

LOCAL PACTS

HOW MUNICIPALITIES
CREATE THEIR OWN COP21



ENERGYCITIES



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GLOSSARY



Carbon budget: Amount of CO₂ that is allowed to be emitted by a territory until the end of the century to remain below 2°C of temperature rise.

Carbon neutrality: Net zero CO₂ emissions, meaning that anthropogenic CO₂ emissions are balanced globally by anthropogenic CO₂ removals over a specified period.

Climate neutrality: State in which human activities result in no net effect on the climate system. In many targets, per extension of the carbon neutrality concept, it is the balance between anthropogenic GHG emissions and anthropogenic GHG removals.

GHG: Greenhouse gases.

Local PACTs: “local Participatory Agreements for the Climate Transition”

Science-based targets: Targets that allow to be in line with the Paris Agreement.

Sufficiency: Voluntary and progressive step to reduce consumptions (of energy, material, resources...), initiated by behaviour, lifestyle and collective organisation changes where the needs are questioned.

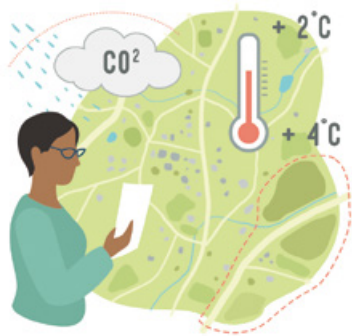
IPCC: Intergovernmental Panel for Climate Change

EXECUTIVE SUMMARY

There is no single definition of what a “Local Pact for transition” should include and it will always be context-dependent. A PACT (Participatory Agreement for the Climate Transition) is a process that aims to translate the Paris Agreement at a city level. Its objective is to set a precise strategy on a territory to reach neutrality by 2050 at the latest with setting mid-term science-based targets. It is not only considering the municipality’s competencies but the climate footprint of all local activities and needs.

With this comparative study we would like to propose the “minimum requirements” to set up a long-term local partnership to transform the local “ecosystem”. **They can be clustered around the 4 pillars for local PACTs.**

1 KNOWLEDGE DRIVEN-PROCESS



Some are calling it their **local IPCC**, some outsourced it to their university, or to recognised research centres for climate policies, some mixed academics with more local mapping and citizen-based knowledge gathering; but the objective of scientific councils is always to have robust science-based targets. After a decade or two to align cities objectives on the national policies, it is time to have the climate targets landing into each different local context. Now that the final goal of climate neutrality in 2050 is agreed, the scientific committee can inform strategies.

This “**scientific council**” is also key in building trust between partners of the PACT and has to be a neutral body to feed the debate and support the decision-making process. Manchester is one of the most advanced examples in terms of “translation” of the Paris Agreement into the territory with its very detailed carbon budget and scientific advisory groups integrated in the reporting system. The local IPCC of Rouen lies on voluntary efforts but its strength is its multi-dimensional approach, not looking only at the climate data. Research is not feeding a permanent debate with all local stakeholders, but gives nevertheless a decisive impetus to local climate action. It is in Leuven where academics are the most integrated in the whole process, from setting of ambitions, to downscaling it to very concrete sectorial targets, which are revised when needed. It is also the basis for the clusters of partners.

2 STAKEHOLDER'S ENGAGEMENT



The important point here is who we are including as “stakeholders”. Our stand was to investigate complex partnerships with a collective approach to engagement. Going beyond, but based on, citizens’ active participation. As the idea of the PACT is to move the local economic system, no climate neutrality can be reached without a drastic change of the local resource loops, nor finding how to increase sufficiency in all basic sectors. Therefore, in the examples we studied, the strengths of the models lie in building new local economic relationships.

But of course, it involves more than the economy, it is also about mobilising cultural and educational (and faith), institutions. Växjö has a very long history of embedding climate goals into the local life and to leave a large part of the decision to the local stakeholders, or to ask for their advice.

3 SHARED GOVERNANCE



Shared governance means shared decision-making, responsibilities, it is a big paradigm shift which is sometimes on the edge of administrative rules. Nevertheless, there are models, as this publication shows, that can be fitting into the legal framework.

Leuven and the Drôme Valley both created associations that regroup all players, respectively Leuven 2030 and Biovallée, to monitor their local transition process. Local authorities are important stakeholders but not the only decision-makers anymore. This created dynamics which resulted in some of Europe's most ambitious climate targets.

4 COLLECTIVE ASSESSMENT



This is actually a pillar but also an outcome of the others 3, or 4 pillars that are feeding each other. Although we could also file the “citizens’ assemblies” into the stakeholder’s participation, we believe it is one of the strongest examples of collective assessment mechanisms. Building a common understanding of the starting point, of the possible ways and paths, and finding a consensus is extremely powerful to change the “traditional” boundaries and always reached unexpected decisions. Grenoble is launching its own citizen assembly on climate change, as a local version of the French *Convention Citoyenne pour le Climat*.

As this executive summary shows, the first pillar, knowledge-based, is easier to implement and have already been tested more than the others. The other three have less developed models; everything is still to be built. Inventing new forms of local partnerships, besides being the necessary foundation for a shared process and collective vision for the territory, might be the most exciting part of the journey. Why skipping it?

This is why we chose to tell the story behind each of the case-studies in this publication. More than going into the details of the processes, we insisted on how they emerged, under which conditions and with the help of which actors. Often, the way is the aim.

We hope you will read it as a story book, and enjoy!

INTRODUCTION

Local green deals vs local COPs: this could be the teaser of this publication... However, it would be too narrow in comparison to the overview we tried to provide. The idea is nevertheless to have a closer look at processes that a city can put in place in order to acquire the necessary knowledge on its territory with regards to climate challenges. But not only, that would be enough with a guide on local climate observatory. We will also investigate how this knowledge can feed a strategic planning process both iterative (adapted to new circumstances and progresses made) and open (to the local actors to co-drive the transition). And that the implementation of the agreed strategy is based on a strong partnership with clear responsibility for each partner.

With this publication, we wish to propose tools and examples for cities and territories to launch local processes that set ambitious climate targets with local stakeholders. We call them local PACTs. Local Participatory Agreements for the Climate Transition.

Europe is taking action to face climate change. By setting the objective to be the first climate neutral continent by 2050 and targeting a 55% reduction of its greenhouse gas (GHG) emissions by 2030 compared to 1990, the European Union is asking every actor to participate to a common effort.

This EU agreement reached in December 2020 is given for the first time a very clear horizon. We know what our collective landing point is. We know what our mid-term objective in 2030 is. It is nothing more than the translation of the Paris Agreement taken by all world leaders in 2015, that took five years to be “proceeded” and to become our limit for all policies.

In the same time, cities committed since the COP21 and before, through the Covenant of Mayors, have started to test new forms of planning, mobilising, taking stock of the emergency and being urged by the youth. As often, they are leading the way to new governance models for climate policies. To achieve ambitious climate targets, it is necessary that all actors involved in the life (and the GHG emissions) of a city – knowledge institutions, businesses, and the civil society – become part of the thinking and propose solutions. It is about bringing all the actors around the table and initiating new forms of cooperation in order to define individual contributions and common objectives. Systemic change is needed. Broad societal and transparent processes are required to enable the cities to commit to ambitious climate targets and concrete actions.

This political ambition is shared by the European Union. The European Commission is currently launching several budget streams to encourage cities to take climate action through plans elaborated locally and commonly with citizens and other local actors. Local green deals, Green City Accords, Green Leaves and Capitals, future climate-neutral cities calls¹... This opens a window of opportunity that must be used.

1. For more information on all these EU programmes for cities, consult Energy Cities website: <http://www.energy-cities.eu>

Never it was set so clearly into the EU budget rules that not one Euro should be spent into actions contributing to climate change. For the first time, we have a “do no significant harm” principle attached to all expenses, while at least 37% of the Recovery and Resiliency package and 30% of the EU classical budget should be spent on climate action. More than earmarking of expenses, the priorities for spending are telling that this decade should really finance the transitions. Be circular, be sufficient, be climate neutral: the entire EU society is to be shifted.

This guidebook aims at inspiring local practitioners, but also to draw some recommendations for national and European support schemes. We will come back on the ones that are attached to the case-studies and present them briefly.

In our investigation, we could not find the adequate concept, well define, for these new forms of “local agreement”. Each call for projects, whether at national or European level is proposing its own framework, its own approach. We have selected the case-studies for their diversity: they take different forms, have different names, integrate more or less actors and set different targets.

But even if a lot of programmes are starting to support cities in building these partnerships, very few have more than a few years of experiences.

This has been our first selection criterion: exploring partnerships that have already been lasting for few years and for which we can tell the story of the evolution. Some examples are decades old and have been through tops and downs, depending on the national context, the priorities, the politics. Some are really territorially-based (Drôme Valley, Växjö, Hannover), some are more city-focussed, even if they also involve their surroundings (Rouen, Leuven, Manchester).

The second selection criterion was the lasting structure. These partnerships had to be much more than a consultation process and had to go way beyond an active participation in drafting a transition strategy. Most have been conceived as an economic re-deployment plan. The idea is to have an active commitment of all local actors in the long run.

Each one of us will have to do its share in the transformation to come. The local PACTs presented here propose tools to adopt a collective and integrated approach; they set up an “effort sharing” mechanism. The beauty of it is that all actors are allowed not only to play their part, but also to design very concretely the alternatives and build, block by block, district by district, the city they will live in.

As a recipe book, what you can get at the end, depends on the ingredients you have at the beginning, the one you can find and bring on the table. Bon courage!



4 PILLARS

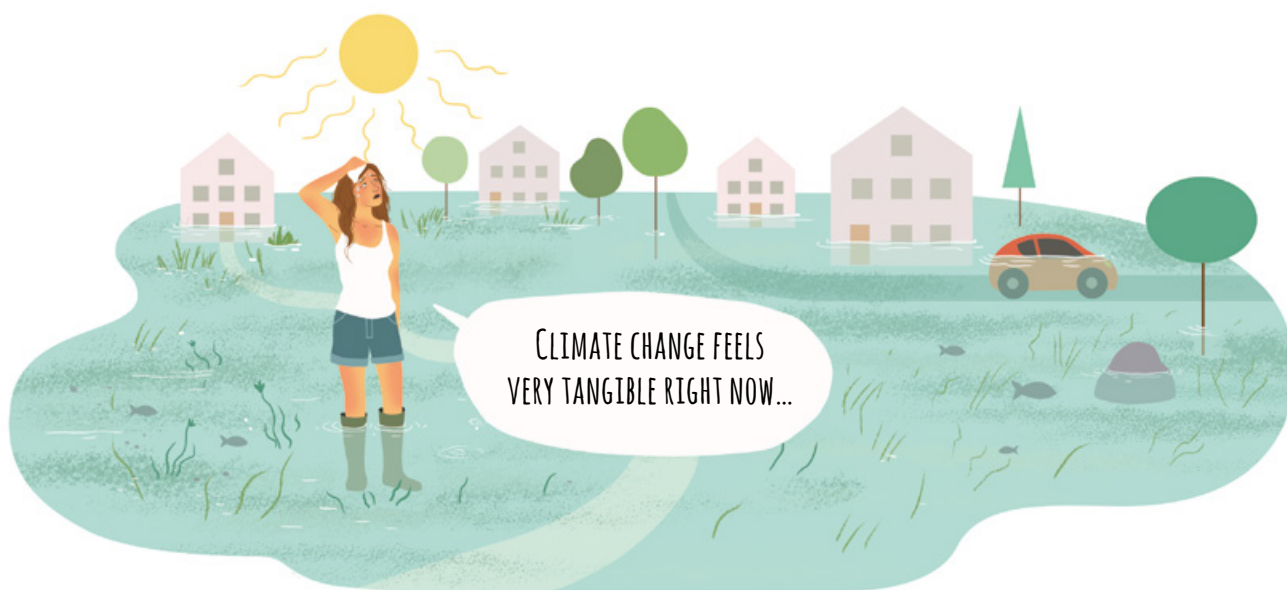
FOR A ROBUST LOCAL PACT

Toolbox and good practices

1 KNOWLEDGE-DRIVEN PROCESS

A sound assessment as starting point

Climate change is still a very abstract concept for many citizens. It must be brought closer to citizens so that they understand the necessity and urgency of taking action. This can be achieved through an assessment of climate change on the local scale, with concrete examples that are familiar to inhabitants. Scenarios of what will happen if we continue all the same leads citizens to ask for a change in policies and practices and encourages the launch of an ambitious local PACT.



In the Drôme valley (France), local authorities instructed a consulting firm to elaborate a prospective report on the territory by 2040. The report showed that the costs of energy supply would drastically increase within 30 years if the same consumption and the same energy mix were kept. A radical change became therefore vital; Biovallée was launched.

Local authorities alone have very little influence over gas emissions and energy consumption. To successfully reduce them, it needs all city's stakeholders to work together. A scientific assessment with a split per sector and per emitter can be very useful to show how vital cooperation is.

In Rouen (France), local authorities calculated that they had only direct control over 8 to 10% greenhouse gas (GHG) produced in the metropolitan urban community. The rest of it was essentially produced by the industry. This led to the launch of the "local COP21" process, involving private companies.

Beyond emissions, it is essential to understand the territory's resource and energy flows to identify problems and areas for optimisation. Urban metabolism mapping of Stockholm for example revealed that the high inflows and outflows of copper would lead to its eradication as a natural resource². This moved the city to look for substitutes.

2. Methodology developed by the Dark Matter Lab in Partnership with Viable Cities:
<https://darkmatterlabs.org/Viable-Cities-Climate-Neutral-Cities-2030>

Science-based targets

When cities set their targets, they should not ask “what can we do?”, but rather “what must we do?”, as Leuven (Belgium) noticed. The starting point to set the targets should not be the current situation and its improvement, but much more the calculation of the objective that is needed to be in line with the Paris Agreement. Concrete actions should be defined only as a follow-up to that.

Cities should first find out how much GHG they can emit to limit global warming “well below 2 degrees Celsius above pre-industrial levels and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius³”. Only then they can set midterm targets and subgoals per sector.

Manchester (United Kingdom) this way set its **carbon budget**, i.e. the amount of CO₂ that it is allowed to emit until the end of the century to remain in line with the Paris Agreement. The Tyndall Centre⁴ used the global carbon budgets published in the IPCC AR5 synthesis report, its allocation to OECD countries (with a consideration first of non-OECD countries to translate the equity stipulation of the Paris Agreement) and then its allocation to UK, considering population and grandfathering (UK’s recent emission proportion in the OECD). After that, UK’s carbon budget (without emission budgets for aviation, shipping and military transport) was apportioned to Greater Manchester considering population, Gross Value Added and grandfathering of recent emissions. This way, the Tyndall Center found out that Greater Manchester was at most allowed to produce 15 million tonnes of CO₂ until the end of the century to stay in line with the Paris Agreement. On this basis, it recommended the city to stop emitting CO₂ by 2038 at the latest and distributed the 15 million tonnes over time, in five years carbon budgets.



TOOLBOX: Definitions of targets

- **Zero emissions:** No emissions produced nor compensated.
- **Net-zero emissions:** Human emissions are balanced by anthropogenic removals.
- **Carbon neutrality:** Net-zero CO₂ emissions.
- **Carbon budget:** Amount of GHG that can be emitted until the end of the century.
- **Climate neutrality:** Human activity has no effect on the climate system.

3. Information on the Paris Agreement can be found on the website of the United Nations for Climate Change: <https://unfccc.int/process-and-meetings/the-paris-agreement/what-is-the-paris-agreement>

4. Anderson Kevin, Broderick John, Kuriakose Jaise, McLachlan Carly, “Quantifying the implications of the Paris Agreement for Greater Manchester”, Tyndall Center for Climate Change Research, 2018. Methodology can be found on p.5: <https://www.manchesterclimate.com/sites/default/files/Greater%20Manchester%20Carbon%20Budget.pdf>



TOOLBOX: 2000-Watt society

The 2000-watt society is a Swiss political concept that paves the way to a sustainable future, on the ecologic, economic and cultural fronts. It translates national and international energy and climate targets into a framework with local objectives and approaches. It pursues three objectives by 2050:

- Consume 2000-watt primary energy per person and per year;
- Emit zero CO₂ for energy consumption;
- Have 100% renewable energies.

Several Swiss cities have adopted the concept to guide their climate strategies, as Zurich by referendum in 2008.

Local group of experts

Several examples show how useful it can be to set up a scientific group and rely on it during the whole process. The group can provide projections and action proposals that are adapted to local specificities. It both urges decision-makers to adopt measures and offers arguments and legitimacy to implement them. A local group of experts can ensure that long-termism is brought into daily politics.

The group should be permanent and independent. It must provide a clear message which is understandable by a large public to bridge the gap between academics, practitioners and citizens. Almost all cities can count on a very strong support of local and regional scientists which see in local PACTs the opportunity to give more visibility to scientific work.

In Rouen, the "local IPCC" is composed of 15 volunteer scientists coming from public or private knowledge institutions. They regularly publish reports related to local climate change, without being directly involved in the process. In Manchester knowledge institutions and their experts are regrouped per theme ("Zero Carbon Advisory Group", "Adaptation and Resilience Advisory Group") assess the progress and propose new actions. Their advice has direct consequences on the process. In Centre-Val de Loire (France), a "scientific council" composed of fifty various regional researchers co-drives the regional COP. It assesses the process and organises the follow-up, but it also has an important role upstream as it supports the stakeholders when they elaborate individual commitments.

2 STAKEHOLDER'S ENGAGEMENT

Launch a debate

The process needs to mobilise as many stakeholders as possible, across all sectors. This part should not be underestimated as a false start would have an impact on the whole PACT. It is therefore important to take the necessary time: climate emergency does not mean rush the process.

First of all, actors should get familiar with the PACT. In Rouen, three task officers were hired specially to mobilise actors: one to attract municipalities, one to attract public and private organizations, and one to attract citizens. Broad communication campaigns, targeted and peer to peer communication are also useful strategies.

Second, a common ambition must emerge. The willingness to take climate action, which is often already present among actors, must be catalysed into one single and shared vision of the future. The Breizh COP, the participative climate process of the Bretagne region (France), launched at its very beginning a broad debate among willing actors about the values and the rules that should drive the COP.

Third, actors need to learn to know each other. This requires to create and adapt structures and networks that promote exchange. It is thereby very important to be aware that such a process takes time to establish. Biovallée, in the Drôme Valley (France), regularly held thematic breakfasts and other meetings with concerned actors. It also organised the "Biovallée Party" to build up more personal ties among local stakeholders.

The structures promoting exchange should remain after the launch of the process so that actors stay mobilised on the long run. Local PACTs are long distance races, not sprints.

Mobilise organisations

The PACT should aim to involve as many organisations as possible, not only pioneers, without lowering its ambitions. Therefore, the Centre-Val de Loire's or Rouen's use of the COP model (see Toolbox) based on individual progress and targets can be very effective. Each organisation, in addition to its contribution to the discussion about the city targets, sets and publishes individual objectives. Those are adapted to the organisation's specificities and have a greater chance to be implemented as they come from the actors themselves.





TOOLBOX: the COP Model

In the Conference of the Parties (COP) model, used to govern international conventions as the one on climate change, the different players propose their own contribution and set their own targets to attain a global objective. This bottom-up approach allows the parties' preferences to be better considered and thus to be better implemented.

The COP model is based on the principle of common but differentiated responsibility where everyone is working for a common goal but in a different manner, depending on its capacities. It promotes a horizontal and multilateral governance, synchronises the various initiatives, creates a consensus about the long-term objectives and guarantees that these objectives are achievable by everyone.

The COP is a continuous process. The actions and their effects must be regularly assessed and adapted. The agreement must be constantly improved thanks to learning by doing.

Beside individual targets, actors can also be regrouped into coalitions to take collective engagements and set common objectives. In Rouen, willing organisations are regrouped per type of activity (to exchange good practices), per geographical area (to increase the scale of good practices) or per common interest (to contribute to the same objective). This enhances peer-to-peer communication, helps to spread good practices and fosters cross-sectorial cooperation.

To be encouraged to commit, organisations who take part in the process should benefit from a positive image. Of course, climate emergency must remain the main reason for committing, but playing on the image of organisations can be a very effective strategy. For that, the local PACT needs first to become a societal value, recognized as positive by the citizens (thanks to communication campaigns for example). Engaged organisations can then be highlighted. Manchester for example lists on its website the organisations who signed its commitment to act. Rouen and Biovallée created respectively a label and a brand that can be used by committed players.

The more organisations are committed to the local PACT, the more it is vital for external organisations to become part of it. This is why cities should expect an exponential increase of the number of participants. Leuven 2030 (Belgium) for example grew from 60 members in 2013 to over 600 members in 2020. A local PACT should remain open and flexible to newcomers.

At the very beginning of the process, it can be useful to target the most known and most polluting companies, as Rouen did. This raises attention on the process, demonstrates to others that taking action is possible and has more easily noticeable effects (improvement of the air quality for example).

Mobilising citizens

Even if the interest for climate issues seems higher than ever, it remains an immense challenge to reach citizens beyond the ones who are already committed. The citizens' commitment to the process determines whether the local PACT becomes part of the city's DNA and whether it can survive political change.

Citizens must know about the process, the issues, the targets set, the actions and the implementation stage. Plans, assessments and other information and data should be publicly available. Various tools should be used to reach everyone. This includes digital tools as a website, an app, an emissions calculator or a video game (as created for the Breizh COP), as well as real life tools as personal coaching to change behaviours or public events ("climate weeks", public meetings, conferences, projects with school children, etc.).

Setting a fix spot in the city centre where people can get information on the process, as Rouen did, increases the visibility. It is thereby important that the spot remains for a long time to get known beyond people who are already engaged in climate action. NGOs can be associated to the running of the spot and other citizens' engagement efforts.

But it needs to go further than material tools: to unlock levers of change, people need to be inspired by a common dream, with concrete images. Climate action strongly involves behaviour science and psychology. Växjö, with eight other Swedish cities in the frame of the Viable Cities program, made storytelling one of the core elements of its transition strategy. Similarly, Leuven hired a communication agency for storytelling purposes.



Citizens' project competition in Vilvoorde (Belgium)

To engage citizens on its sustainable path and reinforce its climate objectives, the city of Vilvoorde teamed up with the foundation Be Planet. Together, they launched the campaign Proximity, an innovative competition to support small citizen's projects, with engagement and participation of local actors at its heart.

Proximity will take place during the whole year 2021, divided in a four-step process:

- 1.** Creation of the basis of an ecosystem (municipality, citizens, associations and companies) with the search for additional funding from companies and the appointment of local organizations as ambassadors.
- 2.** Launching event, project call and selection of a citizen jury.
- 3.** Announcement of the laureates, press conference and mobilization campaign.
- 4.** Implementation of the projects and administrative follow-up.

With Proximity, Vilvoorde's stakeholders learn to work together in a positive atmosphere and citizens can effectively become the drivers of local climate action. The projects are budget related from the very beginning to ensure they are realistic and to ease their implementation.

3 SHARED GOVERNANCE

Local authorities

Beside setting ambitious climate targets, local PACTs should change the governance of the city or territory, at least on climate issues. Associate the stakeholders to the decision-making process is essential to maximize their commitments and successfully attain climate targets, but also necessary to legitimize the process in a context of mistrust regarding politics. The climate and democratic crisis cannot be solved one without the other. Sharing climate governance at the city level tackles both issues together.

The attitude of local authorities is key to implement a change in governance. Without their consent, any local PACT remains a usual top-down climate plan with significant less chances to be accepted and implemented by all players.

They should support the PACT from the start, advocate for its launch and allocate sufficient financial and human resources. Beforehand, it is important that they commit to respect its outcomes and afterwards truly implement decisions. Otherwise distrust regarding politics would be increased.

In the COP launched by the region Centre-Val de Loire (France), the regional council took the leadership role and monitored the process. Local actors were only associated to the elaboration of the actions. This allowed to overcome the usual lack of driver that lays is the COP model but did not provide a sustainable framework for collective decision-making.

Leuven and the Drôme Valley both created associations that regroup all players, respectively Leuven 2030 and Biovallée, to monitor their local PACTs. Local authorities are important stakeholders but not the only decision-makers anymore. This created dynamics which resulted in some of Europe's most ambitious climate targets.



London's inspiring recovery

To monitor London's recovery after the Covid pandemic, the capital decided to follow the path of shared governance and green recovery. [London's Recovery Board](#) was set up, chaired jointly by the Mayor of London and the Chair of London Councils. It is composed of leaders from across government, business, civil society, health, education, trade unions and the police.

Its objective is to oversee the long-term recovery effort through a mission-based approach. By 2030, it aims to double London's green economy and make London a zero-carbon and zero-pollution city. The city launched its Green New Deal fund in which it invested £10 million in November 2020 to boost green projects. More investments are to come.

A Recovery Taskforce was created to oversee the recovery program, coordinate action and implement the board's decisions. Its members are representatives of the Greater London Authority, London Councils and persons invited specifically to represent the primary work strands and cross-cutting principles of the recovery programme.

Involving all actors of the territory: Quadruple helix framework

An effective way to share governance and achieve systemic change is to implement the quadruple helix framework. It regroups the city stakeholders into four groups – government, academia, industry, and civil society – thus assigning a clear role to each of them. The local government and other institutional players establish supportive frameworks, assess and remove the institutional barriers, provide a large part of the funding and implement projects. The academia group, composed of public and private universities and research centres, provides knowledge through predictions, assessments and proposals. The industry, with companies from the private sector, tests and implements projects. The civil society contributes with innovative ideas, supports and legitimizes the local PACT.

In Leuven 2030, each group of actors – local authorities, knowledge institutions, companies and citizens – has the same share of voting rights (25%). In Biovallée, the executive board has twenty members, five appointed by each cluster– economic players, associative actors, institutional players and inhabitants.

The quadruple helix ensures that all components of the city or territory are heard equally and promotes a stronger circulation of knowledge. Actor specific challenges are better considered by the others. Involving all players in a horizontal decision-making process also strongly increases the acceptance among stakeholders, the transparency of the process and the resilience to political change.



Source: Leuven2030

To successfully implement the quadruple helix, the precise shape of the governance structures must be individual and adapted to each territory and its stakeholders' ecosystem. How each part of the quadruple helix organises itself, how often it comes together and how it is driven, should be the result of a collective reflection and regular feedback from actors. Only this way stakeholders will really take the governance lead. It is important to have great collective moments to show that everyone goes in the same direction, as an annual General Assembly for example, as well as more targeted meetings to effectively monitor projects, in working groups for example.

Citizens

A deep change within society cannot happen without citizens. Leuven's ambitious mobility plan (2016) would not have gained such approval if not supported by the citizen platform "Straten vol Leuven". Citizens should not only bring fresh ideas, but really decide over the process.

To fully let them be one component of the quadruple helix, adapted structures need to be developed. Those should give all citizens the opportunity to participate and involve beyond already engaged citizens the most diverse people possible. Knowledge should not be a barrier to entry.

The city of Växjö (Sweden) held seven open dialogues to know about citizens' priorities and listen to their suggestions on how to work together. This gave general orientations to the city's local sustainability program, but local authorities were confronted to the lack of representativeness of the 270 participants. Local authorities then held more targeted dialogues, in schools and universities for example.

To better represent the entire community of a territory, a citizens' assembly on the local level can be an interesting solution (see toolbox). It can bring people from very different horizons together, create a community feeling, legitimate political action and collectively decide about long term plans and divisive issues. The region Bretagne (France) created such an assembly at the launch of its COP process to give general orientations. On the contrary, the Occitanie region (France) set up a citizens' assembly at the end, to complete its Green New Deal plan.

Citizens should be involved in each step of the process, from the launch to the assessment, via target setting and action development. This is why the structures to let citizens express themselves should be set up from the beginning and remain.

Citizens can also be involved in actions more directly. In Leuven, citizen juries are selected randomly to guide projects.



4 COLLECTIVE ASSESSMENT

The assessment should be governed by all the components of the quadruple helix. Involving stakeholders in the decision-making process without the assessment part would be like letting them drive a car without a wheel. Each part of the quadruple helix brings specific knowledge, whether scientific measures or feedback on daily life impacts, on the barriers faced to implement action or on good practices and strategies.



TOOLBOX: Citizens' assemblies

A citizens' assembly is a representative panel of citizens which is randomly drawn to discuss issues that directly impact them. Through several workshops, meetings and auditioning of experts, citizens build up their own mind. In the end, they propose general orientations as well as concrete measures.

To be successful, policy-makers should commit upstream to the results of the process and translate downstream the propositions into action. The right equilibrium with representative democracy might be hard to find but sharing decision-making power has several benefits for everyone, even for representatives: it enriches and legitimizes political action and recreates the link between citizens and politics.

Citizens' assemblies expose tensions and help to find convergence points. They raise awareness about disparities and different interests on a territory, help to better know each other and enhance community feeling. This way, citizens' assemblies can be very useful on the local and regional level.

Clear structures must be set up in advance, different or not to the organs set up for previous steps. It is important to regularly make the assessments public to ensure transparency and a good communication. In Manchester, the Partnership and the Agency who monitor the local process publish a report every year about the progress and the next steps to take.

There are reproducible good practices but no magical recipe to turn a local PACT into an effective game changer. Testing innovative solutions and assessing the results is vital to follow progression, maximize the effectiveness of actions and spread the good practices. The Swedish programme Viable Cities made learning based on experimentation and measurement of impacts as core principles of its approach.

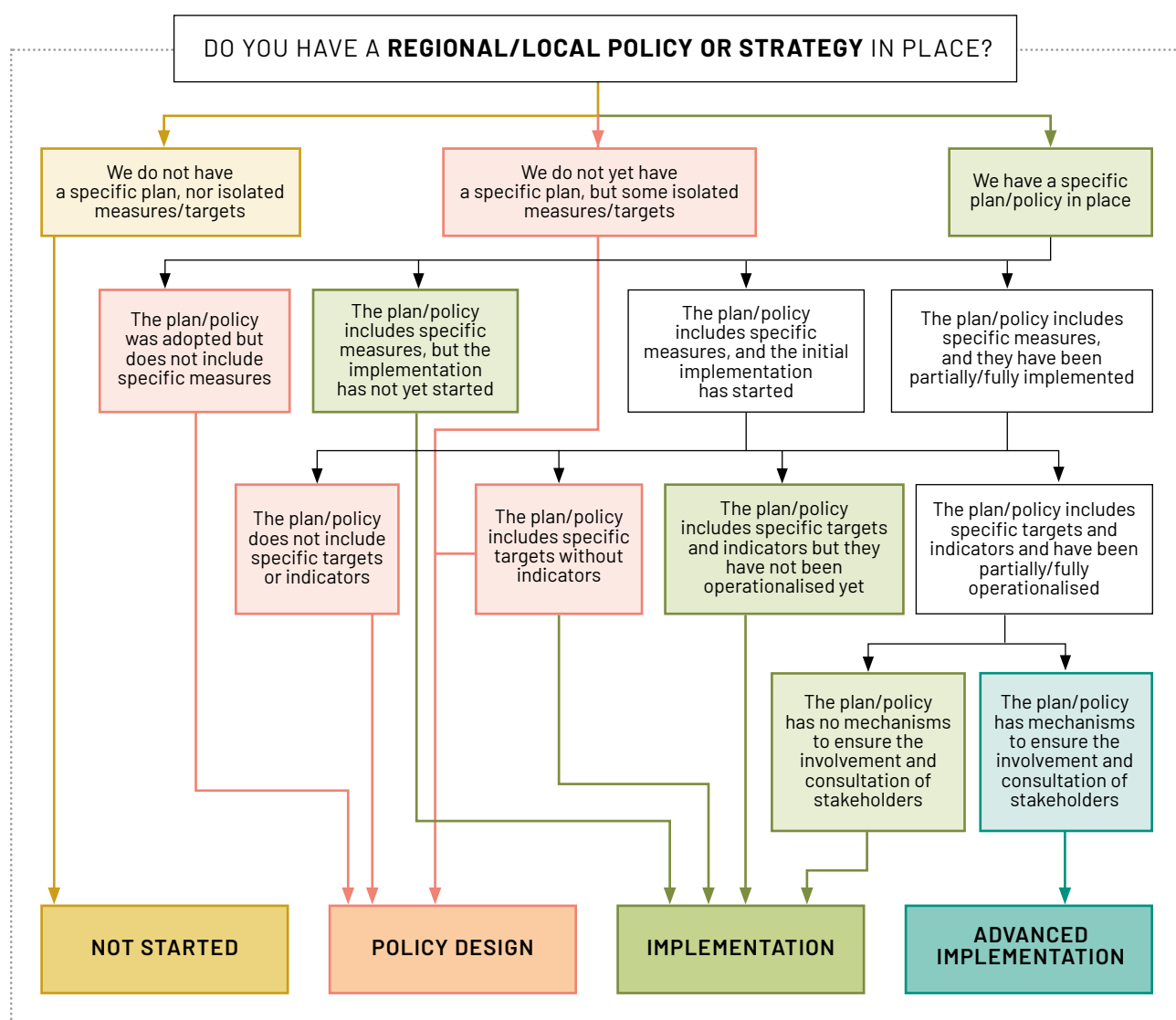
This requires to set in advance pertinent and reliable quantitative and qualitative indicators. Rouen had to abandon individual behaviour coaching it had set up because no convincing assessment of it could be done. Biovallée decided to set, before implementing its actions, three assessment scales – global project scale, theme scale, action scale – with three-time horizons – at the moment, midway, at the end.



TOOLBOX: Determine the transition stage

The European Committee of Regions (CoR) provides a framework for considering steps in transition towards climate neutrality. It represents progress as a cycle – agenda setting (problem identification), policy formulation, decision-making, implementation, evaluation – that starts again as problems are identified during the evaluation. Based on that cycle, the ECR provides a self-assessment toolbox with questions that local and regional authorities can answer to determine their transition stage.

- **Not started:** There is no plan or only isolated targets.
- **Policy design:** There is a plan but specific measures, targets and/or indicators are isolated or not set.
- **Implementation:** There is a plan with targets and indicators but those have not been operationalized or the plan does not provide a mechanism to involve stakeholders.
- **Advanced implementation:** There is a plan with targets, indicators and a mechanism to involve stakeholders





6 INSPIRING

LOCAL PACTS



DRÔME VALLEY (FRANCE)

BIOVALLÉE 2030

Biovallée in a nutshell

Biovallée is an association regrouping municipalities, public and private companies and citizens of the Drôme Valley. Its objective is to promote and develop the culture of preserving the environment through concrete action led by local stakeholders, as the Biovallée 2030 project. The association also developed a brand Biovallée® that its members can use to promote their products, in exchange to their active contribution to the association's objectives.

- **Number of inhabitants:** 56,000 in three urban communities (Diois, Crestois-Pays de Saillans and Val de Drôme), 95 municipalities.
- **City area:** 2,200 km².
- **Objective set:** Self-sufficiency by 2030 and a move to social and environmentally-friendly behaviours.
- **International recognition:** River Prize 2005, international prize for the cleaning of its river through a collaboration with stakeholders.



DEVELOPMENT OF THE MECHANISM

The Drôme Valley has a **strong history** in co-constructing a better environment. In 1987, citizens, local authorities and concerned public and private organizations came together for the first time to elaborate a plan for the Drôme river, used until then as sewer and public wasteland. Within 20 years, the coalition of actors succeeded to clean the river and restore its biodiversity.

This achievement was the basis for an extended cooperation, tackling broader issues. In 2009, the Drôme Valley was selected to be one of the **7 territories supported by the Rhône-Alpes region** to implement climate and environment related actions. The project was named "Biovallée", received €10m subsidies and generated €48m investments between 2009 and 2014. 191 actions were implemented, 115 by local authorities and 76 by private organizations.

One of the measures was the creation in 2012 of the [association Biovallée](#) by 10 organisations (municipalities, public and private companies) to work on an ecological transition project. On Biovallée's demand, the consulting firm Indiggo made a [prospective report on the territory by 2040](#). It became clear that the costs of energy supply would drastically increase in the coming 30 years if the same consumption and the same energy mix were kept. A radical change was necessary.

The brand "Biovallée" was launched to highlight local products that respect social and environmental criteria. Any public and private organization that signed the [Biovallée Charter](#) could sell products under the Biovallée brand. Podcasts, films, an internet website and an online platform were developed to promote the brand and committed actors. Furthermore, a self-assessment grid was provided to organizations and inhabitants of the valley so that they can evaluate their practices and look for ways to improve them.



At the same time, the association engaged a reflection on the needs and expectations of its members, the territorial specificities and the potential actions. Four pillars were set for the association: the economic, the social, the environmental and the governance pillars. This enabled to have a more targeted action and strengthened cooperation among various actors.

When the regional support ended in 2014, the association had to think about how to continue. Biovallée opened its doors to simple citizens in 2015 and its governance was revised in a more collegial, structured and participative way. Member organizations were divided into three groups to exchange practices and propose ways to improve the association: economical, associative and institutional actors.

While the feedbacks were still mitigated in 2017, the tools being seen as "too complex", Biovallée had the opportunity to make a fresh start in 2018 with the national call for projects "Territoires d'innovations". After a reflection involving actors through public and private meetings and conferences, the project ["Biovallée 2030"](#) was elaborated by the municipalities' technical staff under the control of the local politicians. The application emphasized the willingness to set up a shared governance model and was organised along four thematic lines:

- Energy self-sufficiency;
- A cluster for innovation and training;
- Connected and decarbonized mobility;
- Agroecology and bio-economy.

Concrete measures were then defined and explained in 21 action sheets, indicating the precise timeline and the costs for each project. Objectives, that were previously targeted by 2040 were set for 2030.

In 2019, the ["Biovallée 2030" project was selected](#) along 24 others in the frame of "Territoire d'innovations". Thanks to that, a large part of Biovallée's projects for the next decade, involving more than 40 local organisations, could be funded.

Based on this success and to pave the way for achievements, Biovallée decided to update its triptych Brand/Self-assessment grid/Charta in order to make its use easier for organisations and citizens and better support transition initiatives.



OBJECTIVE

Biovallée 2030 aims to promote the valley and its adherents, spread the culture of safeguarding the environment and respecting soils and landscapes, and support solidarity and cooperation values. The Drôme Valley wants to become a laboratory of good practices in rural areas. It wants to invent a model that can adapt to changes in climate, in practices and in technologies, so that it can be replicated in other rural areas. Good practices must be conceived, identified and multiplied.

Biovallée 2030 provides a course to follow and objectives. Its translation into operational application remains in the hand of local actors.

The project sets objectives with different time horizons: 2020, 2025 and 2030.

		2020	2025	2030
Local energy	Production		Cover 25% of local needs	Self-sufficiency: cover 100% of local needs
	Consumption		Reduction by 20%	Reduction by 50%
Agriculture		Attain 50% bio agriculture		Attain 80% bio-agriculture
Mobility				Reduce by 30% private car use and emissions related to the transport sector
Waste			Halve the waste brought to waste-disposal facilities	
Employment			Creation of 2,500 jobs	
Economy		Develop local, social and circular economy		



APPROACH

The Biovallée association set up a multi-stakeholder governance, with a new form of cooperation between municipalities, companies, associations and inhabitants of the valley. This cooperation is based on a win-win exchange. The association allows members to affix "Biovallée®" on their products, a brand that it promotes in and outside the valley. In addition, the association offers networking opportunities and peer-to-peer exchange. In return, members commit to "make their part" to attain Biovallée's objectives. They have to actively contribute to studies, experimentations and pilot projects and to progressively transform their behaviours into ecologically and socially responsible ways of consuming and producing.



Biovallée offers [concrete tools and events](#) to enable actors to cooperate and to promote best practices. The association for example organizes events such as monthly held thematic breakfast or the “Biovallée party” to exchange and build up ties in a positive atmosphere. Regular meetings are also organised and willing actors, members of Biovallée or invited stakeholders, are regrouped into thematic and autonomous working groups, for example “nature and biodiversity” or “vegetal circular economy”. The label “[eco host](#)” was created to highlight good practices in tourism and a [collaborative platform](#) was launched to share

and develop ideas, map initiatives and host calls for projects and information on funding programmes. The internet website and the app provide [useful resources](#) to launch a project, as well as a participative tool to collect feedbacks. The association is also supporting innovative social or environmental ideas even more directly through [Ronalpia](#), an incubator for social entrepreneurship.

To turn collaboration into successful action, organisations are involved in the driving of the projects and the governance of the association. They co-elaborate programmes, co-organise conferences and co-animate meetings and working groups.

The association Biovallée presents a singular and very interesting form of shared governance. Members are divided into [four clusters](#): economic players, associative actors, institutional players and inhabitants. Each cluster works on its preferences, proposes projects and sends five representatives to the [executive board](#) which meets once a trimester and validates strategic orientations. A general assembly is organised every year.

The governance of the project “Biovallée 2030” derives from the association. Biovallée’s executive board drives the project with the support of several bodies. Firstly, a scientific committee composed of territorial experts coming from approximatively 10 different institutions (i.a. the University of Grenoble) is giving advice and models to better orient and assess the project. Secondly, an operational committee structured per theme monitors the implementation of the projects decided by the executive board. Thirdly, a “project team” works as facilitator on the field and provides technical support to implement the projects. And Fourthly, a legal and financial committee was set up.

The operational committee and the project team elaborate together an assessment of the actions’ impacts. This assessment is done with upstream set indicators on three scales:

- **The global project scale:** impacts on the population and the territory, leverage effects and return on investments;
- **The thematic lines scale:** impacts in each of the four fields of action;
- **The action scale:** impacts of each measure.

The evaluation will be done on three time horizons: at the moment, midway and at the end.



FUNDING

The association Biovallée is funded via membership fees, subsidies from the urban communities, resources related to implemented actions and donations.

The estimated total costs of the Biovallée 2030 project are €52.8m (the exact split per theme and action can be found in the [application to the “Territoires d’innovation” programme](#)). The national “Territoires d’innovation” programme will finance €18.5m, €5.7m through state subsidies and €12.8m through potential state investments. Furthermore, each of the three urban communities involved will finance the project with 1€ per inhabitant.

Each project is funded separately by the project leader and the co-funding he is able to find. In total, Biovallée hopes to mobilise €19m through private investments.



SUCCESS OF THE PROCESS

Many actors were sceptical at the launch of the association, fearing that Biovallée would just be an entity more, adding confusion. But eight years after its launch, Biovallée is a success. The association counts 432 adherents and donors, 50% among them being private companies. Almost all local institutional actors have joined; being member became a must. The Drôme Valley thus succeeded to reproduce what it had done with its river: bring stakeholders together to take real action.

Thanks to the “Territoires d’innovation” call for projects, the association could really live a fresh start. Nothing but the fact to bring all actors together and propose them to think together about a project to submit enabled the launch of a broad process. Opportunities are latent, they only need structures and a place to be expressed.

Biovallée’s animation of the network of local stakeholder can also be taken as example. Through regular exchange, innovative ideas are developed and the institutional actors work together with the organisations to lift the barriers.

Creating a cluster dedicated to inhabitants so that they can be part of the governance increases their number and voice in the association. Biovallée opened itself to become a real participative tool that citizens only have to seize.

At its [general assembly](#), the inhabitants’ cluster invites experts as well as schoolkids to present ideas. This creates a real dynamic among citizens of all age.

Biovallée is paying much attention to showcase the process. Through field visits for local actors, as well as for national and international visitors, the Drôme Valley can present itself as pioneer and inspire rural areas all around the world.

USEFUL LINKS

- >> [Website Biovallée](#)
- >> [Presentation by the national government of the selected "Territoires d'innovation"](#)
- >> [Biovallée 2030, application to the "Territoires d'innovation" programme](#)



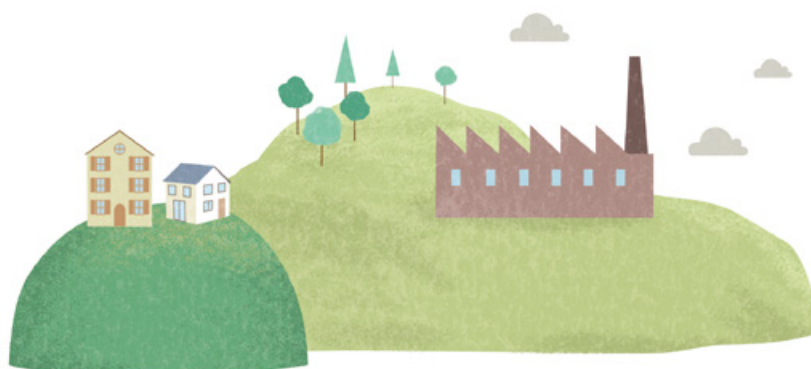
HANNOVER (GERMANY)

MASTERPLAN 100% FOR CLIMATE

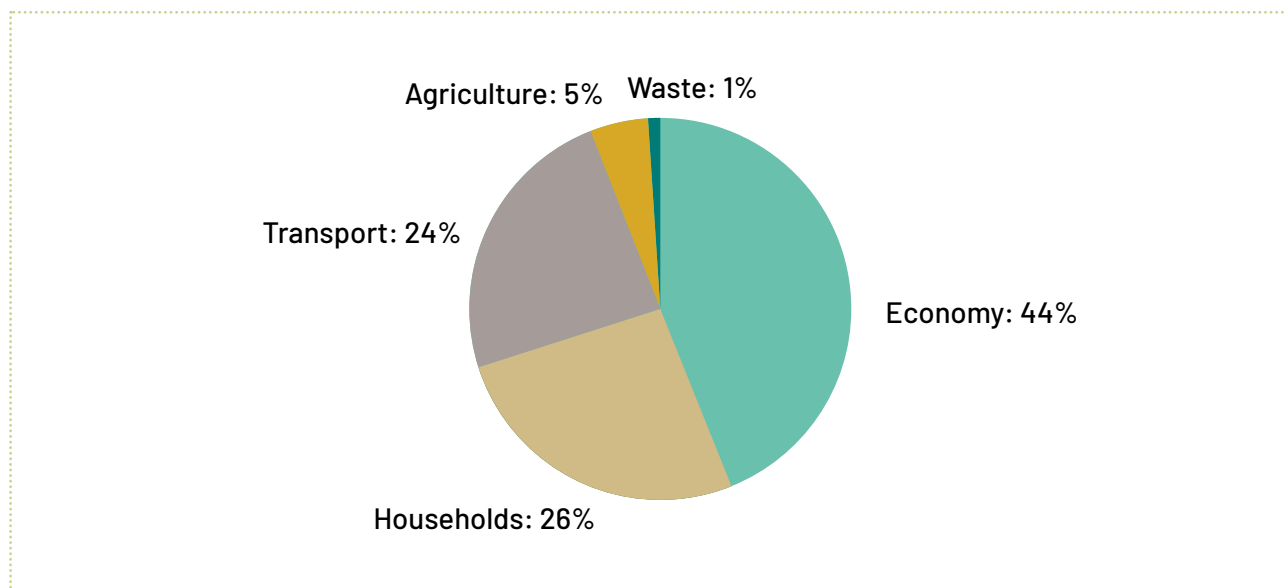
The Masterplan in a nutshell

The Masterplan is a strategy developed jointly by the City and the Region of Hannover in the frame of the National Climate Initiative to reduce their CO₂ emissions and energy consumption. The Masterplan sets precise sectorial objectives and a structure involving societal actors to monitor the progress. To elaborate the Masterplan, Hannover ran the Masterplan-project, involving a diverse set of local stakeholders (the local administration, businesses, citizens, experts, knowledge institutions).

- ▶ **Number of inhabitants:** 1.2 million in the whole Region, almost half of them in the City of Hannover.
- ▶ **Region area:** 2,290 km² with 21 municipalities.
- ▶ **Major issues of the region:**
 - Strong industrial activity with intense emission production;
 - City of Hannover's inhabitants grow by 5% each year.
- ▶ **Objective set:**
 - Reduce CO₂ emissions by 95% and energy consumption by 50% by 2050 (1990) in the Region;
 - Same objectives but for 2035 for the City of Hannover.



► **Emissions of the Region of Hannover⁵: 9,8 Mio. tCO₂eq per year.**



DEVELOPMENT OF THE MECHANISM

Hannover's climate journey goes way back. Already in 1992, local authorities decided to reduce the city's CO₂ emissions by 25% by 2005 compared to 1990. The result was however disappointing: within 15 years, CO₂ emissions only decreased by 2%. Based on this failure and with an assessment of the emissions, the local authority recognized that they needed to involve all local stakeholders to successfully tackle climate change.

In 2007, City authority decided to align to the recently taken national commitment to reduce CO₂ emissions by 40% by 2020. To that end, they made a detailed assessment of the CO₂ emissions and created the Climate Alliance 2020, a network regrouping local authorities, the municipal utility company and over 80 willing businesses. To elaborate concrete measures, the alliance was divided into three working groups: the Partnership for Climate, with major housing associations and representatives from tenants, lessors and proprietors, the Energy Efficiency Network, with 25 major industrial and service companies, and the Network Disseminators, with social, political and religious organisations. The alliance elaborated the Climate Alliance 2020 program with sector and organisation specific commitments to reduce CO₂ emissions and energy consumption until 2020. The program was adopted by the city council by the end of 2008.

To go further, in 2012, Hannover's city and regional authorities jointly successfully applied to the National Climate Initiative, which gave access to €1.063.816. In the frame of this program, Hannover had to develop a concept to reduce its GHG emissions by 95% and its energy consumption by 50% by 2050 compared to 1990. The city and region launched the Masterplan-project to elaborate a plan, and engaged two climate managers.

5. <https://www.hannover.de/Leben-in-der-Region-Hannover/Umwelt-Nachhaltigkeit/Klimaschutz-Energie/CO2-Bilanz/CO2-Bilanz-für-die-Region-Hannover>

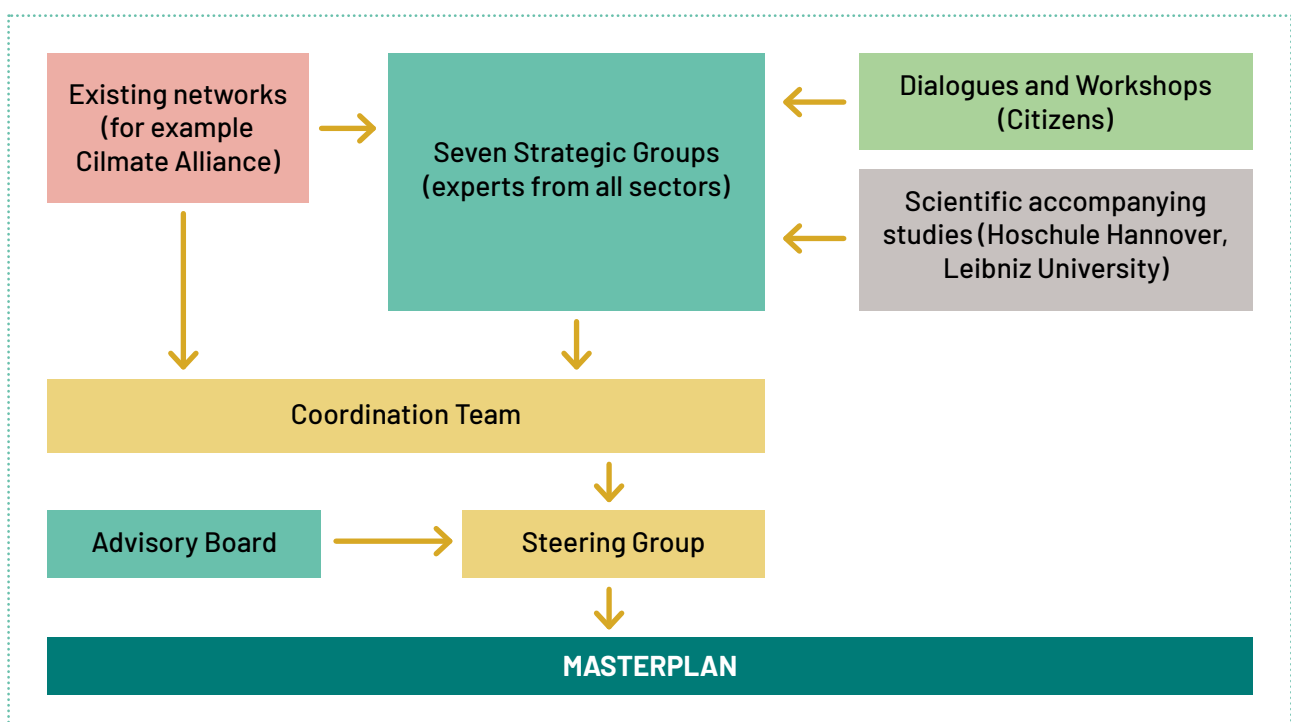
First step was the consultation of over 240 professionals from economy, science, NGOs and public administration divided into seven thematic “[strategic groups](#)”: energy supply, climate neutral everyday life, regional circular economy, space and mobility, scenarios, economy, energy efficiency in buildings. The last two groups were directly taken over from the Climate Alliance. The other groups were composed of professionals formally invited by the mayor, as a result of a well thought proposal made by its administration to maximise the groups’ effectiveness.

During 15 months, each strategic group met seven times. They could benefit from technical support offered by a coordination team with members of the local administration, as well as scientific support from the Leibniz University and the Hochschule Hannover who published [accompanying studies](#) and organised events and lectures series. By the end of 2013, each strategic group issued a [strategy paper](#).

In the meantime, local authorities mandated the association Wissenschaftsladen Hannover e.V. to organise [dialogs and workshops](#) with citizens to know their vision for Hannover by 2050. The association [tested participation tools and methods in five neighbourhoods](#) with eight events (conferences, workshops, dialogues and garden parties). 2915 inhabitants participated and proposed concrete project ideas.

In a second phase, from 2014 to 2016, the work of the strategic groups and the citizens was taken up by a steering group, composed of members from the municipal and the regional environmental office. With the help of an [advisory board](#), composed of selected members from politics, administration economy and science, the steering group elaborated the final Masterplan, a strong plan with sectorial targets to attain neutrality by 2050. The Masterplan was adopted by the city council and regional assembly in a cross-party consensus.

In 2020, Hannover’s city council decided that the city should become climate neutral by 2035 “as far as possible”. The administration now studies how it can reproduce the past process and set up a new strategic group to partially update the Masterplan. The Climate Alliance 2020 already rebranded itself [Climate Alliance 2035](#).





OBJECTIVE

The region's objective is to reduce its GHG emissions by 95% and its energy consumption by 50% by 2050 compared to 1990, while the city of Hannover aims to attain these objectives already by 2035. The emissions counted are the greenhouse gases directly emitted on the territory.

Besides an increase of the life quality, the region hopes to turn its climate action into economic profits through savings, new opportunities and added value. It would also affirm the region's status as energy transition pioneer in Germany and Europe. Hannover wants to serve as model for other regions with a similar industrial profile.

How can the neutrality objective be attained? To pave the way, the IE Leipzig developed scenarios with different paths. The first one is the "Trend-path" that shows the consequences on emissions and energy consumption of continuing business as usual. There are then two paths which take respectively moderate and high development of energy efficiency into account. Finally, there is the "Target-path" that shows that a high energy efficiency is needed to attain the objective but will not be enough alone. It also needs to reduce the consumption through the implementation of the sufficiency concept.

The region is aware thanks to its previous experiences that such a transition can only be achieved through a cross-societal and cross-sectorial alliance. Individual and collective responsibility needs to be taken. This is the objective of the Masterplan.



SUCCESS OF THE PROCESS

Today, the central element of the Masterplan are the city's and the region's central office for climate, which coordinate actors, document the process and translate the Masterplan's objectives into effective action. Local authorities are aware of their role model function and elaborated themselves a precise plan to reduce emissions and consumption.

But the Masterplan project created a framework that goes far beyond administration alone. It laid the foundation for a non-hierarchical cooperation among the local administration, politics, economy and science. To monitor progress, the steering committee and the advisory board stayed in place. The latter is now composed of 57 members from various NGOs, companies, associations, chambers, universities or local authorities and meets twice a year. This allows stakeholders to keep committed and coordinated. In addition to that, the administration selected eight personalities from science, economy and the civil society to form an independent and non-partisan Climate Committee of Wise Men. Its role is to give advises and impulses to implement the Masterplan.

The Masterplan forms a tool that effectively involves various stakeholders. Its success, illustrated by Hannover's increased ambition to be climate neutral by 2035, can way better be understood by looking at the elaboration process than by the Masterplan itself. The path is the aim.

For the strategic groups, local authorities had a deep reflection about which actors to involve where and how they can interact. A clear mission and agenda was already set up when the Lord mayor invited the professionals to join. Only this way the process involved professionals beyond the already engaged ones and the strategic papers were redacted on schedule and with the consensus of all participants.

Similarly, the Advisory Board's and the Climate Committee of Wise Men's composition was well thought. It tried to involve as different actors as possible to maximise their cooperation.

Involving private companies was a very important step of the process, as there are more than 50.000 businesses with over 458.000 employees in the region. Everyone first had to learn to know the project, its objective, its way to contribute and the other actors. Hannover organised several meetings and networking events before asking for concrete results. Beside the Climate Alliance, other important business networks have been created, as [ÖKOPROFIT](#). The Masterplan initiated and supplied a movement that spreads climate action among companies.

For the dialogues and workshops with citizens, take the time was also the key. Wissenschaftsladen Hannover e.V. first studied the participation tools and methods, with literature research and interviews of over 20 experts, before testing them in the districts. Organisers found out that it needs to create a "participation culture" upstream, among citizens but also among politicians and the administration, to have a productive and accepted output. People must get to know the issues and the potential solutions, and feel that they can make the difference. The participation tools must be adapted to the target group. This requires time and a good moderation during the debates. The process and the communication in the end is as important as the effective result.

The city will now try to build upon its past work to engage actors for the 2035 target.



USEFUL LINKS

- >> [Home Masterplan website](#)
- >> [National Climate Initiative website for Hannover](#)
- >> [Documents about the Masterplan](#)
- >> [Website of the Climate Alliance](#)



LEUVEN (BELGIUM)

LEUVEN2030

Leuven2030 in a nutshell

Leuven 2030 is a non-profit organisation that was founded by 60 members, including the city of Leuven, KU Leuven, Voka - Chamber of Commerce Flemish Brabant, KBC, imec, Eandis, and committed Leuven citizens. It has grown today to a solid organisation with more than 600 members, representing inhabitants, companies, civil society organisations, knowledge institutions and public authorities.

This unique partnership provides a cooperation that is crucial to evolve into a healthy, liveable and climate-neutral city.⁶

► **Number of inhabitants in Leuven:** 102,000.

- 18% of the population is international;
- 50,000 students (also coming from outside of Leuven);
- 1,000 new citizens every year;
- three-quarters of citizens transiting to the city for work.

► **City area:** 56 km².

► **Major issues:** Leuven is a medieval city.

- More than half of the buildings are part of a heritage cluster or protected city view, so renovation is quite difficult.
- Narrow historical access roads which make high quality public transport difficult to have.
- Expansion of CO₂ storage is limited.

► **Objective set: Climate neutrality by 2050.**

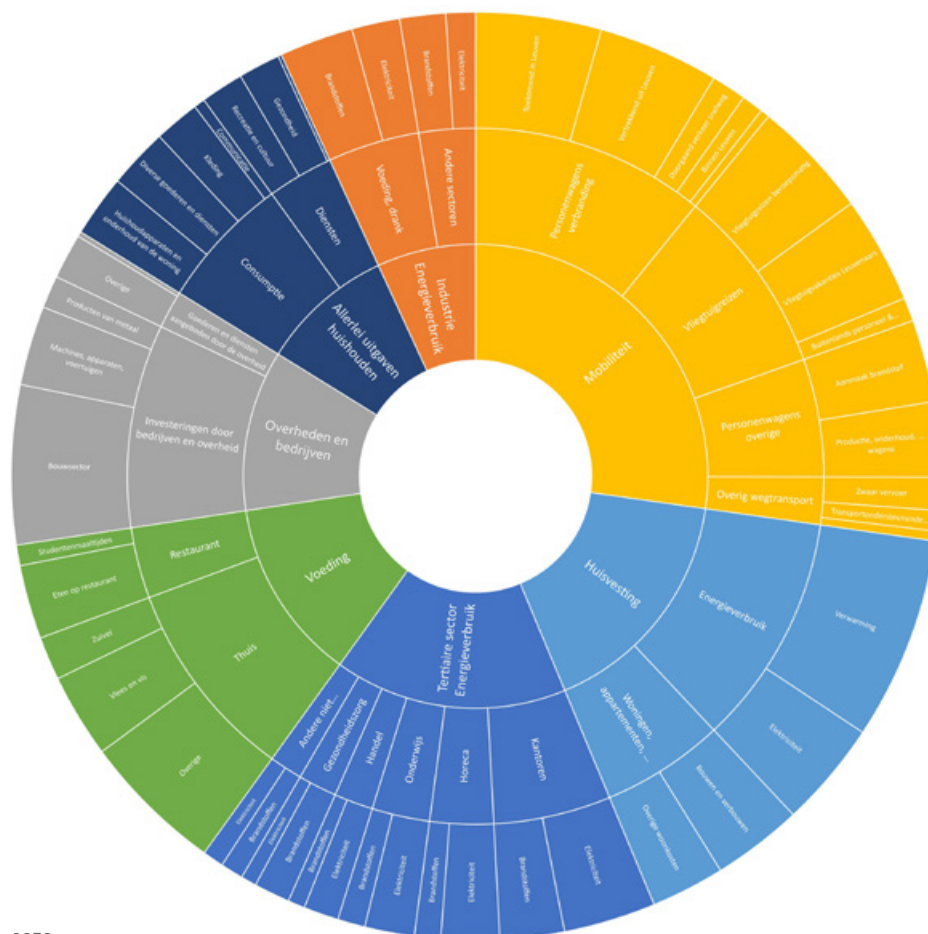
- Reduction of CO₂ emissions by 80% by 2050, in a socially just way.
- Elaboration of a broad societal process through the launch of an NGO which regroups all the city's stakeholders and sets climate targets.

6. <https://www.leuven2030.be/english>

► International recognition for Leuven:

- European Green Leaf 2018;
- Finalist of the European Capital for Innovation 2018;
- Finalist of the Transformative Action Award 2019;
- Winner of the European Capital for innovation 2020.

► Emissions (by sector):



Source : Leuven2030



DEVELOPMENT OF THE MECHANISM

In 2011, the city council set the ambitious goal to become a climate neutral city by 2030. To achieve this, the municipality encouraged in 2013 the launch of the **NGO Klimaatneutraal 2030**, regrouping key partners to transform the city and achieve climate neutrality: the city government, citizen groups, knowledge institutions, companies, and investors. In the same year, the University of Leuven published a report called "[The transition to a climate neutral Leuven in 2030](#)", giving a **scientific basis to tackle climate change locally**. The report developed a scenario where emissions were reduced by 67% by 2030 and by 80% by 2050 compared to 2010.

In 2016, the NGO was rebranded [Leuven 2030](#). While it had only 60 members in 2013, Leuven 2030 has **grown to over 600 members today**, attracting very different organizations to effectively co-shape the city's climate action plan. The members provide money and personnel.

In 2018, Leuven 2030 tried to go beyond the 2013 report and developed a [Roadmap 2025 – 2035 – 2050](#) with the help of the urban-planning agency BUUR and over 70 local experts. The Roadmap includes concrete actions that have to be taken by the local authority and other stakeholders. Currently, there are 180 climate initiatives ongoing or in sight. They are led by a diverse set of **coordinators, 18 in all**, including city and university staff, as well as people from the private sector.

Furthermore, **citizen juries** are selected randomly to guide some specific projects. To redesign public spaces for example, 12 people were picked randomly from among 2 000 who applied to decide about the design and which architectural firm to use.

The implementation of the Roadmap and its effectiveness will probably be followed up through Futureproofed, an online tool that makes detailed city's emissions public. Organizations and residents can see what has been done and with which objective. Making **assessment data publicly available** will increase the understanding and support of the measures taken.

Each 4 years, the partner organizations represented in the Board of Directors are invited to enter their own climate action plan on how they want to contribute to the Leuven climate transition. The **targets of the Roadmap will be reviewed** every few years by the Leuven 2030 general assembly, with the help of a group of scientists which meets regularly, on a voluntary basis.



Leuven 2030 bundles the city's creativity and ambition behind one vision: climate neutrality by 2050. The city wants to become one of Europe's Labs of the Future through **collaborative, technological and climate innovation**, and created a fruitful framework for all its citizens and stakeholders.

To attain climate neutrality, the report 2013 and the Roadmap set the objective to reduce the CO₂ emissions by 67% by 2030 and by 80% by 2050 compared to the 2010 levels. The choice of "2030" in the name of the NGO has the purpose to maintain the **sense of urgency** and to stress the importance of a rapid decline in emissions, with a very important intermediate milestone in 2030.

The Roadmap sets 8 ambitions:

- Climate-neutral living,
- Climate-neutral urban services,
- Climate-neutral mobility,
- Consuming sustainably
- Producing renewable energy locally,
- Increasing urban resilience,
- Achieving climate neutrality together,
- Sharing knowledge and innovating.

These ambitions are broken down into 80 project clusters and structured in 13 programs with concrete actions and milestones:

1. Retrofitting residential buildings
2. Retrofitting non-residential buildings
3. Climate-neutral new buildings
4. Vibrant centres and smart location policy
5. Sustainable modal shift
6. Greening the vehicle fleet
7. Generating green energy
8. Sustainable and healthy eating
9. Circular city
10. Green and resilient spaces
11. Governance and financing
12. Involving everybody in the transition
13. Learning and monitoring.

The Roadmap also includes CO₂ emissions related to consumption and produced beyond the borders of the city. This was not planned at the beginning of the process and forces Leuven to reduce its CO₂ emissions by 2,500 kilotons per year, nearly four times as much as projected in Leuven 2030's original goals.



Leuven 2030 is based on a logic of **horizontal collaboration, collective decision making** and shared responsibility. Any citizen and any organization can become member of the association and be represented at the General Assembly, twice a year, and vote on the actions taken.

Leuven 2030 fosters a new model of city governance in the form of a quadruple-helix, bringing together all the different actors: **government, knowledge institutions, companies, and citizens**. The unity is preserved through consensus-building and finding of a common ground.

In Leuven 2030's General Assembly and through the Board of Directors and the Executive Committee, each stakeholder has the opportunity to shape the future of the city. Within the General Assembly each of them has the same number of votes:

- 20% for the city government,
- 20% for companies,
- 20% for knowledge institutions (universities and research centres),
- 20% for citizens and NGOs,
- 20% for semi-public institutions like the public transport or energy companies.

Thus, the **city government gives away power** and influence about climate policy to Leuven 2030, and is only one crucial player among others. The city stakeholders are equal partners. They all have to feel ownership of the city's plan to make it effective.

It is essential in the approach to **include all organizations who share the same long-term vision**, not only the most advanced or ambitious ones.

Besides the governance, three other elements are key to understand Leuven's approach: the scientific basis, the experimentation and the communication.

The whole **process is knowledge- and result-driven**. Everything started with a scientific assessment of the situation in the report 2013 and today scientific institutions still play a major role in proposing the next steps to take. This gives legitimacy to actions, improves the quality of decisions and supports Leuven 2030's message of sustainability being a non-partisan issue.

As Leuven 2030 brings very different organizations, people and ideas around the table. This leads to **innovative solutions, which have to be tested**. Through [strategic experimentation](#), Leuven 2030 identifies levers across multiple domains (citizen engagement, governance, data and monitoring, finance) to unlock change and accelerate the transition.

Leuven 2030 also benefits from a **good communication**, with a strong communication team and the support of a [specialized agency](#). **Storytelling** is fully part of the process, inspiring residents, making measures concrete, delivering a broad and accessible message, forecasting what the city could look like by 2030, and highlighting pioneer companies that have taken measures. Leuven also promotes **peer-to-peer campaigning**, with citizens learning about the Roadmap from their neighbours, colleagues or local shopkeepers rather than Leuven's communication team. Public awareness is also raised through events as the yearly "climate week". Storytelling and peer-to-peer campaigning make sense as climate action is not an exact science, but involves behaviour science and psychology.

Furthermore, innovative tools are used to engage citizens and base the decisions on an increased knowledge. Through an application on their smartphone for example, citizens provide data on the most used roads by bicycles and enable the municipality to adapt the infrastructure to the real needs.



The funding come maximum **50% from the city and at least 50% from the other partners**. Leuven tries to develop a solid business plan to invest in climate neutrality, but the funding of the implementation remains a problem: the organizations who invest are not always the ones who get the returns.

For building energy efficiency and the generation of renewable energy, the [ELENA programme](#) from the European Investment Bank [granted Leuven 2030 €1.5m](#), with the objective to mobilize an investment of almost €39m. This grew from 17 to 24 involved partners and a collective investment of over €50m. Besides, the city opened a fund to reinvest the gains of energy efficiency investments in new energy efficiency measures.

Leuven also benefitted from other European initiatives as the [European Climate Innovation Community EIT Climate-KIC](#), and received €1m with the European Capital of Innovation award.

Member organizations also directly financially contribute to Leuven 2030 and other tools will be enlisted to help spur investment, which may include a local climate fund, energy cooperatives, and divestment.

Leuven 2030 also monitors and applies to open calls for proposals, EU and otherwise, typically in close cooperation with members from its network.



SUCCESS OF THE PROCESS

With its Roadmap, Leuven 2030 decided to engage the city on an ambitious, science based path, **not targeting what can be done** but what must be done in terms of CO₂ reduction. At the beginning of the process there is the reflection on the necessity, not the reflexion on the feasibility.

To achieve this, a **new model of governance** has been set up, involving all the city's stakeholders in a horizontal partnership. This effectively allows citizens and organizations to shape the future of the city, and moves companies to accept ambitious targets.

The collaboration increases the climate ambition of the city and enables the local authority to **take forceful measures that are only arduously accepted otherwise**. The [mobility plan](#) for example, adopted in 2016 with the support of the citizen platform "[Straten vol Leuven](#)", related to Leuven 2030, pushed out cars from the city centre uplifting the air and public space quality instantly. The plan was therefore largely accepted by citizens; the shared governance model gives legitimacy. Devolving responsibility can be very fruitful for local authorities.

It also **provides knowledge**, as actors can propose solutions on problems they are directly confronted with, and the actions taken will have direct consequences on them. Leuven is currently trying to apply this governance model to other areas, as education and health.

Leuven 2030 also has strong **organisational and diplomatic skills**, as it managed to find the right equilibrium between the actors and remains in the middle of the community. The organization gave itself the capacity to effectively act by drastically increasing its staff and hiring 20 part-time program coordinators for the 13 programs and the portfolio of strategic experiments.

The strategy pays, but not fast enough. The **CO₂ emissions have not increased** in the last decade while the city population grew by 10%, and biking in the city centre has increased by 40% in the last three years, after the implementation of the mobility plan. But at the same time the building renovation is not effective enough, with only 1% of the building stock being renovated while at least 3% are targeted. The demonstration of progress, the assessment of the targets and their review, as Leuven 2030 makes every few years, is crucial.

Leuven 2030 will also develop a "**policy checklist**", to guarantee that new policies are aligned with the Roadmap's goals.

USEFUL LINKS

- >> [Leuven2030 website](#)
- >> [Leuven 2030 – Roadmap 2025 2035 2050](#)
- >> [Leuven 2030 presentation](#)
- >> [European Capital of Innovation 2020 – Leuven, European Commission](#)
- >> [EIT Climate-KIC Interview of Mayor Ridouani](#)



MANCHESTER (UNITED KINGDOM)

MANCHESTER CLIMATE CHANGE PARTNERSHIP & AGENCY

Manchester in a nutshell

*"The Manchester Climate Change Partnership and Agency are responsible for overseeing and championing climate change action in the city."*⁷ The Partnership represents key organisations and sectors from across the city and provides a structure where they can come together and monitor climate action in the city, in cooperation with the Agency, an independent not-for-profit organisation funded by the City Council.

► **Number of inhabitants:**

- Around 553,000 in the city;
- 2,705,000 in the whole urban area;
- Grew by 19% between 2001 and 2011.

► **City area:** 115.6 km².

► **Major issues:** was the first industrial city; features typical of many post-industrial cities.

- Physical health problems: shorter life expectancy, high rates of cancer, cardiovascular, liver and respiratory diseases, stronger childhood obesity.
- Problems of poverty and homelessness.

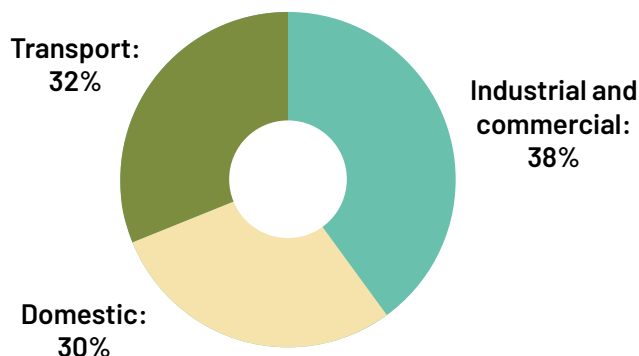
► **Objective set:** 15m tonne carbon budget for 2018-2100 for direct CO₂ (consumption-based emissions and aviation emissions included); **zero carbon by 2038 at the latest.**

- Elaborated on a scientific basis;
- With a new governance model: Climate Action brings the city's stakeholders together in the Manchester Climate Change Partnership.

► **International recognition:**

- 2016 European City of Science;
- Winner of the 7th Award for Sustainable Urban Mobility Planning (2018).

7. <https://www.manchesterclimate.com/MCCP>

► **Emissions (by sector, 2018)⁸:**Source: BEIS 2020 Local Authority and Regional CO₂ Statistics**DEVELOPMENT OF THE MECHANISM**

Manchester's climate change journey began 2009 with the invitation issued by City Council to all the city's stakeholders (school children, students, residents, community groups, businesses, universities, hospitals and charities) to take part into a broad process aiming to design the future of the city. During six months 200 residents and 100 organizations elaborated "[Manchester: A Certain Future](#)" (MACF), the city's first ever climate change strategy for the period 2010 – 2020. The target was inter alia to reduce the city's CO₂ emissions by 41% by 2020 compared to 2005. It was championed and overseen by the "Manchester: A Certain Future Steering Group", a group representing the city's stakeholders and co-ordinated by the City Council.

In 2015, the city decided to go further. The "[Our Manchester Forum](#)" was launched, made up of 40 senior leaders from across the city's public, private, community and academic sectors. It was chaired by the Leader of the Manchester City Council, and the MACF Steering Group was also part of it. As a result, and after a public consultation that reached over 2,500 people, "[Our Manchester](#)" was adopted, an overarching vision and strategy for the period 2016 – 2025. The objective is to guide and to coordinate the actions led by the city council and other actors, so that everyone goes in the same direction. Our Manchester includes the headline commitment for Manchester to "play its full part in limiting the impacts of climate change", including the commitment to zero carbon by 2050, at the latest.

To oversee the successful implementation of the Our Manchester strategy, several boards were created, one for each priority (for example the Work and Skills Board, the Health and Wellbeing Board, the Neighbourhoods Board). They are composed of senior individuals from key organisations and meet regularly.

In addition to that, the [Manchester Climate Change Agency](#) and the [Manchester Climate Change Partnership](#) were created, respectively in 2015 and 2018. They are the heart of the strategy. Together they are responsible for overseeing and championing climate change action in the city. The Partnership brings together over 70 public and private organisations from across 10 sectors to work together.

8. Source : <https://www.manchesterclimate.com/sites/default/files/Mcr%20Climate%20Change%20Annual%20Report%202020%20Single%20Pages.pdf>

The partnership includes important companies as well as the City Council, represented by two of its members, and the [Manchester Climate Change Youth Board](#), that brings together 13-28 years olds from across the city. Collectively they are responsible of 20% of the city's direct CO₂ emissions and have a level of influence over the remaining 80%. Any citizen can [apply to be chair](#) of the partnership. The Partnership is supported by the Manchester Climate Change Agency. The Agency is an independent not-for-profit organisation funded by the City Council, other partners and projects.

In October 2018, the Agency and the Partnership published a proposal called "[Playing Our Full Part](#)", in which they set the target of zero carbon by 2038 instead of 2050. One month later, the proposal was adopted by the City Council, drastically increasing the city's climate ambition.

The mechanism is still working. In July 2019, the City Council declared climate emergency. In 2020 the Council formally endorsed the [Manchester Climate Change Framework 2020 – 25](#), which was [elaborated by the Partnership and the Agency as the strategy for Manchester to meet its commitment to "play its full part"](#). Members of the Partnership have developed their own bespoke plans, setting out how they will contribute to the citywide Framework.



To attain the ambitious objective of zero carbon by 2038, [the Agency and Partnership proposed](#) a carbon budget split into five year periods, in accordance to the [recommendations of local knowledge institutions](#), as the University of Manchester and the Tyndall Centre.

The Agency and the Partnership identified seven areas for action:

- Buildings (existing and new);
- Renewable energy;
- Transport and flying;
- Food;
- "The things we buy and throw away";
- Green infrastructure and nature-based solutions;
- Supporting and enabling residents and organisations to act.

The City Council adopted the science-based propositions of the Partnership and Agency in the [Manchester Climate Change Framework 2020-25](#).



The city did **not provide a single plan, but rather a larger framework** in which every resident and organization can make its own contribution. The framework provides an overarching structure for "**plugging in**" **individual plans** to achieve zero carbon by 2038. Each actor has the tools and the support to take action and can sign a [Commitment to Act](#) with the city, in which he sets his own targets to reduce his CO₂ emissions.

The Framework and its objectives will be regularly **updated on a scientific and collaborative basis** by the Agency and the Partnership, with the help of newly created [Advisory Groups](#) regrouping knowledge institutions per specific area:

- Zero carbon Advisory Group;
- Adaptation and Resilience Advisory Group;
- Health and Wellbeing Advisory Group;
- Inclusive, Zero Carbon and Climate Resilient Advisory Group.

The Manchester Climate Change Partnership and the Agency are long term key mechanisms to **engage the different actors** in a collaborative process and enable them to contribute to the construction of the green transition. Their strength lies in the **permanent public dialogue** they have with the City Council and the effective implementation of their propositions. The fact that the City Council agreed to devolve responsibility to the Agency and the Partnership for the climate policy is a key factor for success.

As each actor has to [take its own engagements](#), the Partnership must be **attractive** to organizations. Committed businesses have to **feel rewarded** through the membership to an active network and the broad advertising of their actions. The whole community needs to understand and support the path the city is taking, so **storytelling is crucial**.

To get citizens on board, the Agency leads [pupils education](#) and [awareness campaigns](#). The latter are particularly fruitful since the Agency teamed up with the environmental charity [Hubbub](#) to support community led [awareness campaigns](#). They showcase concrete and realistic climate actions to inspire and mobilise citizens and enable them to effectively shape climate protection in their neighbourhood.

In addition, Manchester uses the online engagement platform [Commonplace](#) to better connect communities with local decision makers, which is particularly useful in times of Covid. Citizens can answer consultations, give direct feedback on projects, share their thoughts and make new proposals, which builds trust and empathy among the community. For some projects, ideas have to directly come from the concerned people. This was for example the case for CO₂ emission reduction in schools, where proposals directly came from the children.

The fact that **anyone can apply to be the Chair of the Partnership** is also a strong symbol for the involvement of the civil society. It has the responsibility to oversee the partnership. Further tools for [concrete individual action](#) are still under development.

Another key lever ensuring the success of the process is the elaboration of an **honest and transparent assessment**. With the help of the Advisory Groups assessing the targets and their implementation, the Partnership and the Agency publish a [public report](#) every year on the progress of the process and the next steps to take. Besides that, the Agency transmits its results to the [Global Covenant of Mayors and the CDP annually for an assessment](#) and a comparison with similar cities.





Manchester's climate change strategy is receiving funds from various sources, from the public and the private sector, from the local, national and European level.

The **EU funded** [GrowGreen project](#), running from 2017 to 2022, supports Manchester and its EU partners with €11.2m. It is coordinated by the Manchester City Council. The city is also lead partner in the [Zero Carbon Cities](#) and the [C-Change](#) projects, and part of the [Food Wave](#) project. All those projects are funded by the EU.

In total, the county of Greater Manchester received €169m from Horizon 2020, for 293 projects (most of it going to research projects delivered by the Universities).

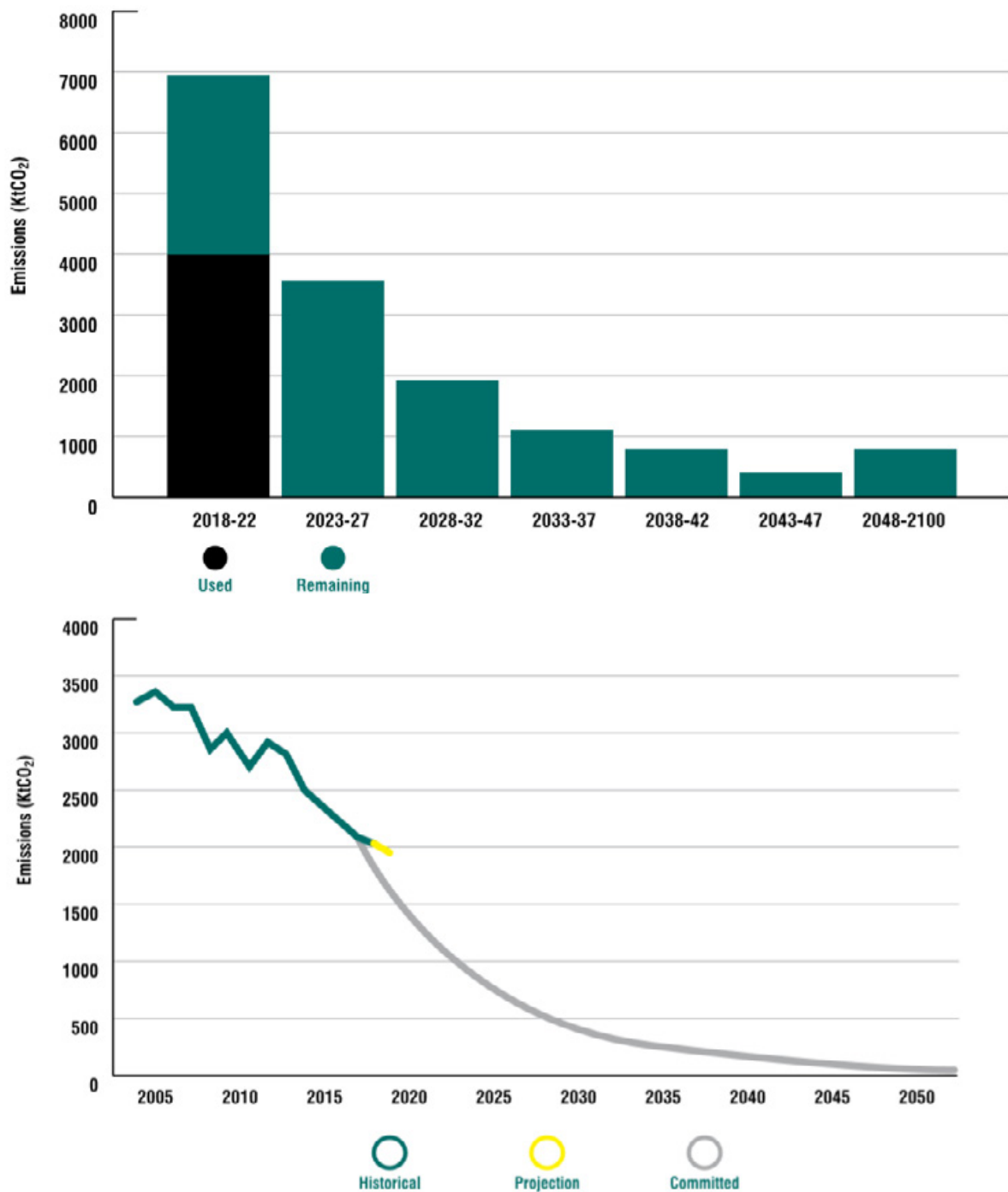
Innovative financing solutions for investment are also explored. The [IGNITION](#) project brings together 12 partners from local government, universities, NGOs and businesses in order to identify sites where an investment in nature based solutions would be effective to tackle climate change. The partners then bind the projects together into **larger investible packages** of projects at around €11m, ensuring they are attractive to private investors. IGNITION is backed by €4.5m from the EU's Urban Innovation Actions (UIA) initiative, part of the European Regional Development Fund (ERDF).



Through the Climate Change Partnership and Agency, Manchester elaborated a Framework that **engages the local authority, various organizations, knowledge institutions and citizens** and encourages cooperation between them on the long term. This process enabled Manchester to set the ambitious target of a limited carbon budget and zero carbon by 2038. This objective was set up and is still regularly assessed and adapted through a dialogue involving the Zero Carbon Advisory Group and the Partnership members. The contribution of scientific advisory groups, providing knowledge and legitimacy, was and is crucial.

In 2019, the **CO₂ emissions were 40% lower than 2005**, in line with the targets in Manchester's climate change strategy for 2010-20. The elaboration of a carbon budget for Manchester Partnership and Agency are an example of a successful PACT but Manchester still struggles to attain the ambitious climate targets it set. Because of the CO₂ emitted 2018 and 2019, a direct CO₂ emissions reduction of 14.8% is necessary from 2020 to remain within the carbon budget, and not 13% as originally planned. 50% reduction is required during 2020-25.

Manchester's example also teaches that citizens' **involvement still is the most difficult part**. Reaching everyone, and not only the already engaged residents, and encouraging them to take action remains problematic. The absence of a suitable candidate for the position of chair of the Partnership during the first advertising in 2019 illustrates this phenomenon.



Source: Manchester Climate Change Agency

USEFUL LINKS

- >> [Manchester Climate Change Partnership and Agency website](#)
- >> [Our Manchester - the Manchester Strategy \(2016\)](#)
- >> [Manchester Climate Change Framework 2020-25](#)
- >> [Manchester Zero Carbon Framework 2020-2038](#)

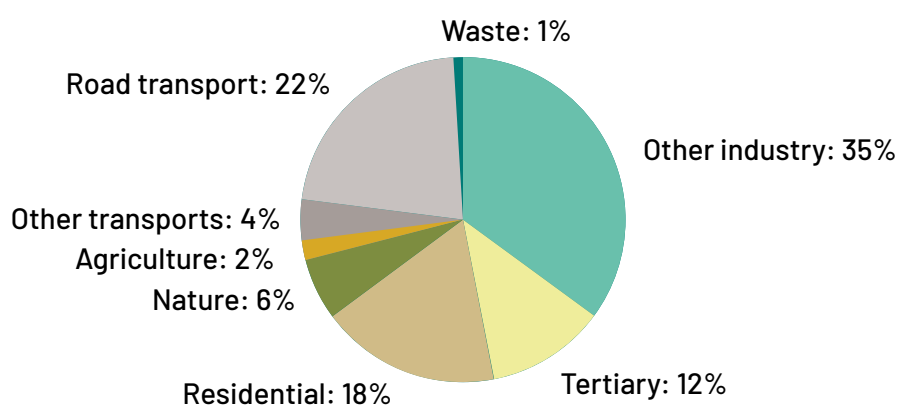


ROUEN NOTRE COP21

The Métropole of Rouen in a nutshell

"Notre COP21" is a participatory process launched by Rouen's local authorities to mobilise local stakeholders for climate action and let them contribute to the development of the Territorial Climate Air Energy Plan. Besides the construction of a local climate strategy, companies took individual climate commitments they elaborated themselves, regrouped in the "Rouen Agreement for Climate", and a place was set up to sensitize and let citizens express their opinion.

- **Number of inhabitants:** 498,822 in 71 municipalities.
- **City area:** 664 km².
- **Major issues:** Large share of the GHG emissions produced by the industrial sector (60% by 2008). Because of the closure of factories, GHG emissions produced in the area fell by 36% between 2008 and 2014.
- **Objective set:** Reduces CO₂ emissions by 73% by 2030 and be carbon neutral by 2050.
- **Recognition:** Praised by **Cit'ergie**, the French version of the "European Energy Award". The label rewards and accompanies municipalities who engaged a "climate air energy" transition.
- **Direct emissions (2014, without energy production):** 2,94 million tCO₂eq.





DEVELOPMENT OF THE MECHANISM

Rouen's climate process was launched mainly because of two elements. First, the **striking scientific finding**: in 2017, local authorities calculated that they had only direct control over 8 to 10% greenhouse gas (GHG) emissions in the metropolitan urban community. So to effectively reduce GHG emission, they had to work with the city's stakeholders. Second, the successful **lobbying from WWF**: the president of the metropolitan urban community was in constant exchange with the director of WWF France, Pascal Canfin, who moved him to take action. In 2017, WWF France signed a [partnership agreement](#) with Rouen to help politically and technically the city in the launch of a broad societal process, the "[local COP21](#)".

The new process was **very well received** by private companies, as well as NGOs and citizens. Many actors were only waiting for a political stimulus to take climate action.

During the year 2018, a local expert group, the "**local IPCC**", was created to give a scientific basis to the process. With its help, local authorities elaborated a [detailed scientific diagnostic](#), gathering precise information on the origins and consequences of the various emissions, on the sectorial energy consumption, and on the vulnerability of the territory to climate change. This was an essential step to know the challenges that had to be faced and to make future action more understandable and justified.

Building on that diagnosis, local authorities published a [broad strategy](#) the same year, setting general objectives as the **reduction of GHG emissions by 73% by 2030** and the transition to 100% renewable energy by 2050, as well as sector specific objectives. The strategy also paved the way to the COP process, specifying that all willing organizations should commit to general goals as well as individual targets they elaborated themselves.

Thus, during several months, willing organizations developed **individual and collective climate commitments**, mobilizing citizens, researchers, private companies and public administrations. The process resulted in November 2018 in the ceremonial signature of the "[Rouen Agreement for Climate](#)" by all involved actors, i.a. 70 private companies. It is a broad roadmap that takes up the key points of the strategy and all the individually set targets.

In addition to that, an [action plan](#) was developed by the municipality. It sums up the engagements taken for the period 2019-2024 in thematic information sheets:

- Buildings,
- Sustainable mobility,
- Renewable and recoverable energy,
- Air,
- City of tomorrow,
- Agriculture and forest,
- Waste,
- Mobilisation of the actors of the territory,
- Exemplarity of the metropolitan urban community.

The diagnostic, the strategy, the agreement and the action plan form together the [Territorial Climate Air Energy Plan \(PCAET\)](#). Considering the success of the participatory approach, the local authorities decided to submit the PCAET to an [open public dialogue](#), from February to April 2019. Thanks to an online survey, an online participatory tool and workshops, **citizens and NGOs could give their opinion** on the process, raise the issues they were the most concerned with and contribute through new proposals.

The local authorities also asked for the environmental and regional authorities to give their opinion on the PCAET. They then collaborated with consulting groups to [analyse the outcomes of the dialogue](#) and make recommendations. Based on this, local authorities answered the critics and proposals from [citizens](#) and [regional authorities](#) item by item publicly and added several measures to the plan, as for example strengthening the communication on energy efficiency.

In November 2019, citizens had the opportunity to [vote online](#) on the updated and final version of the PCAET, which was then adopted in **December 2019** by the metropolitan urban council.

The **process still lasts** as organizations continue to take new engagements and new organizations join the movement. Through the [organization of public debates](#), citizens are invited to think about the next steps. The great challenge is now to implement the announced actions.

OBJECTIVE

The main objective of the process is to implement the Paris Agreement locally through **cooperation among the municipalities of the metropolitan community, public and private organisations and citizens**. The local COP21 aims to sensitise actors to environmental challenges, provide innovative solutions and move stakeholders to commit to concrete climate measures. Climate action must become a societal value, in order to force all organizations to be part of the process.

The **diagnostic provided detailed knowledge** on the GHG emissions and the energy consumption of the city. In 2014, the metropolitan urban community directly emitted 2.94 million tCO₂eq scope 1 emissions, meaning all emissions produced on its territory apart from the ones related to energy production. Scope 1 emissions only represent a minority of Rouen's emissions (34%), as most of the rest is produced outside of the city's boundaries and related to its consumption.

The metropolitan community targets to reduce **scope 1 emissions by 50% by 2026** compared to 2005 (the emissions already fell by 36% between 2008 and 2014 thanks to a decrease in refinery activities). By 2050, Rouen targets to reduce scope 1 emissions by 83%.

Energy consumption should be reduced by 70% by 2050 compared to 2005, and the production of renewable energy should be multiplied by 2.5.



The process set up by Rouen is based on **solid scientific facts**. In 2017, one of the first steps taken by the local authorities was the creation of a scientific committee called "[local IPCC](#)". It is a group of 15 volunteer experts coming from public and private local knowledge institutions (mostly from the University of Rouen Normandy), whose role is to provide independent expertise on various topics, from climate change and agriculture to social psychology, urban studies and economy. Since 2018, the group published 4 reports, raising awareness and urging political decision-makers as well as organizations and citizens to take action.

To be successful, local authorities decided to play on three levers: public and private organizations, municipalities member of the metropolitan urban community and citizens. Each stakeholder is encouraged to set its **own individual commitments**, then validated by a proofreading committee set up by the local administration. The **idea of progression** is thereby essential: current stages are taken into account; all actors do not set the same targets but rather **share a common ambition** of doing better than previously done.

The process relies on individual responsibility. Every stakeholder is urged to act on its core activity, where its emissions are produced. **Local authorities remain drivers** of the local COP21 but the involvement of other actors is essential to bring and keep the process alive.

To encourage organisations to take action, the local COP21 both [supports and rewards](#). It **supports** through workshops and individual meetings in which the actors can get useful advises from experts and peers. It **rewards** through highlighting committed actors on its website, [labelling events](#) and organizing field visits on places where innovative actions are implemented. The local COP21 offers visibility in addition to expertise.

Besides individual commitment, organizations had the opportunity to join **coalitions of actors**, to take collective commitments. There are three types of coalitions: per type of activity (exchange of good practices), per geographical area (increase the scale of good practices) and per common interest (contribute to the same objective, for example photovoltaic panels). Some of the coalitions were proposed by the local authorities, while others came together alone.

Regarding citizen engagement, the local COP21 developed a **large panel of both real life and online tools** to sensitize, give tools to act and launch a lasting exchange process.

The "**Atelier COP21**", first a fix place in the city centre and then a travelling atelier, was set up to inform, debate and collect the requests of citizens. Public events and workshops were regularly organized. The Atelier COP21 has yet received almost 13,000 people and was complemented by an [online platform](#) to further on fulfil its mission.

On **social medias**, the "[Club COP21](#)" was created to promote mutual advice among citizens. In addition, the smartphone app "wag - we act for good" was developed with WWF to encourage citizens to adopt sustainable behaviour. Almost 800 families in two neighbourhoods were **individually coached**.

After the signature of the Rouen Agreement for Climate, the role of the civil society in the decision-making process increased. The public dialogue gave citizens and organizations the opportunity to really contribute to the climate plan. Local authorities however kept the decision-making power in their hands as they were the only body to decide on the proposals kept.

With the industrial accident that occurred at the **Lubrizol factory** in September 2019, the willingness of citizens to be directly involved increased. Local authorities are currently thinking about new ways to strengthen their engagement, for example with a citizens' assembly.

To assess the process, the [Ecological Transition Assessment Board](#) was set up. It is composed of volunteer experts chosen by local authorities and yearly gives an impartial opinion on the effectiveness of the policies implemented. For the moment, the board is focusing on three themes: mobility, resilience and externalities produced by the actions taken (for example on social justice, happiness).



The whole process is **funded by the metropolitan urban community**. Over 3 years, local authorities spent €1m for the process. It is time to implement the projects and Rouen now strongly relies on the committed individual organisations.

Through the 2019 organized call for projects "[I participate](#)", citizens could submit projects related to ecological transition. The projects were then financed by 50% through crowdfunding and 50% by the metropolitan urban community.



In total, 71 municipalities, [160 businesses](#) and 18 coalitions of actors took engagements, and new actors join the process every year. They committed to several concrete and individual targets, in addition to the broad roadmap they co-constructed. 224 events were labelled as eco responsible by the local COP21.

To attain that stage of engagement, the **scientific basis is vital**. The scientific assessment done by local authorities – demonstrating that all actors were needed to effectively tackle GHG emissions – was the trigger of the process. The local IPCC then set up legitimates the actions taken as it shows the emergency of climate change and its local consequences. It brings climate change closer to citizens and urges policy makers to act on the long run. Key for that is the independence and sustainability of the expert panel.

Another ingredient for success was the **individual canvassing of actors**. The 71 municipalities that compose Rouen's metropolitan urban community were approached individually by a task officer a member of the metropolitan urban council. Moving them to take commitments was easier than for companies, as their capacities and leeway are very similar. Many of them [decided to be exemplary](#); all in all they took over 1,100 engagements.

In the same time, local authorities canvassed public and private organisations. On the public side, they targeted especially **schools and sports clubs**, with a special label for eco-responsible events. 42 school feasts and 182 other events were labelled so far.

On the private side, local authorities focussed first on the **15 biggest companies** who produce the most GHG and companies over 100 employees, as there are over 25 000 companies on the city's territory. Since 2019, the local COP21 is also canvassing **SMEs and micro-enterprises**, as well as **artisans and merchants**. Those are more difficult to involve in the process than big companies because many of them have neither a climate plan nor human or financial resources dedicated to it. To support them, Rouen's authorities provided toolboxes with good practices and technical support, and encouraged them to become part of a coalition. From the 18 coalitions created, 13 are still active and contributing to attain the targets through innovative propositions.

To involve craftsmen and merchants, local authorities **subcontracted to the Chamber of Trade**, which enabled a more targeted and effective approach. The "**eco-challenges**" framework was set up: craftsmen and merchants can receive a label if they implement 3 environmentally-friendly measures from a list provided by local authorities. For now, 80 craftsmen and merchants engaged in the eco-challenge process.



The variety of tools used to involve citizens is also a key factor. Rouen's COP21 shows how important it is to work with various instruments at the same time to **reach very different people**. The Atelier COP21, first set up on a fix place in the city centre, was essential to make the process better seen and known. It is thereby important to note that the Atelier needed some time to attract citizens who were not already engaged in climate issues. The Atelier however faced the problem that it did not reach people coming from other cities of the metropolitan urban community than Rouen itself. This is why local authorities decided that the Atelier should become mobile and move from city to city. As the COP21 lost visibility through this, local authorities believe retrospectively that **both is needed, a fix place and a mobile Atelier**.

Rouen's authorities are currently thinking about which tools to keep and how to improve them. Mobilizing actors is a **constant work of assessment** and reflection.

As for craftsmen and merchants, local authorities partially subcontracted the citizens' involvement part, in this case to **NGOs**. Those already have both useful experience in citizens' participation and knowledge about climate change topics, which was very useful for organizing events. Furthermore, let civil society organisations partially drive the process increases its legitimacy.

It was not easy to establish a partnership between local authorities and NGOs as they had to move from a logic of criticism to a logic of cooperation. Rouen however succeeded to set up a lasting dialogue. This type of **cooperation is vital** to any local PACT, in any city in the world.

The most important lessons learned from Rouen's COP21 is that such a process needs **human resources and time**. Three referents were specially recruited for each area: support the municipalities, support the companies, engage the citizens. They were then attached to different departments of the local authorities, thus enabling a **transversal approach** and engaging all the departments in the process, not just one dedicated.

In the same time, local authorities accepted to take time and proceeded step by step. **Urgency of climate change does not mean rushing the process**. Actors first need to better know each other, to discover the process and levers for action before their cooperation becomes fruitful.

In this regard, **initiatives promoting exchange** are very important. Grouping actors into coalitions, organizing field visits and valuing the engagement encourages actors to go beyond what they thought possible. **Peer-to-peer communication** is always more effective than communication coming from local authorities. It is important to create a feeling of belonging to a community that acts in the same way, for a shared goal.

Now that the cooperation is launched, Rouen needs to transform engagements in concrete actions. Here, the metropolitan urban community lacks reliable indicators to assess its progress. Some projects, as the families' individual coaching, had to be abandoned because no convincing assessment could be done. It is important to set relevant and **measurable targets before implementing a project**. Rouen is currently working on more precise tools to assess its progress.

USEFUL LINKS

- >> [Website of "Our COP21"](#)
- >> [Rouen Agreement for Climate](#)
- >> [Rouen's Territorial Climate Air Energy Plan \(PCAET\)](#)
- >> [Website of the local IPCC](#)
- >> [Website of the Metropolitan Urban Community](#)

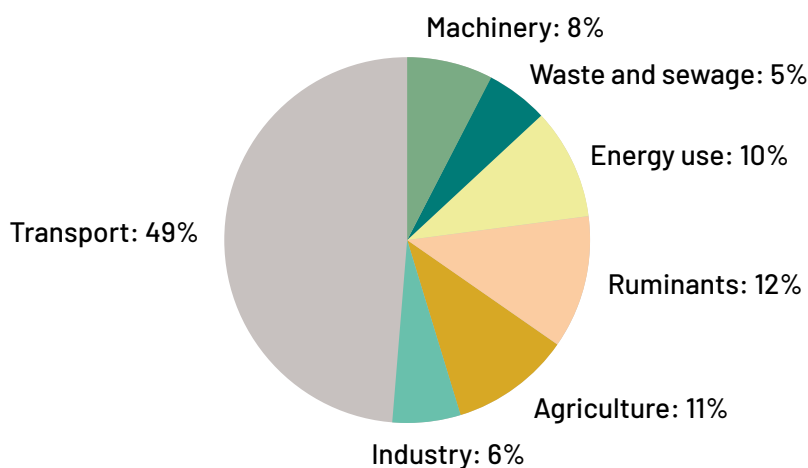


VÄXJÖ (SWEDEN) CLIMATE CITY CONTRACT

Municipality of Växjö in a nutshell

Besides individual thematic action plans, Växjö elaborated the “Sustainable Växjö 2030” program jointly with citizens in “residents’ dialogues” to clarify its way towards 2030 and attain climate neutrality. To increase the pace of climate action, the municipality developed the first ever Climate City Contract with the support of local actors and the national programme Viable Cities. Signed by local authorities and several governmental Agencies, the is based on mutual and long-term commitments to improve the quality and effectivity of multi-level governance.

- ▶ **Number of inhabitants:** 94,129 in the whole municipality, almost 70,000 in the city of Växjö.
- ▶ **Municipality Area:** 1,914.25 km².
- ▶ **Objective set:** Climate neutrality by 2030.
- ▶ **International recognition:** [Winner of the European Green Leaf Award 2018.](#)
- ▶ **Annual greenhouse gas emissions (2019):** 265.426 tCO₂eq.





HISTORY OF CLIMATE ACTION IN VÄXJÖ

Växjö has a very strong history in sustainable development and climate protection. Already in 1996 Växjö decided, as first city in the world, to become fossil fuel free by 2030 and to reduce the per capita emission by 50% until 2010. Ten years later the city adopted measurable objectives and reliable indicators through its first [Environmental programme](#), updated in 2010 and 2014. The programme guides the municipal operations through precise targets e.g. for sustainable transport, lake purification and energy efficiency. In the 2010 version, the year 2030 was set to attain neutrality.

To attain those objectives, the municipality of Växjö developed not a single but several thematic action plans in almost all policy areas ([Energy plan](#), [Transport plan](#), [Chemicals plan](#), etc.). In the same time, local authorities increasingly tried to involve and move other players. In 2015, Växjö Municipality, Linnaeus University and [Sustainable Småland](#) (a network of businesses and municipalities committing to regional sustainable development) signed together the [Växjö Declaration](#) in which they urge the Swedish Government and the European Union to take meaningful climate action and support local authorities.

A fresh impetus came 2015 with the adoption of the [UN's 2030 Agenda for Sustainable Development](#) and the report ["Sweden and the 2030 Agenda"](#) in 2017. In this frame, the municipality decided to clarify its own way towards 2030 with the ["Sustainable Växjö 2030"](#) program, elaborated together with citizens and adopted in 2019 (see box p. 56). The document identifies five overarching goals for the city ("Climate and eco-smart"; "Safe and Trusting"; "Fair and Responsible"; "Growing and Inclusive"; "Green and Healthy"), nine challenges more or less related to climate change and general orientations to face them (for example "Promote healthy eating habits for all" or "Take ecosystem services into consideration when community planning"). "Sustainable Växjö 2030" is meant to be a basis for future strategic decisions. Through their simplicity, the goals are meant to reset the way of thinking and must flow into each political decision.

Since 2019 and for two years, Växjö is [supported by the Swedish governmental program Viable Cities](#) to transform its ambition into more concrete action. The municipality launched its project "Climate Neutral Växjö 2030", with a total budget of SEK 7.038.374 (approx. €693 000), divided into three subprojects:

- Life-cycle assessment in the building process: local authorities are conducting interviews with construction companies to know which tools can be used to calculate the climate impact of a building, varying with the materials used.
- Hydrogen production: the energy company is investigating together with the university the potentials to add a hydrogen production unit to the combined heat and power plant.
- Stakeholders' involvement: the city looks for tools to get citizens, companies and NGOs committed to climate action. Together with the university, local authorities also try to find data on the climate impact of the actors.

The results of the subprojects' work have been delayed due to the Covid-19 pandemic.

2020 was however not a blank year. Växjö, under the impetus of Viable Cities and [simultaneously to eight other Swedish municipalities](#), developed the first ever [Climate City Contract](#) to better pave the way for climate neutrality by 2030. The municipality signed the contract with several governmental authorities: the Swedish Energy Agency, the Swedish Innovation Agency Vinnova, the Swedish Research Council for Sustainable Development Formas, the Swedish Agency for Economic and Regional Growth and Viable Cities.

The Climate City Contract concept has great chances to inspire the [EU's mission 100 climate neutral cities by 2030](#). Its implementation in Växjö must be followed very closely by other cities.



CLIMATE CITY CONTRACT: OBJECTIVES AND STRATEGY

Växjö wants to be “Europe’s greenest city” by 2030. The inhabitants should live a good life with no negative impact on the environment; the city should be fossil fuel free and climate neutral by 2030 at latest. This means for Växjö to reduce scope 1 and scope 2 emissions, directly produced on the city’s territory or due to its energy supply, as much as possible and to compensate the rest. Scope 3 emissions, produced outside of the city’s boundaries as a consequence of the city’s activity, could also be integrated in the future.

Since local authorities know that their action has very little climate impact alone, they understand their role as facilitator. It is about making it easier for citizens and businesses to act environmentally friendly, for instance through renewable energy production, cycle paths, or by providing funding opportunities.

The [Climate City Contract](#) has a double purpose: increase the pace of climate action and contribute to the recovery of the Swedish economy after the Covid-19 pandemic. Its implementation will mainly contribute to the first objective of “[Sustainable Växjö 2030](#)”: building a climate and eco-smart city. The contract is not a single independent agreement; it takes up the previously set objectives and builds up on the existing plans and tools to indicate the next steps to take.



To develop the Viable Cities’ idea of a contract, Växjö involved various actors. All managers and experts of municipal departments and of municipally owned companies had to propose ideas; politicians gave their opinion through workshops; Viable Cities regularly came with new inputs. At the end of this living process, local authorities proposed the Climate City Contract.

The contract is based on mutual and long-term commitments between the signatory parties. On one side, the municipality of Växjö commits to speed up its climate action. On the other side, the other signatories commit to provide adequate support, whether through adapting the regulations, programs and funding opportunities or through providing networking opportunities to cities. The contract thus enables a more effective multi-level cooperation and exchange of knowledge and feedback. Support from national and regional governing structures will be better adapted to Växjö and to cities in general.

The transport sector accounts for 95% of Växjö’s fossil carbon dioxide emissions in 2020. “Transport and travel” was made one of the core action areas of the Climate City Contract by local authorities, beside “Community building” and “Consumption and production”. Through strategic experimentation and learning by doing, Växjö wants to raise its ambition in sustainable urban development and hopes to be a model for other cities.

The Climate City Contract both gives general orientations and sets the agenda for the year to come. To attain Sustainable Växjö 2030's objectives, the municipality committed in the Climate City Contract to pursue sustainable planning, increase the share of renewable energy and the energy efficiency, and transform the transport system into a sustainable one. Concrete measures should come with the updating of existing and elaboration of new area-specific action plans (as for energy or climate-smart-food for example). The local Linnaeus University will be fully included in the reflection about the new plans. Furthermore, a climate investment plan with a 2030 perspective will be set up in 2021 with the support of Viable Cities.

Involving other city stakeholders, as businesses, academia and the civil society, is full part of the agenda set by the contract to ensure its successful implementation. Local authorities committed to take up the "leader" role and to invite other actors, as the University and companies, to produce a renewed Växjö Declaration based on the contract to point out national obstacles and call for their removal.

To develop methods and tools for cooperation, Växjö can rely on past events as the dialogue with residents (see box) or its Earth Week, a yearly event that sensitizes citizens about climate change and offers a space to exchange. The city will also use digital tools to directly provide feedback to citizens on their energy consumption.

The follow-up of the contract is organised jointly by local authorities and Viable Cities, with a yearly inventory of energy supply and climate impact. Once a year, both will adapt the Climate City Contract to the progress made, making it a flexible tool to accelerate the local climate transition. The ability to involve other stakeholders in the contract will decide whether this type of model should be replicated in other cities. In 2021, the municipality will launch dialogues with the business sector to identify areas of mutual support.

Växjö is doing good for now. The share of renewable energy supply has increased from 33% in 1993 to 67% in 2019, i.a. through the use of biomass energy. In 2019, carbon dioxide emissions had decreased by 46.9% in total and by almost 60% per inhabitants compared to 1993. This is in line with the Paris Agreement for Climate.





Objectives set with citizens: Växjö's residents' dialogue

In order to set the goals of "Sustainable Växjö 2030", local authorities organised seven open dialogues in 2018 and 2019 for citizens. They were located in different geographical areas and held between 6:00 pm and 8:00 pm. Approximatively 1400 people attended in total.

The objective was to get citizens' opinions and priorities, understand their needs, raise awareness on sustainability issues and increase transparency and exchange about public policies. The dialogues aimed at different pre-decided themes (trust and safety, leisure, integration, transport, education and health, labour market), organised by table, with politicians and municipality staff attending at each table. Participants could join two different tables in the evening and discuss the table-specific theme with questions prepared by a consulting firm and experts. At the end, participants were asked about 2-3 words that were more important for them to feed a word-cloud. Sustainability, safety, activities, jobs, inclusive, green, living, equality, school and kindness were the most outstanding words.

Authorities however noticed that even with a digital mailbox, involved citizens were not very representative of Växjö's population, with a relatively high average age. The municipality decided to hold more targeted dialogues, with school children, young girls, students, disabled people, sports organisations or companies for example. Those real-life events led to interesting discussions, which are usually not possible in the survey format.

By asking citizens how the city should be by 2050, the dialogue called on collective imagination. Local authorities had to facilitate the dialogues, provide expertise in case questions were raised, and document the process. The "word-cloud" with the most outstanding words formed the basis to shape the sustainability program and to create a cross-party consensus over ambitious climate objectives.

For their part, companies increasingly took action to tackle climate change. With the dialogue, the will to establish higher environmental requirements emerged. This constitutes a useful basis on which Växjö can build up stakeholders' engagement structures in the future.



USEFUL LINKS

- >> [Växjö's website: Sustainable development](#)
- >> [Växjö's website: Environmental goals](#)
- >> [Sustainable Växjö 2030](#)
- >> [Climate City Contract Växjö \(Swedish\)](#)
- >> [Climate Neutral Växjö 2030, Viable Cities](#)



EU OPPORTUNITIES



TO START YOUR LOCAL PACTS

NATIONAL PROGRAMMES SUPPORTING LOCAL PACTS

National programmes can be the trigger for the launch of local PACTs. Several examples described above (Hannover, Växjö, Drôme Valley) show how they can bring a fresh impetus in cities or regions that already have climate ambition, but lack in the implementation of concrete transformation. Through financial and technical support, as well as networking opportunities promoting exchange and community feeling, national programmes can give cities the right push at the right moment.

Beside supporting pioneers, national programmes can help to spread good practices and replicate successful models, as the examples below attest. With calls for projects going into a second round a few years after the implementation of the first projects, the programmes can build upon past successes, use the pioneers as model and provide very useful knowledge. It can be very useful to support very different territories during the first round, in order to have a replicable model for each type of territory and involve all territories into the transition.

With the concrete condition to set up a multi-stakeholder structure in the frame of the programme, and the prerequisite to already have partner actors when applying, national programmes can act as catalysts of shared governance.



NATIONAL CLIMATE INITIATIVE, GERMANY

The [National Climate Initiative](#) is the tool of the German Federal government to support local climate action and to contribute to Germany's 2050 climate neutrality commitment. Since 2008, the initiative provides financial resources and advices to projects elaborated by local authorities, businesses, and social or cultural organisations that were selected in a call for project process. This helps to develop new approaches among local actors, including citizens, promotes exchange among them and anchors climate protection on the local level.

The projects go from the elaboration of long-term strategies to the implementation of concrete climate action. Since 2018, celebrities mentor some programmes to increase their visibility. The National Climate Initiative supported around [32,500 projects](#) with an original investment of €1.07 billion, which led thanks to a leverage effect to €3.5 billion total investments. In some calls for projects, proposals coming from Germany's mining areas benefit from higher financial support. Within 12 years, this helped to reduce emissions by 28.2 million tCO₂eq. Every 3 years the initiative is evaluated to be improved and offer more effective support.

One of the major programmes was the “[Masterplan 100% Climate Action](#)”, in which the National Climate Initiative, jointly with the Federal Ministry for Environment, selected and supported cities to develop concepts to reduce their GHG emissions by 95% and their energy consumption by 50% by 2050 compared to 1990 levels (see Hannover’s Masterplan p. 27). 19 cities were selected in the first round 2012 and 22 others 2016. Beside substantial financial support and advices, the programme offers networking opportunities among involved cities to exchange good practices.

The National Climate Initiative has then various examples of good practices that it can promote during information campaigns, in publications or on its [website](#). It also organises, in partnership with relevant institutions, several competitions to reward companies, NGOs, knowledge institutions, cities or citizens for specific projects, as the yearly “Climate active municipality” competition, or the “German cooling prize”.



The national programme “[Territoires d’innovations](#)” aims to support experimentation over the next 15 years on various territories to achieve the environmental, demographical and digital transitions. New forms of development are elaborated together with local stakeholders – from the public, private, academic or civil society sectors – to transform the territory into an innovative model that can be replicated later elsewhere. A framework must be developed to enable sustainable economic development, increase the inhabitants’ living conditions and highlight local economic actors.

117 territories responded to the call for projects, illustrating the very strong interest in the program and mobilisation to access it. In 2019, 24 territories were selected to work around six themes: ecological transition, sustainable energy, clean mobility, transformation of the agricultural and the food sectors, transformation of the health system, and adaptation of skills to the evolutions of the labour market. Through a broad societal reflection among territorial authority, economic players, industry, academics and the inhabitants, each one has to elaborate plans with long-term objectives as well as concrete actions (see the project Biovallée p. 21).

The 24 selected territories are very different: they have a different size (six big cities, nine medium cities and eight rural territories), are located in very different areas, face different challenges and have different opportunities. They will thus elaborate very different solutions, which will provide a very large panel of new strategies. Other territories will have a model to which they are similar, increasing the replicability of the new solutions.

In total, the government provides €150 million grants and hopes to additionally raise €300 million investments. This programme embodies a new approach followed by the French government, based on a creation of local partnerships to stimulate innovation and strengthen territorial cohesion.



The Swedish national programme [Viable Cities](#) was launched in 2017 to speed up the transition to climate neutral cities by 2030 and attain the Swedish Agenda 2030 goals: citizens should live a good life within the planetary boundaries. As the way to neutrality remains unclear, the program supports cities to experiment new tools and methods to shape a holistic approach to sustainable urban development. It tries to gather local stakeholders around a project and uses digitisation and civic engagement as an enabler. In addition, it provides knowledge and ideas to cities with a dedicated [Transition Lab](#).

Viable Cities is supported by the Swedish Energy Agency, the Swedish Innovation Agency (Vinnova), the Swedish Research Council for Sustainable Development (Formas) and hosted by the KTH Royal Institute of Technology. It goes far beyond usual top-down programmes, as it counts [eighty member organisations](#) from the public sector (local authorities), the idea-borne sector (think-tanks and associations), universities and research institutes, companies and the civil society. They have the opportunity to influence the strategic direction and activities, participate in strategic projects, attend members' meetings or sit in the Programme Board. They do not pay membership fees but have to actively contribute to projects, either through resources or own work.

In the call for projects "[Climate-neutral cities 2030](#)", nine cities were selected – Enköping, Gothenburg, Järfälla, Lund, Malmö, Stockholm, Umeå, Uppsala and Växjö – to accelerate their transition. Those projects effectively set up multi-stakeholder cooperation driven by knowledge as at least three parties had to be involved in a city application, and one of the parties had to be a university.

Each of the nine cities benefits during two years (2019-2021) from technical and financial support to set up a multi-stakeholder and participative structure monitoring the local transition. One of the corner stones was the signature in December 2020 by each city of a [Climate City Contract](#) with Viable Cities and government agencies to pave the way towards neutrality and provide mutual support (see Växjö's Climate City Contract p. 52).

Viable Cities is an effective game changer for many cities as it provides targeted support to turn city ambitions into effective action. Other calls for projects should come to continue to support pioneer cities and extend support to other Swedish cities, after a follow-up on local and national level. The program runs until 2030.

OVERVIEW OF THE INITIATIVES LAUNCHED BY THE EU



INTELLIGENT CITIES CHALLENGE: LOCAL GREEN DEALS

The [Intelligent City Challenge](#) (ICC) is a 2.5-year programme that supports 136 European cities to achieve intelligent, socially responsible and sustainable growth. With this initiative, the Directorate-General GROW of the European Commission aims to enhance the sustainability of industry and SMEs and to create new business opportunities.

With a total budget of €7,5m, the ICC encourages cities to achieve local green deals, climate targets set locally with citizens based on the city's strength, needs, goals and policy contexts. Cities therefore get tailored expert advice from a secretariat made up of consulting agencies and benefit from networking opportunities. This aims to tackle the lack of awareness on the role of public finance in green transition within municipal administration.



100 CLIMATE-NEUTRAL CITIES BY 2030: CLIMATE CITY CONTRACTS

The mission "[100 Climate-neutral Cities by 2030 - by and for the Citizens](#)" is a new way to finance innovation and research. 100 European cities will be supported by the Directorate-General for Research and Innovation with €2 billion to become climate neutral by 2030. Those pioneers will serve as example for other cities for the decades to come.

The selected cities will have to sign a Climate City Contract with their region, their national government and the European Commission. Climate City Contracts are cross sectorial climate action plans developed through a multi-level and co-creative process that involves citizens, users, producers, consumers and owners.



GREEN CITY ACCORD

The [Green City Accord](#) is an open commitment that all European mayors can sign. By signing the Accord, cities become part of a movement to safeguard the natural environment. Mayors commit to make their city greener, cleaner and healthier and to accelerate the implementation of relevant EU environmental

laws. This is especially the case for five areas of environmental management: air, water, nature and biodiversity, circular economy and waste, and noise.

Once the accord signed, a local action plan must be implemented and the results reported to the Commission and a responsible secretariat. The Directorate-General for Environment of the European Commission, which launched the initiative, expects to have 150 signatories by October 2021.



The [New European Bauhaus](#) is a creative and interdisciplinary initiative launched by the European Commission, to bring the European Green Deal closer to citizens. Through bringing together architects, designers, artists, engineers, scientists and others, the New European Bauhaus should develop and experiment alternatives to combine sustainability and aesthetic and let citizens shape the future of their city.

The initiative will support in a first wave (call in autumn 2021) five projects in five different Member States, each one with a different focus:

- Natural building materials,
- Demographics,
- Energy efficiency,
- Future-oriented mobility,
- Resource-efficient digital innovation

With the help of local universities, projects will be elaborated to tackle ecological, economic, social and democratic issues.

In a second wave, starting in 2023, other Bauhaus projects and creative spaces will be supported in and outside Europe, and a Bauhaus knowledge hub will be set up to spread the Bauhaus spirit and findings.



The [Circular Cities and Regions Initiative](#) is a programme funded under Horizon Europe to support circular economy action plans delivering concrete, sustainable and inclusive solutions. This should go beyond the usual waste and water sectors and enable a broad systemic and innovative change at urban and regional level. There will be a special focus on industries and changes in local governance.

A coordination and support office will select a group of pilot cities and regions and financially and technically supported it, with more than €3 million per local project.



AFFORDABLE HOUSING INITIATIVE

The Affordable Housing Initiative is a lead action of the [European Commission's Renovation Wave Strategy](#) to address energy poverty and access to healthy and affordable housing for all. It will pilot 100 lighthouse renovation districts across Europe in a smart neighbourhood approach, mobilising cross-sectorial project partnerships, including the social economy sector. Those 100 projects should act as laboratory for improvement, setting liveability and latest innovations at the forefront, and provide blueprints for replication, developing efficient, circular and modular processes and social engagement models empowering residents.

The initiative will guarantee that local social housing projects have access to technical and financial capacity, and tackle the barriers that currently block renovation.



URBACT EXCHANGE NETWORKS

[URBACT](#) is a EU programme that enables European cities to work together to develop effective and sustainable responses to major urban challenges in physical urban development, economy, environment, governance and inclusion. Cities can set up thematic networks to exchange with other city administrations, transfer good practices, and get access to targeted expertise and grants for local innovative projects.

The [Zero Carbon Cities Action Planning Network](#) for example regroups Manchester, Frankfurt, Tartu, Zadar, Bistrita, Modena and Vilvoorde. Each of them tries to establish science-based carbon reduction targets together with local stakeholders and shares its experience and knowledge with the other network members, thus inspiring and facilitating action.

LOCAL PACTS

HOW MUNICIPALITIES
CREATE THEIR OWN COP21



ENERGYCITIES