



## D2.4 Deliverable, 'Vision and targets for each of the partner cities'

### Executive Summary



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## 1. Executive Summary

### Deliverable aims and objectives

Deliverable 2.4 (D2.4) is an overview of how cities engage, communicate and co-ordinate work with all relevant stakeholders to understand their interests and priorities and develop shared visions and targets for a low carbon future. The aims of this deliverable are to build a compelling vision for a sustainable city in collaboration with stakeholders, mobilise their resources, and ensure that realistic and supported ambitions and targets for achieving energy demand reduction, an increase in renewables and lower carbon emissions by 2020 are set in the cities' Sustainable Energy Action Plans (SEAPs). In some cases, cities have already started to take a longer term view and have agreed visions and targets for 2030 or 2050; these are also discussed in this deliverable.

### City approaches

To complete the analysis of their visions and targets, partner cities responded to questions in a template developed by the deliverable lead (see Annex C). Cities provided information on their current vision and targets for strategic development and, more specifically, climate and energy, as well as how these were developed. The links between local strategic planning and the EU 2020 climate and energy goals, wider Europe 2020 strategy, and smart cities ambitions were also analysed.<sup>1</sup> The cities also reflected on their methods and approaches towards stakeholder engagement and acquiring and analysing data in the process of developing visions and targets, building on the work completed in D2.1, 'Stakeholder analysis and engagement plans' (see best practice approaches in Annex B). This exercise has helped the cities begin to identify any gaps or emerging measures to be addressed in the future, in particular in the development of their enhanced SEAPs.

The broad process followed by the partner cities was to:

- Review the existing city visions and targets for strategic development;
- Review the existing visions and targets for energy and emissions reduction;

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<sup>1</sup> Energy 2020 goals, [http://ec.europa.eu/energy/strategies/2010/2020\\_en.htm](http://ec.europa.eu/energy/strategies/2010/2020_en.htm); Europe 2020 strategy, [http://ec.europa.eu/europe2020/index\\_en.htm](http://ec.europa.eu/europe2020/index_en.htm); European Innovation Partnership on smart cities and communities, <http://ec.europa.eu/eip/smartcities/>

- Review the process used to reach the agreed visions and targets, including the involvement of stakeholders and the engagement of political decision makers;
- Where necessary, revise the existing visions and targets or develop new ones, based on the outcomes of the engagement process above;
- Analyse how the agreed vision and targets for energy and emissions reduction in the city will support the ambitions of the city to reach smart city status, and feed in to the European 2020 energy and climate goals and wider Europe 2020 strategy; and
- Analyse to what extent the agreed targets are SMART (specific, measurable, achievable, realistic and time-bound).

### Key findings

The table below provides a summary of the vision in each city, the targets the cities are working towards and under what timeframes, the key city documents that the visions and targets are set out in, and the broad approaches used to engage stakeholders in the development and agreement of the visions and targets.

**Table A. Summary of the STEP UP cities' visions, targets and timeframes**

	<b>Glasgow</b>	<b>Ghent</b>	<b>Gothenburg</b>	<b>Riga</b>
<b>Vision</b>	<ul style="list-style-type: none"> <li>•Economic growth;</li> <li>•A world class city;</li> <li>•A sustainable city;</li> <li>•A city that looks after its vulnerable people; &amp;</li> <li>•A learning city.</li> </ul>	<ul style="list-style-type: none"> <li>•Open, caring, wise &amp; child-friendly city;</li> <li>•Connects all forces to shape the city into a liveable place, now &amp; in the future;</li> <li>•Forerunner in the transition to a low carbon city;</li> <li>•Environmentally friendly &amp; diversified economy that brings prosperity for everyone;</li> <li>•A community of responsible citizens who can grow &amp; can count on the necessary support.</li> </ul>	In 2050 Gothenburg has a sustainable & fair level of carbon dioxide emissions.	<ul style="list-style-type: none"> <li>•"Riga – opportunity for everyone";</li> <li>•Opportunity to live in a qualitative, harmonious environment;</li> <li>•The opportunity for oneself &amp; one's welfare;</li> <li>•Riga is a green, resource saving &amp; energy efficient city.</li> </ul>
<b>Targets</b>	30% CO <sub>2</sub> emissions reduction from a 2006 baseline by 2020.	<ul style="list-style-type: none"> <li>•European 2020 climate &amp; energy targets have to be realised by 2019;</li> <li>•15% of the city's renewable energy</li> </ul>	•By 2020 the emissions of CO <sub>2</sub> from the non-ETS sector have been reduced by at least 40% compared to	A reduction in CO <sub>2</sub> emissions (from 1990 levels) by: <ul style="list-style-type: none"> <li>•55-60% by 2020;</li> <li>•70% by 2030; &amp;</li> <li>•85-90% by 2050.</li> </ul>

		consumption will be produced in Ghent by 2020; <ul style="list-style-type: none"> <li>•The City Council has to be self-sufficient for renewable electricity in 2020; &amp;</li> <li>•Ghent has to be climate neutral in 2050.</li> </ul>	1990; <ul style="list-style-type: none"> <li>•By 2020 the use of energy in housing should have been reduced by at least 30% &amp; the use of electricity (excluding industry &amp; transport) should decrease by at least 20% compared to 1995;</li> <li>•In 2035 the emissions of greenhouse gases will not exceed 2 tonnes of CO<sub>2</sub>e per capita; &amp;</li> <li>•By 2035 the consumption based emissions of greenhouse gases will not exceed 3.5 tonnes per capita.</li> </ul>	
<b>Timeframe</b>	2020	2019-2020-2050	2020-2035-2050	2020-2030-2050
<b>Key Document(s)</b>	Strategic plan 2012-2017; Sustainable Glasgow report (2010), soon to be updated to the Energy & Carbon Masterplan (agreement expected autumn 2014) Climate Change Strategy & Action Plan (2010).	Council agreement 2013-2018; Climate plan 2008-2020, soon to be updated to the new climate plan for 2014-2019-2050 (council agreement expected December 2014).	Gothenburg 2050 – visions of a sustainable society; Climate programme (agreement expected autumn 2014).	Long term development strategy for 2030; smart city SEAP for 2014-2020 (approved July 2014).
<b>Stakeholder engagement in the process</b>	Workshops, online surveys, meetings, events.	Workshops, meetings, transition arenas, climate forum, interviews.	Meetings, workshops, project groups.	Public consultations, working groups, 'energy days'.

The above table shows that all four cities have different visions, but share key principles around sustainability and the move to a low carbon society. All four cities have a vision for energy which encompasses increasing energy efficiency and the share of renewables in the energy mix, and reducing CO<sub>2</sub> emissions, particularly in key sectors which currently make a big contribution to these emissions. The cities also all focus on fairness and equality, and the need to ensure that opportunities are available to everyone in the city.

The cities have all worked closely with relevant stakeholders to develop and agree their visions and targets, though different approaches have been taken based on past experiences and traditions, as well as the new stakeholder engagement plans developed in STEP UP deliverable D2.1 ('Stakeholder analysis and engagement plans'). This has led to the cities' visions and targets having support from a variety of stakeholders, including politicians, key sectors and citizens. However, the achievability of the targets has not always been tested strongly in the cities, which can be attributed to the fact that the setting of visions and targets is in part a political process rather than an entirely technical or analytical one.

It is clear that in all four cities, political leaders and other decision makers are prioritising climate and energy issues, and have supported the development of SEAPs in alignment with other city plans and strategies. However, the hierarchy of strategic planning documents in some cities has given current SEAPs higher priority than in others. This highlights the importance of ensuring the enhanced SEAPs are developed in line with other city documents, and are fully accepted and supported by political and other stakeholders, in order to ensure that their ambitions are shared across the city and that full responsibility is taken for, and priority is given to, their delivery.

All cities have set CO<sub>2</sub> emissions reduction targets that meet or exceed the European Energy 2020 targets, but only Ghent and Gothenburg have set targets for renewable energy, and only Gothenburg has set any energy consumption targets to date. Ghent, Gothenburg and Riga are all taking a longer term view in addition to the 2020 targets, with visions and targets set for 2050. In Glasgow, the focus remains on 2020, although the city plans to set 2030 targets if the proposed European 2030 climate and energy framework is agreed. Cities have also shown that their visions and targets steer their enhanced SEAPs towards an integrated approach between energy, transport and ICT sectors, and share the European Commission's focus on smart cities in order to build on competitiveness and long term sustainability.

All four cities have defended the 'SMART' status of their targets. They view their targets to be realistic and achievable, with Ghent projecting that its 20% CO<sub>2</sub> emissions reduction target will be met a year ahead of schedule, and Gothenburg, Riga and Glasgow all striving to meet targets that exceed the European level targets. All cities have also put into place plans to measure and monitor progress against their targets, either on an annual or two-yearly basis. However, at the same time the cities recognise that meeting their targets will be challenging, which emphasises the need for enhanced SEAPs containing actions that are designed to effectively meet the targets.

## Challenges and learning points

In this analysis, cities have identified some key challenges and learning points, including:

- Ensuring the agreed vision is shared across the city, balancing the interests of various groups for the long term benefit of a sustainable community and securing buy-in from all relevant stakeholders and sectors;
- Taking a long term view, including setting long term targets and planning to review and revise them as needed;
- Defining short term actions as balanced stepping stones to the long term targets;
- Integration with wider city plans and strategies to ensure the visions and targets are aligned with these;
- Ensuring an integrated approach is taken to meet the wider European 2020 targets on employment, R&D, education and fighting poverty and social exclusion;
- Co-ordinating and managing engagement with stakeholders and their associations, and refining existing engagement processes as needed;
- Meeting the targets – this can be a challenge in itself, especially if a clear delivery plan is not established early on;
- Managing cross-sectoral coordination to meet the targets for all sectors addressed; and
- Ensuring the necessary monitoring and measuring systems are in place to understand progress against the targets.

## Key recommendations

The key recommendations that have been identified as a result of this work would benefit the STEP UP cities when they come to revise or develop new visions and targets in the future, as well as other cities that are developing and implementing visions and targets or developing SEAPs. These are:

- **Cities should build realistic visions and targets that can feasibly be met within the planned timeframes**, with an enhanced SEAP to set out a clear plan of action for how these will be delivered and how data will be acquired and analysed so that progress against them can be measured. The achievability of the vision and targets should be

tested and they should serve for long term purposes where it is feasible and realistic to do so;

- **Cities should consider establishing targets for renewable energy and energy efficiency** where these do not already exist, in line with the European Energy 2020 targets and the longer term European 2030 framework if agreed;
- **Cities should develop visions and targets for energy in line with wider city strategic planning documents**, using an integrated approach to secure support and commitment from a broad range of stakeholders and maximise the potential of reaching the agreed targets;
- **Visions and targets should also be developed in line with relevant national and European strategies and targets, including those not specifically related to energy.** The Europe 2020 strategy is a good example of where measures designed to meet energy-related targets could also help meet wider targets using an integrated approach, in particular in relation to employment, R&D, education and fighting poverty and social exclusion;
- **Cities should consider, as part of discussions with stakeholders and their associations at the local or regional level, their role in reaching national and European level targets and strategies.** This could help local authorities, and national governments, participate further in the debate on the proposal for a European 2030 framework for climate and energy policies;
- **Involving and engaging a wide range of stakeholders should be built in to the whole process of defining and refining visions and targets, and developing and implementing enhanced SEAPs**, to consider their interests and resources and ensure their buy in and support;
- **Cities should continue to work to strengthen engagement with groups of stakeholders across the energy, transport and ICT sectors**, both for the enhanced SEAPs and to support the cities' progress towards smart cities status;
- **When setting visions and targets, cities should develop a plan for reviewing, strengthening and revising them at a later date, taking a long term view** and recognising that current visions and targets may not remain appropriate with changes to other factors such as the political, economic, socio-cultural or technological

environment. This process should involve all relevant stakeholders in order to build shared and well-supported revised visions and targets.

Going forward, partner cities will use the knowledge and experience gained through their analysis of visions and targets to support the development of their enhanced SEAPs, identifying new measures to be implemented in the SEAPs in order to meet the targets, and continuing to engage with all relevant stakeholders to ensure the SEAPs have city-wide support and commitment.