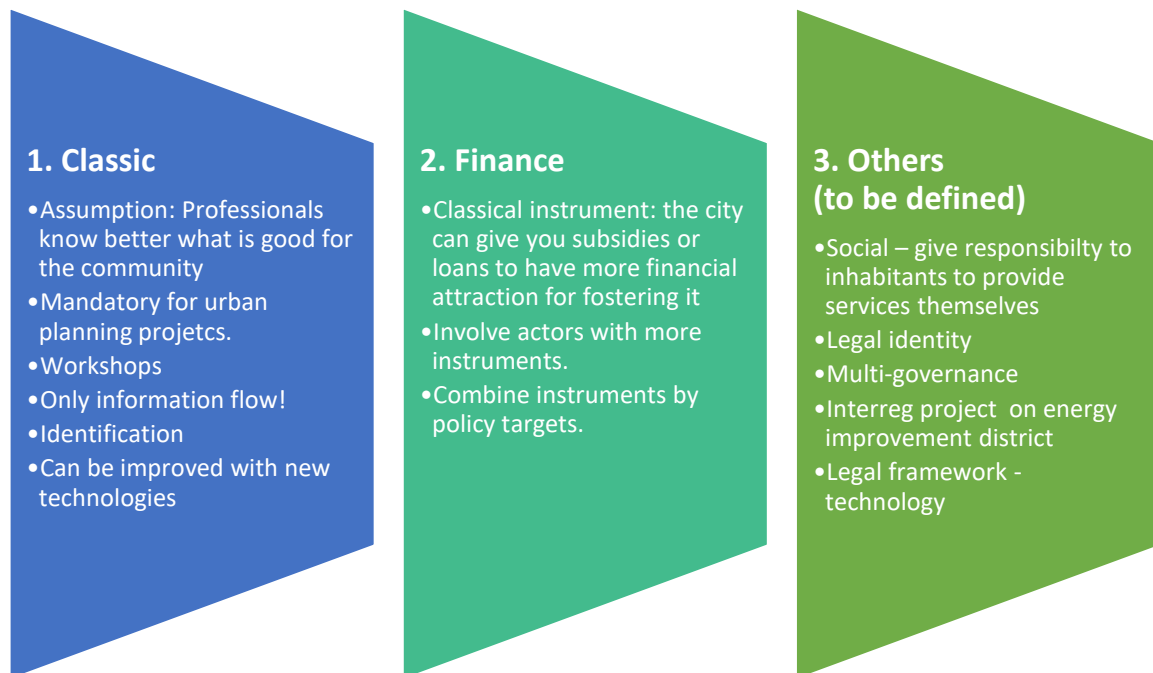
Katowice is the capital city of Silesia and of the metropolitan area. Some representatives of municipalities exchange experiences and gave their inputs to prepare the EC plan.

## Citizens involvement

### Inputs by Hamburg

**Do citizens take part in shaping the local energy transition? How are they involved? Is there a participation framework in place?**

*Energy transition participation:*



Links have to be invented between approaches 2 and 3  
Hamburg is willing to go further on this issue.

**Torino** How to interest people who are not interested?  
Shift to 3<sup>rd</sup> model presented by Hamburg is a very interesting perspective because it deals with empowering people. Co-creation of services – co-maintenance.... In Italy how can a public administration make it possible for citizen to act?

**Hamburg** Using fake news to increase interest?

**Lille** Bad in concertation process. MOLOC is very important for the city to work on this issue.

**IMPORTANT** THIS TOPIC SEEMS CENTRAL AND WILL BECOME A SPECIFIC FOCUS IN THE PROJECT.

## Internal organisation

### Inputs by Lille

**How does your organisation work internally to move towards an energy transition/low carbon future? How is it organised? How is the decision-making process organised? How do the different departments work together?**

Lille is involved in EEA process (called Cit'ergie in France). Label 4 years ago. EEA is a quality management and certification system which is meant to improve our Energy Climate policy and deals with 6 areas: Planning, properties, energy supply, mobility, internal organisation, action targeting inhabitants and stakeholders.

To establish planning approaches and implement concrete climate and energy policy measures at territorial level.

It's a real management tool to improve our energy policy and to monitor it.

For the moment, this is the city which is involved in EEA but as some competencies are shared between the city and the Metropolitan. Therefore regular meetings are organised between them.

The internal governance has been improved thanks to the EEA process. 6-7 departments (not only technical but also finance and international department) take part in the steering group (2-3 meetings a year).

The EC plan is connected to SEAP, covenant of mayors' engagements.

"Agenda des solutions lilloises"

- 4 topics: Mobility / Energy / Food / Waste
- 10 concrete actions per topic in the four coming years. Voting at the end of last year.
  - o Implemented at Internal level and also actions developed for inhabitants and citizens.
  - o The aim is to massify

Competition for a low carbon world – Imagine the city 2050 "Ville respire" (with the support of EDF) Carbon Architecture competition "Imagine the city in 2050" in integrating the EC constraints. 14 auditions, 1 book, 1 exhibition "Lille breath". Difficult to convince our colleagues. It was intellectual project for too many people The Mayor would like the project to be continued and MOLOC might be a good motivation for that.

## Discussion

**Lille** Participation of citizens/stakeholders is also inventing the solutions with the users/with people

**Hamburg** There are travel cost in MOLOC so citizens may take part in interregional meetings or study tours.



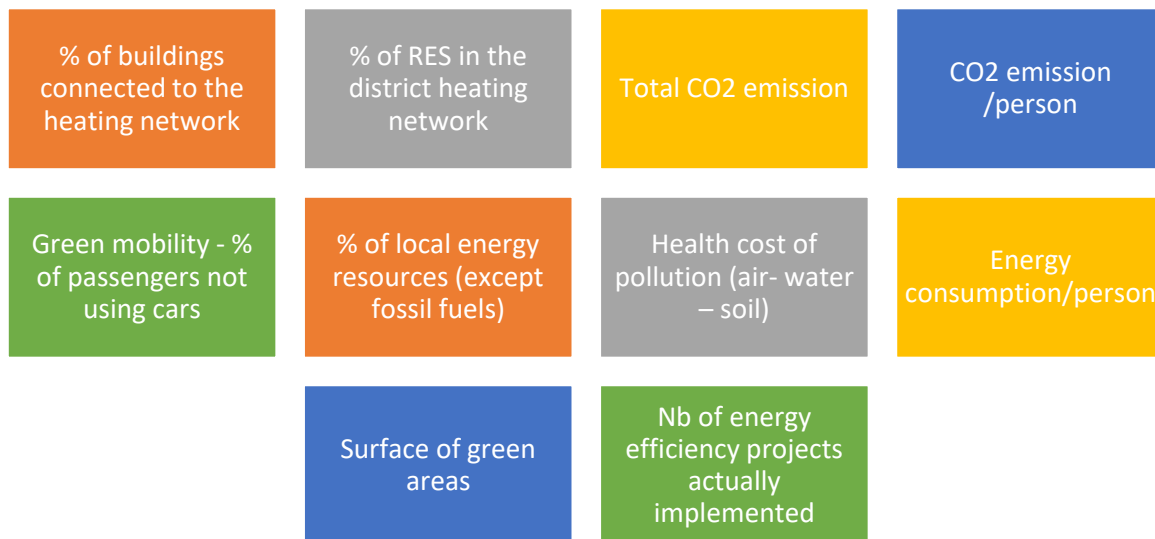
## 2. Problem setting

### What do we understand as low carbon city?

Objective: Building a common understanding of the following key topics:

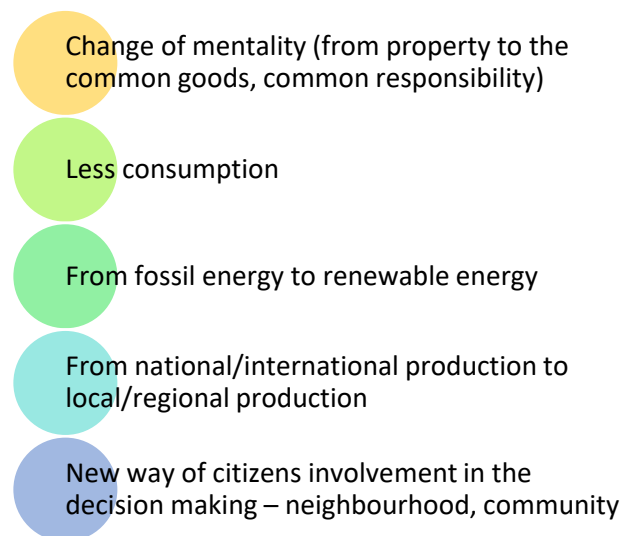
- What is your own definition of a low carbon city?
- What would be its main characteristics?
- How different would it be from the city we know today?
- What are the main obstacles for defining your low carbon vision?
- Which path should be followed in the transition towards low-carbon cities?

### 10 indicators allowing to characterize the low carbon city



Obviously, there were intense discussions about the indicators. What about happiness? Qualitative indicators? The discussion round allowed to raise many different perceptions. This exercise about finding indicators served as a starter and will be used to fine-tune the common understanding of a low-carbon city.

## 5 biggest challenges ahead on the way towards low carbon cities



### Definition of the low carbon city

“A low carbon city is a city on the way to a carbon free city”

Lille: “on the way” is important. It is a process.

Carbon free perspective is not an achievable goal from a pure scientific theoretical perspective.

It seems that there is no uniformly shared meaning of LCC among the MOLOC partners. The discussion must go on during the coming weeks in order to agree on a common base which will be used for shared analysis.

As each policy to be tackled during the project refer to low-carbon economy or low-carbon city, each partner cities is responsible to provide its own definition.

**NEXT STEPS**   **HOMEWORK FOR EACH PARTNER: WHAT IS LLC IN YOUR CITY? DOES THE CONCEPT APPEAR CLEARLY IN YOUR EC PLAN? SEND IT TO ENERGY CITIES SO WE CAN COMPILE INFORMATION AND SHARE IT.**

**THE COMMON FRAME FOR THE ANALYSIS SHALL BE READY TO BE DISCUSSED AT THE NEXT MEETING (SUCEAVA). IF NECESSARY ENC MIGHT ORGANISE A WEBINAR ON THIS TOPIC BEFORE THE SUCEAVA MEETING.**

## 3. Worst practices

Objective: Taking the opposite view of the usual good practice exchanges is a good way to analyse barriers and obstacles. Participants were asked to:

- Think about the unexpected problems that you have encountered in your efforts to work towards a low-carbon future. Don't focus only on one project, but still, try to be as specific as possible.
- Which decisions/projects at the level of your city have proved contra-productive from the perspective of a low-carbon strategy? Why?

- Which challenges seem impossible to solve? Why?
- Think about projects that you were involved in that did not meet the initial expectations? Why didn't it work? If you had to do it again, what would you do differently?

### Start reviewing barriers and understand obstacles

<b>Mobility</b>	To influence the car industry on the design of the city Lack of concertation before elaboration of traffic plan
<b>Communication / Participation</b>	To maintain the participation of the stakeholders along time Media Wrong indicators Lack of citizens/users involvement Lack of information in public Common language missing Low Carbon city is not only the responsibility of local governments
<b>Internal Organisation</b>	Limited budget for salaries in public administration Tender procedures Distributed responsibilities Conflict of public competences Missing evaluation / monitoring Different levels of commitment and motivation in technical team Internal communication cooperation Complicate procedure
<b>Buildings</b>	Bad supervision of works Absence of future users involvement Planning of maintenance of investments Lack of multi-actors quality process Too much technicity, not such good quality of life
<b>Politics</b>	Election Political change Wrong vision Political time not in phase with technics evolution
<b>Channel Procedure</b>	Late arrival of public funds
<b>Holistic approach</b>	Emotional effect missing Sociological approach missing
<b>Finance</b>	No funds for investments

	Missing economic evaluation
<b>Unexpected context</b>	Fukushima OPEC – oil prices ECB – interest rates
<b>Groups of interest</b>	Conflict of interest Lobby -> technology development Trust missing NIMBY
<b>Legislation</b>	Lack of regulation Difficulties in procurement, too long process Change of rules during project implementation

## 4. Conclusion and next steps

The workshop provided a useful start of the project. Participants got to know each other as well as got to know how other partner cities are organized, what is at stake and what the main objectives are. As well, the work of aligning definition and identifying obstacles was started.

The discussions showed that the field of work is very large, very complex and subject to many different interpretation and many different approaches.

The outputs of the workshops will help Energy Cities to orientate its work on building a joint territorial analysis framework that will contribute to delivering a comparative analysis of the situation in each of the partner cities in the perspective of its energy transition (due in semester 4 of the project).

### Next steps

Before the next project meeting, Energy Cities will review the different interpretation of the low carbon cities and will propose a common definition. In the same time, Energy Cities will start working on the analysis framework and will share its first ideas with the partners. Energy Cities will then prepare a part of the workshop in Suceava, in September 2017, which will be used to work further on the common issues together with all the partners.

## Annex: Project roadmap to deliver key deliverables

