



**CASCADE**

Cities exchanging on  
local energy leadership



European  
Commission



**SUSTAINABLE ENERGY**  
WEEK 24 - 28 JUNE 2013

# EU SUSTAINABLE ENERGY WEEK 24-28 JUNE 2013



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EUROCITIES  
27 June 2012

Energy



## General information

- **Coordinator:** EUROCITIES
- **Expert partners:** one for each of the three thematic areas:



Wuppertal Institute – thematic expert for **renewable energy and distributed generation**



Koucky & Partners – thematic expert for **energy in urban transport**



City of Malmö – thematic expert for **energy efficient buildings and districts**

- **Partner cities:** Amaroussion, Amsterdam, Birmingham, Burgas, Edinburgh, Eindhoven, Gateshead, Genoa, Gijón, Mannheim, Milan, Nantes, Stockholm, Sunderland, Tampere, Terrassa, Venice and Warsaw.



## Objectives

- **Improve and accelerate the implementation of sustainable energy action plans (SEAPs) and related local sustainable targets for sustainable energy**
- **Optimise networking and mutual learning between cities for meaningful and sustained communication and sharing of good practices**
- **Promote the position of cities as transfer agents within their country to overcome the language barrier and extending the reach of the project**



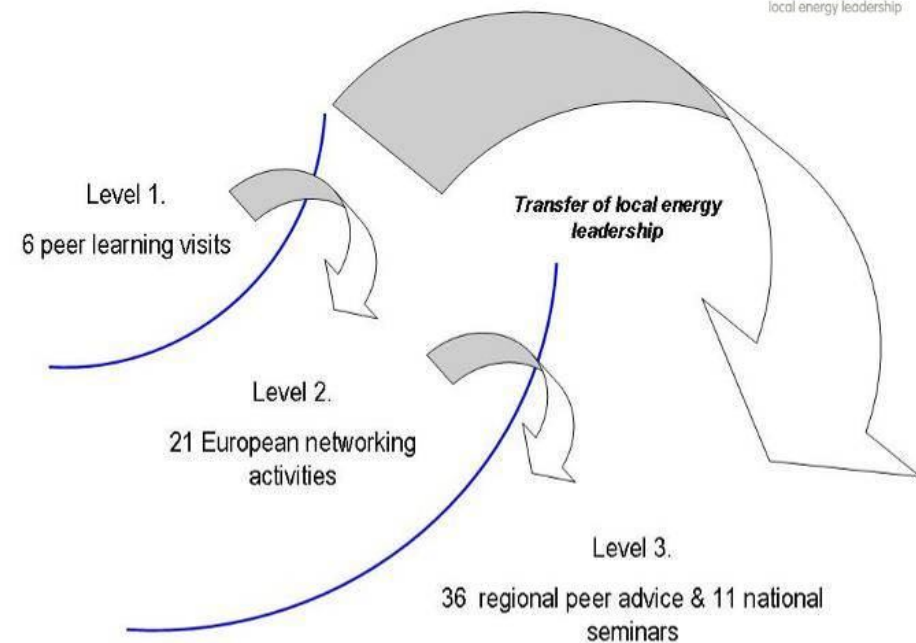
## 'Cascade' levels of networking & mutual learning



**Level 1**- 6 in depth **peer learning (review) visits** among 19 partner cities

**Level 2**- 23 **study, work shadowing and mentoring visits**, 20 additional cities (mainly from new EU member states)

**Level 3** - **national and regional networking** activities across 11 member states, 36 additional cities

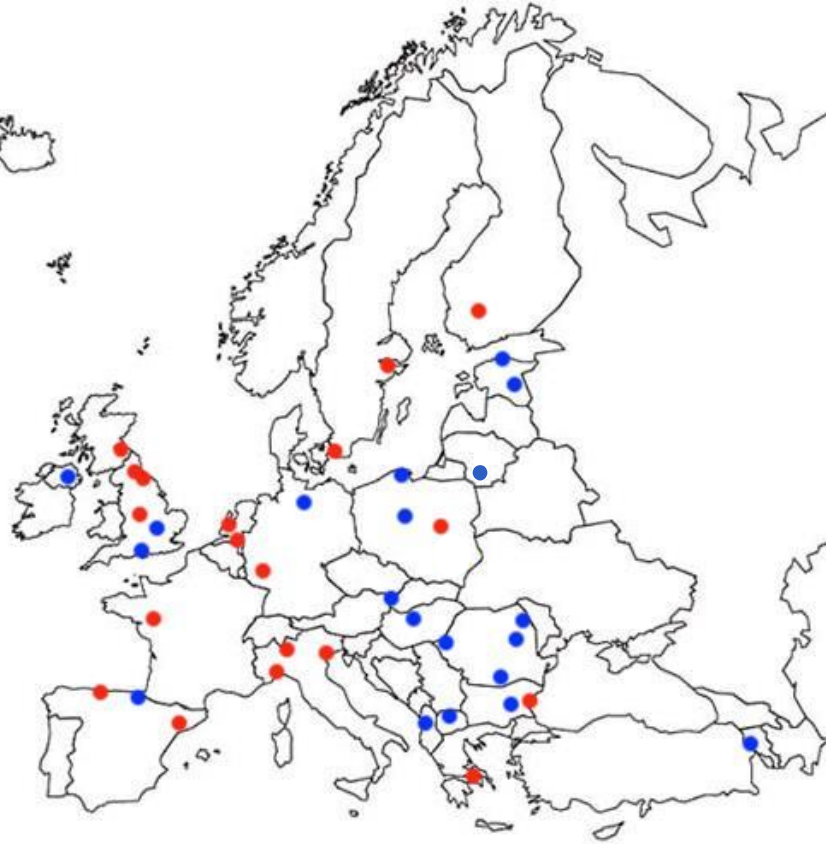


# 75 CITIES 18 COUNTRIES



## PARTNERS

- Amaroussion
- Amsterdam
- Birmingham
- Burgas
- Edinburgh
- Eindhoven
- Gateshead
- Genoa
- Gijon
- Malmo
- Mannheim
- Milan
- Nantes
- Stockholm
- Sunderland
- Tampere
- Terrassa
- Venice
- Warsaw



## INVITED CITIES

- Bacau
- Belfast
- Bilbao
- Brighton & Hove
- Bratislava
- Budapest
- Bydgoszcz
- Gdynia
- Hamburg
- Iasi
- London borough of Haringey
- Skopje
- Sliven
- Rzeszów
- Tallinn
- Tartu
- Timisoara
- Tirana
- Vilnius
- Yerevan



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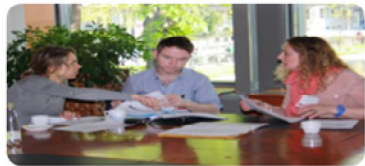
## Why peer-learning?

- The 'peers' combine **technical expertise**, with the **experience** to address the challenges and deliver solutions.
- They are aware of the difficulties to deliver climate and energy policies:
  - organisational barriers
  - complexity of decision making process
  - financial restrictions
  - scepticism of citizens, etc.

...**But they also know how to overcome these difficulties!**



## Our peer-learning methods:



**Peer reviews** - a team of peers or 'equals' from other cities are brought together to jointly evaluate the performance of another city against a benchmark.



**Mentoring** - a city welcomes two or three 'mentors', who support the local administration in understanding common situations and challenges, exchanging and exploring new ideas, options and solutions for further improvements.



**Work shadowing** - an expert or politician from one city will 'shadow' a peer in another city to witness first hand how things work elsewhere and get inspiration for improving its own way of working.

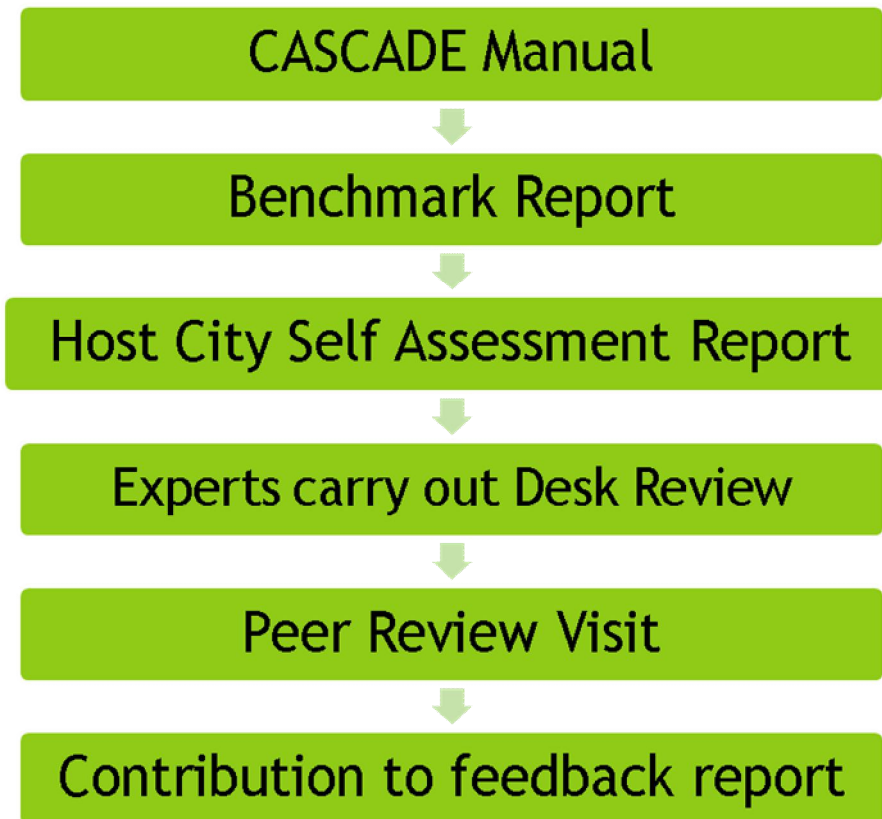


**Study visits** - a delegation of city representatives visits another city to interact with key local stakeholders and see how local projects are being implemented.



## Peer review

- A structured and well defined procedure for assessing city's performance against the CASCADE Benchmark.
- Reviewers first have a thorough desk review of city's self-assessment report and then visit the city to seek further evidences and proofs.
- Putting together all evidences, they draw out conclusions & make recommendations.







# CASCADE Benchmark

Available in 3 versions

The benchmark consists of:

Context

Key factors

- A. Local leadership and ambitions
- B. Local strategies and policies
- C. Organisational and managerial issues
- D. Stakeholder and citizen involvement
- E. Information, knowledge and awareness
- F. Financing, investments and risks

Examples of Evidence

### CLUSTER A. Local leadership and ambitions

The legal options for cities differ from country to country. But within the given legal framework cities can be pioneers and even exceed national standards. The related key factors cover the issues addressing the role of the administration in the entire city: political commitment, use of regulatory capacities at local level, consistency of strategy, affinity to innovative projects.

KEY FACTORS	EXAMPLES OF EVIDENCE	COMMENTS
<ul style="list-style-type: none"> <li>• The city has a political commitment related to energy efficient buildings and districts and this is translated into realistic and achievable targets.</li> </ul>	<ul style="list-style-type: none"> <li>• Signatories of the CoM or committed to a CO<sub>2</sub>-reduction targets Definition of <u>sectoral</u> targets e.g. industry, transport, residential and service sector or definition of a refurbishment rate</li> </ul>	<p>Are the city's targets ambitious?</p> <p>Are these targets realistic and achievable from the current point of view?</p>
<ul style="list-style-type: none"> <li>• The city is fully using its legislative capacities at local level to set ambitious policies for energy efficient buildings (and districts) exceeding standards at European, national and regional level.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction exceeds national/European targets Existence of local ordinances (for new and/or old buildings production/use of renewable energies in the building sector, mandatory connection with district heating networks etc. Local building codes exceeding national and EU standards</li> </ul>	<p>This is valid for new and existing buildings in all sectors, i.e. public buildings, social housing...</p>
<ul style="list-style-type: none"> <li>• Upcoming investments in (public and private) buildings planned for the near future are consistent with the city's long-term goals and visions.</li> </ul>	<ul style="list-style-type: none"> <li>• Upcoming investments in (public and private) buildings planned for the near future are consistent with the city's long-term goals and visions. Changing political directions do not affect this commitment.</li> </ul>	<p>Are there any contradictory trends or investments in your city with regard to new construction or refurbishment of buildings that (will) undermine the targets set?</p>
<ul style="list-style-type: none"> <li>• The city has developed or supported innovative (pilot) projects in the field of energy efficient buildings and districts in which the city has set an example as a role model for citizens and also for private investors.</li> </ul>	<ul style="list-style-type: none"> <li>• The city has developed or supported innovative (pilot) projects in the field of energy efficient buildings and districts in which the city has set an example as a role model for citizens and also for private investors.</li> </ul>	<p>The evidence would benefit from discussion on specific examples of projects.</p> <p>This is valid for new and existing buildings in all sectors</p>



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# Self-Assessment

# Desk Review

## CLUSTER A. Local leadership and ambitions

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KEY FACTORS	DESCRIPTION OF PERFORMANCE	RESPONSIBLE OFFICERS & STAKEHOLDERS
<ul style="list-style-type: none"> <li>The city has a political commitment related to energy efficient buildings and districts and this is translated into realistic and achievable targets.</li> <li>The city is fully using its legislative capacities at local level to set ambitious policies for energy efficient buildings (and districts) exceeding standards at European, national and regional level.</li> <li>Upcoming investments in (public and private) buildings planned for the near future are consistent with the city's long-term goals and visions.</li> <li>The city has developed or supported innovative (pilot) projects in the field of energy efficient buildings and districts in which the city has set an example as a role model for citizens and also for private investors.</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Climate Change Action Plan, March 2010</a> <a href="#">Sustainable Energy Action Plan, January 2011</a> <a href="#">Birmingham Declaration 2015, December 2009</a></li> <li>Cabinet reports approved September 2010 and April 2011 demonstrate political support. Green Deal legislation approved October 2011 sets out legislative background to Green Deal. Secondary legislation is out for consultation. Appendix refers to the role of LA's and mentions Birmingham by name.</li> <li>2026 target set in 2006 by Strategic Partnership. <a href="#">Working for the Future</a> is transforming the Council's operational property portfolio to enable improvements in customer service delivery, offer new ways of working and enhance the work environment for employees.</li> <li><a href="#">Decent Homes</a> programme, CESP and <a href="#">BES</a> phases 1 and 2 have acted as pilots for the Pathfinder Programme. <a href="#">Birmingham District Energy Company</a>, in partnership with City Council has 3 CHP plants in the City Centre. <a href="#">Family Housing Association Summerfield Eco Neighbourhood</a> - retrofit programme Digital Birmingham's Digital Environment Home Energy Management System (DEHEMS) project Sustainable Moseley (<a href="#">Susmo</a>), Green Streets <a href="#">www.greenstreets.co.uk/</a> - installation of solar panels</li> </ul>	<p>Deputy Leader Cabinet Member for Transport, Environment and Regeneration Strategic Director, Development, BCC Steve Ives (DECC)</p> <p><a href="#">Birmingham Energy Savers (BES) Programme Manager</a></p> <p>Head of Climate Change &amp; Sustainability, BCC Head of Corporate Landlord, BC)</p> <p>Assistant Director, Asset Management And Maintenance, BCC Customer Engagement Team Manager BES) Chief Executive, <a href="#">Cofely</a> District Energy Senior Partnership Manager - Private Sector, BCC Head of Energy Solutions, British Gas</p>



## CLUSTER A. Local leadership and ambitions

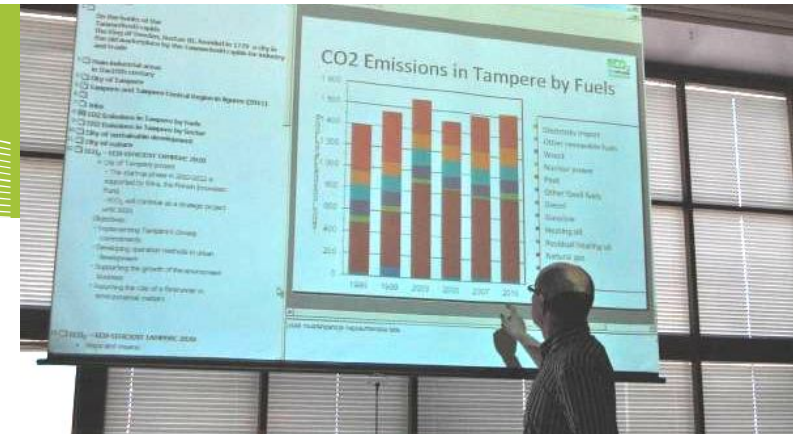
The legal options for cities differ from country to country. But within the given legal framework cities can be pioneers and even exceed national standards. The related key factors cover the issues addressing the role of the administration in the entire city: political commitment, use of regulatory capacities at local level, consistency of strategy, affinity to innovative projects.

KEY FACTORS	DESK REVIEW ASSESSMENT	QUESTIONS	WHO TO INTERVIEW
<ul style="list-style-type: none"> <li>The city has a political commitment related to energy efficient buildings and districts and this is translated into realistic and achievable targets.</li> <li>The city is fully using its legislative capacities at local level to set ambitious policies for energy efficient buildings (and districts) exceeding standards at European, national and regional level.</li> <li>Upcoming investments in (public and private) buildings planned for the near future are consistent with the city's long-term goals and visions.</li> <li>The city has developed or supported innovative (pilot) projects in the field of energy efficient buildings and districts in which the city has set an example as a role model for citizens and also for private investors.</li> </ul>	<ul style="list-style-type: none"> <li>There is a political commitment with targets that are higher than EU/national targets. The translation of all targets to a CO2 number is positive. It is hard to tell if there are specified targets per sector and whether are achievable</li> <li>Whether or not it uses its full legislative capacities does not show from the self assessment. A bit unclear as to what local legislation is considered here.</li> <li>Statement is not very clear and does not completely seem to cover the benchmark. The evidence in the self assessment is based on public buildings only. These seem to be in sync with the overall political commitment. No figures are given.</li> <li>There are several project in place. The exact role of the city council is not always clear to me. The results of the projects are unclear.</li> </ul>	<p>Are there specific targets for buildings/districts? The carbon report is based on figures supplied by participants. Are these figures being checked in to determine the actual/practical result? Besides from legislative capacities, does the city use its informal influence to obligate/inspire partners? Is there any specific local legislation?</p> <p>Explanation needed It doesn't seem logical for the city to reserve funds for investments in private buildings. Are there other plans/schemes to inspire/obligate private parties to invest? What are the results for the different projects? Are there projects that yield significantly higher/lower results than was expected? How do (potential) costumers respond?</p>	<p>Officer with knowledge on energy efficiency targets Officer responsible for carbon report</p> <p>Officer with expertise in legal matters</p> <p>Head of planning department</p> <p>Head of department responsible for these projects</p>



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## Visit Programme

- 3 full days
- A team of 14 experts
- Average of 16 interviews per visit
- Long days
- A lot of discussing and recording
- Exchange of experiences
- Initial feedback to the host city





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## CASCADE Evidence Recording Tool - Renewables

\* Required

Key Factor \*

A1 Political commitment

Is this key factor of the benchmark met by the item of evidence which you are recording below? \*

Yes    Partly    No    Inconclusive Evidence

Is this key factor met?               

Item of evidence \*

Further detail (optional)

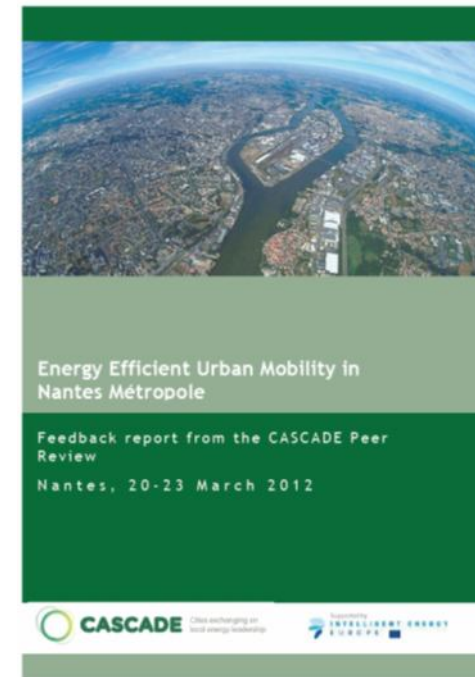
Timestamp	Key Factor	Is this key factor of the benchmark met by the item of evidence which you are recording below? [Is this key factor met?]	Item of evidence	Interpreted
3/21/2012 17:16:02	A1 Political commitment	Inconclusive Evidence	There is an identified potential in raising the occupancy rate in the cars which would be able to greatly increase the capacity of the transport system. However, the political will and ambition for this seems unclear.	N
3/21/2012 17:36:55	A1 Political commitment	Partly	Stated that the approach was focussed on soft measures as easier to deliver and cheaper; a however definite commitment demonstrated in general policy and delivery	
3/22/2012 12:37:16	A1 Political commitment	Yes	Political decision to levy higher tax transport tax rate shows political commitment	
3/22/2012 12:42:10	A1 Political commitment	Yes	It seems that the urban mobility plan is very ambitiously laid out, followed and implemented with great political support in the NM area.	
3/21/2012 17:19:44	A3 Long term goals and visions	Partly	The goal of the ridesharing project is slightly unclear, other than to offer more alternatives for mobility to inhabitants. It seems that the primary goal is not to reduce car usage, and therefore its contribution to meeting energy goals and CO2 targets would seem very small and a bit out of place.	N
3/22/2012 11:16:14	A3 Long term goals and visions	No	NM will make changes in the way goods is delivered. They do not know how they are going to do this. Their vision is that citizens and all the stakeholders will be happy about the situation turns out, but how is not decided.	/
3/22/2012 12:45:24	A3 Long term goals and visions	Yes	There appears to be a good coherence between the goals and what is being done, even if there is not a clear "mathematical" link. The problem agains to include inhabitants just outside the NM area.	
3/22/2012 13:59:38	A3 Long term goals and visions	Yes	Chronobus project. A goal for the ridership increase of +50% seems to be well in line to support energy goals.	Dan
3/22/2012 11:23:05	A4 Supporting innovative projects	Yes	A wide range of innovative projects including recent launch of folder bike scheme are being supported. Commitment can not be questioned, although effective monitoring is clearly a gap	
3/22/2012 13:12:01	A4 Supporting innovative projects	Yes	Innovative projects for the sustainable transport; eco-driving training; hybrid buses and duty for high	

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## Feedback report

- Conclusions about how the host city compares to the benchmark
- Presented to key decision makers from the host city
- Emphasis to areas where the city is doing particularly well
- It suggests 'quick wins' and acknowledge those problems and needs that require long term investments and political commitment before progress can be made.



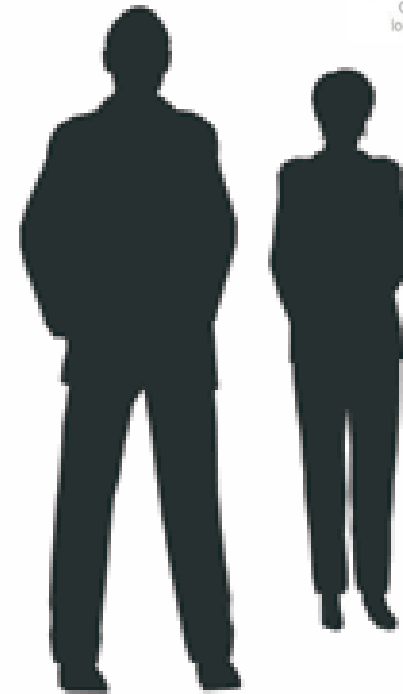
## Mentoring

- Mentors & Mentees
- Duration: 1-2 days
- Clearly defined mentoring topics
- Selection of right mentors: similar roles and/or extensive experience
- Programme: presentations, site visits, discussion and meetings, summary session at the end.
- Summary session: explore new ideas & start drafting an action plan.
- After the visit: finalise and implement the action plan, share & apply new knowledge.



## Work-shadowing

- Demonstrator(s) & Observer(s)
- Duration: 3 days or less
- Match people not cities
- Programme: adjusted to observers needs (meetings, presentations, site-visits etc.)
- Make the visit beneficial both for observer(s) & demonstrator(s)
- After the visit: share & apply new knowledge



## Study visits

- Duration: 1-2 days
- Visitors: city experts, politicians & stakeholders
- Programme: presentations, site-visits, interactive discussions, summary session at the end.
- After the visit: share & apply new knowledge







## Share experience at regional & national level



- 2 peer advices per CASCADE city
- 1st visit: to introduce CASCADE methods and activities, discuss key implementation challenges in the neighbouring city and identify possible areas of advice based on the toolkit for peer learning.
- 2nd visit: Follow-up on the advice given and the progress on local projects and policies. Future cooperation between the neighbouring city and the CASCADE city will be explored.



## Results, so far:

- 6 peer reviews, 4 mentoring visits, 1 work-shadowing, 5 study visits
- 27 cities involved

### ***Peer reviews:***

- 80% more confident to use the peer learning methodology
- 75% report learning benefits and greater awareness on how to implement local energy policies
- 82% report new personal networks and contacts
- 45% have increased cooperation with local stakeholders
- 60% report improvements in development of implementation of energy policies
- 20% report developing new local policies or projects



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## Partners



Municipality of Amaresson



Gemeente Amsterdam



Birmingham City Council



• EDINBURGH •  
THE CITY OF EDINBURGH COUNCIL



gemeente Eindhoven



Gateshead Council



COMUNE DI GENOVA



Ayuntamiento de Gijón



KOUCKY PARTNERS  
MILJÖKONSULTER



Malmö stad



STADT MANNHEIM



Milano  
Comune di Milano



Nantes Métropole  
COMMUNAUTÉ URBAINE



STOCKHOLM  
STAD



Sunderland City Council



ECO<sub>2</sub>  
Ekotehokas  
Tampere 2020



Ajuntament de Terrassa



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