

EUROPEAN UNION



**Committee of the Regions**

**Monitoring report  
on territorial foresight**

**September 2011-March 2012**

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# Table of contents

1. Executive summary .....	1
2. Introduction .....	2
3. Presentation of selected studies .....	3
4. Reflection on the identified studies' themes and objectives and their interconnection with eu policies and strategies .....	4
5. References and resources .....	12
Annexes.....	14
1.Barcelona Vision 2020 (Spain) .....	15
2. Coastal Centro Region 2030 (Portugal) .....	17
3. Brasov County Horizons 2013-2020-2030 (Romania).....	20
4. East of England Plan 2031 (UK).....	23
5. Vision Greater Lyon 2020 (France) .....	26
6. Ludwigsburg 2050 (Germany) .....	30
7. West of the Alpes-Maritimes 2030 (France) .....	34
8. Territoires Wallons 2040 (Belgium) .....	38
9. Leeds City Region 2022 (UK).....	42
10. Salzburg Province 2030 (Austria) .....	45

# 1. Executive summary

This Monitoring Report aims to follow the analysis developed in the previous report<sup>1</sup> about the usefulness and added value of territorial foresight, as a tool for decision making for Local and Regional Authorities (LRAs) as well as a support mechanism for the Committee of the Regions (CoR) in the framework of its political and consultative framework.

With this purpose, the report identifies 10 relevant territorial foresight exercises developed recently by Local and Regional Authorities from different Member States of the European Union. The selection of these cases is related to their connection with given EU policies and strategies, their linkage with other foresight studies and their geographical origin.

When analysing each of the exercises, variables such as the promoter of the exercise, main key words, geographic perimeter, time horizon, objectives of the stakeholders, method, topics addressed, main recommendations, connection with EU policies and strategies and impact of the crisis have been reviewed.

The conclusions of this research are very similar to the main conclusions of the previous report that analysed 70 exercises. As it was written in that report, *“many of the identified foresights have few or very weak obvious direct or explicit links with the European agenda. The initiative is local, regional or national and the rationale behind several exercises is either international (urban marketing, for instance) or based on specific political or socio-economic motivations.”* One of the main differences between these new exercises and the previous ones could be the growing importance of the impact of the economic crisis in the territorial foresight studies, especially in terms of economic activity and sectors and the need to define new employment strategies.

This monitoring report covers a period between September 2011 and March 2012 and will be followed by other six months monitoring reports that will cover the period until September 2012 analysing new territorial foresight exercises.

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<sup>1</sup> PROSPEKTIKER, DESTRÉE INSTITUTE AND FUTURIBLES for the COMMITTEE OF THE REGIONS, “An initial assessment of territorial forward planning/foresight projects in the European Union”, 2011

## 2. Introduction

Following the conclusions of the first analysis that was made of the foresight exercises commissioned at different levels of governance throughout the EU, it appeared that the next step to be taken at the CoR level was the constitution of an exploitable database on territorial foresight, to be used readily by the future members and users of the foreseen platform.

Having commissioned in 2010 the collection of information about existing territorial foresight throughout the EU, the CoR currently finds itself in possession of a first database of recent territorial foresight exercises, which were identified and analyzed by its contractor with regards to their particular relevance for the identification of current LRA medium and long term preoccupations and development strategies.

At the present stage, and in view of the constitution by the CoR of a comprehensive European territorial foresight database, this list of foresight exercises needs to be continuously updated and expanded.

In order for the collected data to become directly exploitable in support to the possible launch of a new “territorial foresight platform” by the Committee of the Regions, some further reflection is also needed concerning the structure and presentation of the collected information, as well as its connection to the wider EU political agenda.

To attain those two objectives, this territorial foresight monitoring report does not only update the CoR’s current list of foresight exercises, but it also does propose a refined presentation grid for the collected data and focus on the connections to be made between identifies RLA foresight exercises and the strategies developed by higher levels of governance.

### **3.Presentation of selected studies**

The following list includes the most relevant and recent foresight exercises identified by the consortium:

1. Barcelona Vision 2020 (Spain)
2. Coastal Centro Region 2030 (Portugal)
3. Brasov County Horizons 2013-2020-2030 (Romania)
4. East of England Plan 2031 (UK)
5. Vision Greater Lyon 2020 (France)
6. Ludwigsburg 2050 (Germany)
7. West of the Alpes-Maritimes 2030 (France)
8. Territoires Wallons 2040 (Belgium)
9. Leeds City Region 2022 (UK)
10. Salzburg Province 2030 (Austria)

As requested by the Committee of the Regions, three elements were especially considered to identify the most relevant studies covered by this monitoring report:

- The connection of the foresight studies identified with given EU policies and strategies, implemented or in preparation;
- Their linkage with other foresight studies undertaken at global, European and national level;
- The geographic origin of the foresight exercises considered.

The main reason for the selection of the mentioned studies is related to their date of development, being all of them not more than 3 years old. The exercises have a very different geographic origin, coming from the South, West, Centre and East of the EU. In all of the cases, the studies have a direct or indirect link to the EU framework policies and strategies, mainly the EU2020 Strategy. In some of the selected exercises, there is also a clear linkage with other foresight studies undertaken at other governance levels, especially in concrete fields such as Climate Change, Energy and International projection.

## **4. Reflection on the identified studies' themes and objectives and their interconnection with eu policies and strategies**

The analysis of the selected exercises contributes to the reflection on the studies' themes and objectives and their links with EU policies and strategies. In order to develop this reflection, a review of the main fields of analysis used in the template is done in the following pages.

### **DESCRIPTION: TITLE, MEMBER STATE, DATE**

The analysis of territorial foresight exercises covers 8 different countries from the South, West, Centre and East of the EU. The exercises are dated between 2009 and 2012, in the cases where they are still open, so that the conclusions are quite recent for the analysis.

### **PROJECT PROMOTER (LEVEL OF GOVERNANCE)**

The categories defined to classify the level of governance of the project promoter are the following:

- Local (municipal level)
- Supralocal
- Regional
- National
- European

All the exercises analysed are local, supralocal or regional, even if in a few cases the real promoter is national or has some kind of EU funding support. Some of the exercises cover a group of municipalities or a metropolitan area and thus are considered supralocal.

### **KEY WORDS**

It is difficult to define a unified list of key words that are covered by all the analysed exercises, but in any case, here is a list of categories and sections that include almost all the identified key words.

<b>CATEGORIES</b>	<b>SECTIONS / KEY WORDS</b>
<i>Demography and society</i>	Population and migrations
	Employment
	Education – training
	Health
	Income and consumption
	Social protection
	Housing
	Justice and criminality
	Culture
<i>Economy and technologies</i>	Macro economy
	Businesses
	Agriculture, forestry, fishing
	Energy
	Extractive activities, manufacturing, construction
	Transports
	Tourism
	Financial Services
	Social Economy
	Public Sector
	Science, research and technologies
<i>Environment and territories</i>	Environment
	Climate
	Land management and urbanism
	Mobility
	Infrastructures
	Rural areas
	Urban areas
	Heritage
<i>Governance</i>	Public Management
	Business Management
	Institutions and democracy
	Foresight, planning and strategy
	Evaluation
<i>Foresight and methods</i>	Epistemology
	Foresight methodology
	Tools and techniques
	Statistics

Hence, these key words cover most of the traditional factors related to territorial foresight and regional planning and are thus directly linked to the trends and strategic domains identified by the previous report<sup>2</sup>.

## **GEOGRAPHIC PERIMETER**

As mentioned in the level of governance field, the geographical perimeter of the exercises refers in most of the cases to metropolitan areas or to highly populated urban areas or conurbations.

## **TIME HORIZON**

As for the time horizon of the exercises, the majority of the cases have a horizon around 2030, which is usually the horizon in territorial foresight reflections (+20 years from present). In some cases where the focus is in long term issues such as climate change or energy (Lyon), the horizon goes to 2050.

## **OBJECTIVES OF THE STAKEHOLDERS**

The objectives of the stakeholders defined by the analysed cases are very different in many of the cases, being the following list a summary of them:

<b>OBJECTIVES</b>
- Analyse the key factors that will determine the different evolutions and trends
- Being the most attractive and influential European regions
- Energy management will be sustainable, adhering to the 3X20 targets of the EU.
- Long and medium term planning, an working instrument for the local administration
- Overarching framework for council's local plans including the number of new jobs and homes
- To adopt a SCoT for its territory, laying down the guidelines for social and economic development (PADD) and setting out the rules and quantitative objectives (DOO).
- To analyze the situation and development potential of the working world for taking action at the individual enterprise and political and social level.
- To find the most effective and efficient way to de-carbonise the city
- To have a new leading and up to date spatial planning overall guiding document
- To turn into a low-carbon metropolis and to divide greenhouse gas emissions

Even if the differences are clear, there are also some common aspects, such as acting as a framework or guiding document for action or as a long term strategy to promote sustainable development based in low carbon and energy management.

<sup>2</sup> PROSPEKTIKER, DESTRÉE INSTITUTE AND FUTURIBLES for the COMMITTEE OF THE REGIONS, "An initial assessment of territorial forward planning/foresight projects in the European Union", 2011

## **METHOD**

There is a wide range of methods applied in the identified territorial foresight exercises, including the following tools:

<b>TOOLS</b>
- Cost / Benefit assessments
- Diagnosis, state of the art, literature review
- Economic forecasting models
- Foresight Seminars
- Identification of Key Factors / Variables
- Interviews with relevant stakeholders
- Public debates, consultation, participation of experts and citizens
- Scenarios, micro-scenarios
- Strategy and Action Plan
- Structural Analysis / MIC-MAC
- Sustainability appraisal
- SWOT Analysis
- Thematic Workshops
- Trend analysis
- Visioning as a route map to the future
- Wide, open and free participation

Most of them are traditional tools in territorial foresight practice, even if some of them have innovative approaches in their application (use of Information and Communication Technologies, etc.).

## **TOPICS ADDRESSED**

If the methods applied are already wide, the topics addressed by the territorial foresight exercises are even wider. Here is a non-comprehensive list of topics included in the analysed exercises, following the same classification used previously for the key words:

CATEGORIES	TOPICS
Demography and society	- Ageing
	- Education / University
	- History
	- Immigration
	- Population and demography
	- Social balance
	- Social cohesion
	- Values
Economy and technologies	- Bank Financing
	- Benchmarking at the global level
	- Bio sectors
	- Business sectors and agriculture
	- Economy and employment
	- EU Funds and Euro
	- European market and competition
	- Openness on the world and attractiveness
	- Outsourcing and international investment
	- Sectors of knowledge
	- Strengthening traditional industry and sectors.
	- Talent attraction
	- Taxation and budget deficit
- Tourism	
Environment and territories	- Accessibility and connectivity
	- Cities dynamics
	- Climate change
	- Energy
	- Environmental resources, protection and infrastructures
	- Housing
	- Metropolitan dynamics
	- Rural and coastal areas
	- Sustainability and climate change
	- Territory planning
	- Transport and mobility
	- Urban quality of life
	- Waste management
- Water management	
Governance	- Administration / Governance

Most of these topics were already addressed, in a similar way, as strategic domains identified by the previous report<sup>3</sup>.

<sup>3</sup> PROSPEKTIKER, DESTRÉE INSTITUTE AND FUTURIBLES for the COMMITTEE OF THE REGIONS, “An initial assessment of territorial forward planning/foresight projects in the European Union”, 2011

## MAIN RECOMMENDATIONS

These territorial foresight cases have relevant strengths and show some of the best exercises at European level, however, recommendations could be made to improve the weak aspects of the exercises, both at methodological or at content level:

<b>MAIN RECOMMENDATIONS - METHODOLOGICAL</b>
- Define coherent scenarios with the targets (Lyon)
- Establish clear targets
- Foresight process with clear strategy
- Include investment measures for technical implementation and implementation support measures.
- Make sure that the strategy sets the region on course to meet the targets (for instance, climate change)
- Need of wider participation
- When working with exploratory scenarios, no scenario is to be rejected or retained

<b>MAIN RECOMMENDATIONS - CONTENT</b>
- Articulate compact towns and the territory through public transport
- Consider the levels of ambition, investment and activity needed to exploit the available potential to reduce carbon emissions.
- Develop anticipation of and resilience to risks and climate change
- Develop economic, social and territorial solidarities
- In the ageing field, try to influence in the long term, since demographic changes take place over relatively long periods of time
- Make political choices related to long term need in urban policy
- Manage a scarce and limited space
- Mobility should also be addressed by land planning responses
- Support the openness of the territory on the world
- Urban sprawl should be stopped

As for the methodological aspects, they mainly focus on the need to increase the coherency between the scenarios, the strategy and the final targets, but other elements are also mentioned, such as the strengthening of the participatory processes and a wider view on exploratory scenarios.

Regarding the contents, the recommendations highlight the importance of issues related to climate change, urban policies and mobility. Social issues such as solidarity or ageing are also tackled.

## CONNECTION WITH EU POLICIES AND STRATEGIES

Most of the exercises have a clear connection with EU's Framework Strategy, the EUROPE 2020 Strategy, which focuses on:

- Smart growth
- Sustainable growth
- Inclusive growth
- Economic governance

Among them, sustainability is the priority that has, within the analysed territorial foresight exercises, a more explicit link to the Europe 2020 targets in relation to emission reductions, renewable energies and energy consumption, following the 20x20x20 targets in many cases. The two other priorities, Smart and Inclusive growth, are also very present in the territorial foresight reflections, with clear mentions to employment, R&D and innovation talent attraction, education, new skills and jobs, fight against poverty, etc., but not so clear consistency with the concrete quantitative targets. As for economic governance, this priority is intrinsically European wide, so it is not present at regional and local level foresight reflection in general.

As the rest of long term EU policies and strategies are dependent on and related to the Europe 2020 Strategy, the analysis of their connection to the territorial foresight exercises is the same as explained in the previous paragraph. The mentioned long term EU policies and strategies remain the same as in the previous report<sup>4</sup>:

- the EU's action in the field of climate and energy;
- the Energy 2020, the path towards a single European energy market;
- the Roadmap to a Single European Transport Area;
- the Blueprint to Safeguard Europe's Water

## **IMPACT OF THE CRISIS**

The identified studies highlight that the global financial crisis is seriously affecting the productive sectors in general, at regional and local level. As it is clearly explained in the case of Barcelona, this could be a future opportunity, since *“the redefinition of the model now involves encouraging new sectors based on innovation, promotion of talent, creativity, research, education and coordination, but also on modernising the traditional growth-driving sectors, adjusting them to the new benchmarks in global competitiveness and knowledge.”*. Structural reforms that regions need to face in the future is also a challenge related to the crisis, especially in those cases that are suffering a deeper impact of the financial crisis in Southern and Eastern Europe. There are some clear hot topics in the exercises linked to the impact of the crisis, such as housing, employment or tourism in the negative side and reduction of greenhouse gas emissions, improved energy efficiency or better land use in the positive side.

In some of the cases, there is no clear impact of the crisis in the development and implementation of the territorial foresight exercises, mainly in the regions and municipalities with good financial positions.

## **ASSESSMENT (STRENGTHS AND LIMITS)**

The analysis of strengths and weaknesses of the selected exercises is very much related to the Recommendations drafted before, but varies from case to case. The most relevant strong points in some exercises are the most important weak points in other exercises.

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<sup>4</sup> PROSPEKTIKER, DESTRÉE INSTITUTE AND FUTURIBLES for the COMMITTEE OF THE REGIONS, “An initial assessment of territorial forward planning/foresight projects in the European Union”, 2011

<b>STRENGTHS</b>	<b>LIMITS</b>
Wide participation in some cases	Lack of participatory processes in other cases
Deep and rich analysis	Lack of data and scientific rigor in a few cases
Alternative and well combined scenarios in some cases	Lack of alternative scenarios
Integral foresight process (combining models, data analysis, consultation and scenarios)	Lack of integral approach (not including challenges such as climate change)
Monitoring of the Plans	Lack of action plans Lack of concrete aims and follow-up indicators in the planning
Spatial evolution analysis	Lack of cartography analysis in some cases.
Link between global challenges and their local impact	No global / local link.

#### **PUBLICATION OF THE DOCUMENTS ON THE CoR WEBSITE**

Finally, regarding the publication of the documents, all the exercises were analysed working on documents that were available by the public and in the case that such documents were not freely available; the responsible authorities have provided authorization to publish the analysis of them.

## 5. References and resources

The references of the studies are integrated within the analysis tables that are included in the annexes, but are summarized here:

- Strategic Metropolitan Plan of Barcelona – Vision 2020 ([www.pemb.cat/en/2020-vision/](http://www.pemb.cat/en/2020-vision/)). This is the vision which the plan provides as a route map up to 2020.
- Territórios em Transformação: Sistema urbano do litoral da região do centro 2030. Departamento de Prospectiva e Planeamento e Relações Internacionais, June 2010, 228 pages.
- [The Development Strategy of Brasov County, Horizons 2013-2020-2030](#) Sustainable Development Agency of Brasov County, November 2010, 184 pages.
- [East of England Plan > 2031 Draft revision to the Regional Spatial Strategy for the East of England](#), East of England Regional Assembly (EERA), March 2010, 177 pages.
- [Diagnostic climat de l'agglomération lyonnaise. Première étape vers une agglomération sobre en carbone](#). Communauté urbaine du Grand Lyon, 2009, 55 pages.
- [Vision 2020 pour une agglomération sobre en carbone](#). Conférence Énergie Climat. Communauté urbaine du Grand Lyon, June 2011, 140 pages.
- [Plan d'actions partenarial](#). Conférence Énergie Climat. Communauté urbaine du Grand Lyon, 28 November 2011, 91 pages.
- [Integrated Climate Protection and Energy Strategy for Ludwigsburg. Summary of Key Findings](#). IER Stuttgart (University of Stuttgart, Institute of Energy Economics and the Rational Use of Energy), DIALOGIK Stuttgart, City of Ludwigsburg, January 14, 2011, 27 pages.
- [Dokumentation der Zukunftskonferenz Energie Ludwigsburg. Bürgerbeteiligung im Rahmen des Gesamtenergiekonzeptes Ludwigsburg](#). Christina Benighaus, Annika Arnold, Ortwin Renn (DIALOGIK, Stuttgart), Ulrich Fahl (IER, Universität Stuttgart), July 9 and 10, 2010, 58 pages.
- [Case Study. Energy Efficient City Ludwigsburg. Annex 51 - Energy Efficient Communities: Case Studies and Strategic Guidance for Urban Decision Makers](#). International Energy Agency (IEA/Paris), April 2011, 72 pages.
- [Propositions pour un diagnostic stratégique du territoire](#). La Ville Demain, Alfred Peter Paysagiste, Roland Ribí & Associés, Celsius Environnement, Biotope, SCoT'Ouest Alpes maritimes, 2 June 2010, 46 pages.
- [Approche prospective. Enjeux structurants pour le SCoT](#). La Ville Demain, Alfred Peter Paysagiste, Roland Ribí & Associés, Celsius Environnement, Biotope, SCoT'Ouest Alpes maritimes, 8 June 2010, 22 pages.
- [Un territoire contrasté. Des enjeux territorialisés](#). La Ville Demain, Alfred Peter Paysagiste, Roland Ribí & Associés, Celsius Environnement, Biotope, SCoT'Ouest Alpes maritimes, 6 May 2010, 10 pages.

- *Projet d'aménagement et de développement durable. Première version annexée à la délibération du 24 juin 2011.* La Ville Demain, Alfred Peter Paysagiste, Roland Ribl & Associés, Celsius Environnement, Biotope, SCoT'Ouest Alpes maritimes, 5 July 2011, 42 pages.
- *Projet d'aménagement et de développement durable. Annexe : prévisions et besoins, les justifications des choix du PADD.* La Ville Demain, Alfred Peter Paysagiste, Roland Ribl & Associés, Celsius Environnement, Biotope, SCoT'Ouest Alpes maritimes, 14 June 2011, 12 pages.
- [Quels scénarios pour l'Aménagement du territoire en Wallonie à l'horizon 2040 ?](#), Institut Destrée, 48 pages
- [Diagnostic territorial de la Wallonie](#), CPDT, 287 pages
- Leeds city Region (<http://www.lowcarbonfutures.org>). Synthesis report: [http://www.leedscityregion.gov.uk/uploadedFiles/2639\\_LA\\_LCC\\_Leeds.pdf](http://www.leedscityregion.gov.uk/uploadedFiles/2639_LA_LCC_Leeds.pdf)
- Steinbach, Dirk; Linnenschmidt, Katja; Schüll, Elmar (2011): Zukunftsstrategien für eine altersgerechte Arbeitswelt – Trends, Szenarien und Empfehlungen. LIT-Verlag. Vienna.

# Annexes

1.	Barcelona Vision 2020 (Spain) .....	15
2.	Coastal Centro Region 2030 (Portugal) .....	17
3.	Brasov County Horizons 2013-2020-2030 (Romania).....	20
4.	East of England Plan 2031 (UK) .....	23
5.	Vision Greater Lyon 2020 (France) .....	26
6.	Ludwigsburg 2050 (Germany) .....	30
7.	West of the Alpes-Maritimes 2030 (France).....	34
8.	Territoires Wallons 2040 (Belgium) .....	38
9.	Leeds City Region 2022 (UK).....	42
10.	Salzburg Province 2030 (Austria) .....	45

# 1. Barcelona Vision 2020 (Spain)

SECTIONS	CONTENTS
<b>TITLE</b>	Barcelona Vision 2020 - Strategic Metropolitan Plan of Barcelona 2020
<b>MEMBER STATE</b>	Spain
<b>DATE</b>	2009-2010
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	SUPRALOCAL Strategic Metropolitan Plan of Barcelona Association (Local level of governance). Not-for-profit private association, promoted by Barcelona City Council, which includes the thirty-six municipalities that make up the Metropolitan Area of Barcelona (AMB)
<b>PUBLICATION'S REFERENCE AND TYPE</b>	Strategic Metropolitan Plan of Barcelona – Vision 2020 ( <a href="http://www.pemb.cat/en/2020-vision/">www.pemb.cat/en/2020-vision/</a> ). This is the vision which the plan provides as a route map up to 2020.
<b>KEY WORDS</b>	Metropolitan area; energy efficiency; sustainability; enterprise; entrepreneurship; international projection; social cohesion. CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES; GOVERNANCE
<b>GEOGRAPHIC PERIMETER</b>	The Strategic Metropolitan Plan of Barcelona encompasses 36 municipalities, with a total surface area of 628 km <sup>2</sup> and a population of 3,150,380 million.
<b>TIME HORIZON</b>	2020
<b>CONTACT DETAILS AND INTERNET LINKS</b>	Francesc Santacana, General Coordinator of the Plan Strategic Metropolitan Plan of Barcelona Association Ausiàs Marc, 7, 1r, 08010 Barcelona T. 933 187 051 F. 933 174 835 <a href="mailto:plastrategic@pemb.cat">plastrategic@pemb.cat</a> , <a href="http://www.pemb.cat">www.pemb.cat</a>
<b>SUMMARY OF THE PROCESS</b>	The Strategic Metropolitan Plan of Barcelona – Vision 2020, highlights the path the city should follow with the conviction that teamwork, an entrepreneurial spirit and clear and achievable objectives will allow it to become everything that Barcelona wants to be: one of the most attractive and influential cities for global innovative talent, with a high-quality model of integration and social cohesion. This is the vision which the plan provides as a route map up to 2020. It includes five key elements / levers of change (the university, the administration, governance, values and knowledge of languages) which combine to configure what the Metropoli wants to be. Its basic outline is made up of six challenges, encompassing issues such as energy efficiency; sustainability; strengthening and reinforcement of the economy and enterprise; entrepreneurship as a tool for the promotion of economic activity; international projection, and social cohesion. All of these are vectors that aim to promote important changes in order to work towards the desired vision for 2020.
<b>OBJECTIVES OF THE STAKEHOLDERS</b>	VISION 2020 : « We will be one of the most attractive and influential European regions for global innovative talent, with a quality model of social integration and cohesion”
<b>METHOD</b>	Preparation of the Strategic Metropolitan Plan of Barcelona 2020 began in early 2009 and ended in September 2010. The philosophy behind the plan is that the future cannot be decided by a simple extrapolation of data from the past, and we cannot tie our progress to a basis of methodological and instinctive observations. The plan presents a wide range of opportunities for the AMB arising from the new values of our society and the capacity of all the people and institutions who have made representations. More than six hundred and fifty people have been involved in this work, representatives of institutions and companies. Either individually or as members of working committees, they have had total freedom to express their opinions and proposals on the AMB and its future.
<b>TOPICS ADDRESSED</b>	6 challenges: 1. Sustainability and climate change 2. Position the AMB as a benchmark in the new global framework: greater presence in countries which lead the world and capitality of the Mediterranean

	<p>3. Global leader in some growth-driving sectors of knowledge.  4. Getting beyond the 'bio' companies. Updating and strengthening traditional industry and sectors.  5. Being among the most attractive European regions for innovative talent.  6. Being an interesting and socially balanced city: a social response to the crisis</p> <p>5 levers of change: the university, the administration, governance, values and knowledge of languages.</p> <p>CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES; GOVERNANCE</p>
<b>MAIN RECOMMENDATIONS</b>	<p>LEVER 1: A powerful university and education system  LEVER 2: An effective and reliable business-friendly administration  LEVER 3. Governance: Model of shared leadership: public/institutional-private  LEVER 4. Future values  LEVER 5. Incorporation into world markets: Extensive knowledge of languages, international connections and the Barcelona brand</p>
<b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b>	<p>Livability Index 2010 indicator (The Economist Intelligence Unit): infrastructures of 96.4 out of 100.  Quality of life: the metropolis with the highest quality of life in Europe.  Sixth most important tourist city in the world.  Fifth favorite city in Europe for setting up a business.  First city in Europe as regards the practice of sport, and the third in the world in relative terms (in relation to the number of inhabitants).</p>
<b>CONNECTION WITH EU POLICIES AND STRATEGIES</b>	<p>This Plan is generally connected with the Europe 2020 strategy.</p>
<b>IMPACT OF THE CRISIS</b>	<p>At present, the global financial crisis is seriously affecting the productive sectors in general, significantly hitting industries with little critical mass, little flexibility and little competitiveness on the global scene. In other words, in general, the sectors known as 'traditional', which used to be the growth-driving sectors of the AMB. The redefinition of the model now involves encouraging new sectors based on innovation, promotion of talent, creativity, research, education and coordination, but also on modernising the traditional growth-driving sectors, adjusting them to the new benchmarks in global competitiveness and knowledge.</p> <p>But the lesson of the past is clear: the AMB will survive this present crisis. And it will come out strengthened with the new impetus proposed by this Plan - Vision 2020.</p>
<b>ASSESSMENT (STRENGTHS AND LIMITS)</b>	<p>Strengths :</p> <ul style="list-style-type: none"> <li>• Emphasis placed on what differentiates Barcelona to develop a new common project</li> <li>• More than six hundred people have been involved in this work</li> <li>• The philosophy is that the future cannot be decided by a simple extrapolation of the past</li> </ul> <p>Limits:</p> <ul style="list-style-type: none"> <li>• Lack of alternative scenarios</li> <li>• Lack of concrete aims and follow-up indicators in the planning</li> </ul>

## 2. Coastal Centro Region 2030 (Portugal)

SECTIONS	CONTENTS
<b>TITLE</b>	Regions in Transition. Urban System of Coastal Centro Region 2030 <i>Sistema urbano do litoral da regio do centro 2030</i>
<b>MEMBER STATE</b>	Portugal
<b>DATE</b>	2010
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	REGIONAL <ul style="list-style-type: none"> <li>• Department of Foresight and Planning and International Relations – Ministry of Environment and Territory Planning (<i>Departamento de Prospectiva e Planeamento e Relações Internacionais</i>).</li> <li>• Urban system of coastal centro region, including: Leiria, Coimbra, Aveiro and Viseu (SULRC)</li> </ul>
<b>PUBLICATION'S REFERENCE AND TYPE</b>	<ul style="list-style-type: none"> <li>• <a href="#">Territórios em Transformação: Sistema urbano do litoral da regio do centro 2030</a>. Departamento de Prospectiva e Planeamento e Relações Internacionais, June 2010, 228 pages.</li> </ul> <p>This study is part of the ongoing project in DPP "Territories in Transformation" aiming the development of applications of Territorial Foresight to Portuguese regions. The Urban System of Coastal Central Region (SULRC) - Leiria, Coimbra, Aveiro and Viseu - was chosen as the second region to be addressed after Alentejo. It holds a strategic position between the North and Lisbon and between the Portuguese coast and Spain, being very diverse in terms of natural endogenous resources, economic structure and population distribution, which could apparently translate into greater demographic, urban and economic dynamism.</p>
<b>KEY WORDS</b>	Scenario, Urban, Resources, Demography, Economy. CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES
<b>GEOGRAPHIC PERIMETER</b>	<ul style="list-style-type: none"> <li>• Urban system of coastal centro region, including: Leiria, Coimbra, Aveiro and Viseu (SULRC).</li> </ul>
<b>TIME HORIZON</b>	2030
<b>CONTACT DETAILS AND INTERNET LINKS</b>	Paulo Soeiro de Carvlho; José Félix Ribeiro Department of Foresight and Planning and International Relations Av. D Carlos I, 126 1249-073 Lisboa - Portugal Tel. : (351) 213935200 • dpp@dpp.pt <ul style="list-style-type: none"> <li>• <a href="http://www.dpp.pt">www.dpp.pt</a></li> </ul>
<b>SUMMARY OF THE PROCESS</b>	<p>The study begins by making a diagnosis of the current situation that constitutes the SULRC and a summary of the institutional views in 2015 (present in several official documents or prepared for public entities). Hereafter, presents a survey of all investment projects in infrastructure and new activities or business segments (in progress, already approved or under discussion).</p> <p>Finally, and based on this previous work, four contrasted scenarios for a long-term horizon (2030) are developed, which allows the analysis of the factors that can determine the possible developments of this urban system.</p>
<b>OBJECTIVES OF THE STAKEHOLDERS</b>	The objective is to analyse the key factors that will determine the different evolutions and trends of the selected cities, along with their relations in the long term (horizon 2030).
<b>METHOD</b>	<p>Process based on current diagnosis, external trends analysis, identification of key factors and elaboration of scenarios:</p> <p>This method consists of the following steps:</p> <p><b>First step: Current diagnosis and external trends analysis</b></p>

	<p><b>Second step: Identification of key factors</b></p> <p><b>Third step: Selection and elaboration of 4 scenarios:</b></p> <ul style="list-style-type: none"> <li>• Scenario 1: “A passage corridor”</li> <li>• Scenario 2: “An integrated centre, a global vocation”</li> <li>• Scenario 3: “A centre in search of dynamism”</li> <li>• Scenario 4: “An Atlantic centre, cities in competition”</li> </ul>
<b>TOPICS ADDRESSED</b>	<p>The analysis of macroeconomic and national context include the following topics and main trends:</p> <ul style="list-style-type: none"> <li>• Immigration flows and state social policies</li> <li>• Taxation and budget deficit and large public investments</li> <li>• Banking credits' orientation and method of financing local authorities</li> <li>• Territory planning instruments and alternatives and Community regulations</li> <li>• EU Structural Funds and behaviour of the Euro</li> <li>• European market growth and European market competition</li> <li>• World dynamic of outsourcing and competition for international investment</li> <li>• Potential human resources</li> <li>• Cities and activities' dynamics</li> <li>• Potential natural and environmental resources</li> <li>• Accessibility and connectivity</li> <li>• Intensity of land demand</li> </ul> <p>CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES</p>
<b>MAIN RECOMMENDATIONS</b>	<p>Even if a deep analysis is elaborated through this study, with the consideration of a great number of topics and trends, along with the elaboration of scenarios, it does not lead to the definition of a strategy or to an action plan. The design of a list of recommendations or potential actions should have been included, in order to get more impact from this analysis.</p> <p>As well as this, a wider participation is recommended in order to get a richer analysis, from different point of views, backgrounds and experiences.</p>
<b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b>	<p>N.A. Not action plan is included. Therefore, not indicators or governance aspects can be assessed.</p>
<b>CONNECTION WITH EU POLICIES AND STRATEGIES</b>	<p>This exercise is linked to the Strategy Europe 2020 in a general way, as for smart and sustainable growth. It makes a special focus on the potential of European single market, as a factor for growth and competition improvement. EU structural funds are considered as well, paying special attention to the behavior of the Euro.</p> <p>In general, not other European policies or Strategies are considered.</p>
<b>IMPACT OF THE CRISIS</b>	<p>The four scenarios are developed taking into account a common scheme; the description of hypothesis related to structural reforms is one of the axes of this scheme, which is tightly linked to the impact of the crisis. Some scenarios describe a situation consisting of deep reforms, while in others the division within the region about these changes is highlighted.</p> <p>Due to the fact that this study does not include a strategy or an action plan, crisis' other impacts cannot be assessed, as not budget or economic resources have been foreseen.</p>
<b>ASSESSMENT (STRENGTHS AND LIMITS)</b>	<p>Strengths :</p> <ul style="list-style-type: none"> <li>• A deep analysis, considering a great array of topics and trends</li> <li>• The inclusion of an analysis related to existing or developed projects (some of them ongoing projects) within the region</li> <li>• The study includes four alternative scenarios</li> </ul>

	<p>Limits:</p> <ul style="list-style-type: none"><li>• The study has consisted mainly of office works; lack of a participatory process</li><li>• Lack of an action plan; neither aims and actions are defined</li></ul>
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### 3. Brasov County Horizons 2013-2020-2030 (Romania)

SECTIONS	CONTENTS
<b>TITLE</b>	Development Strategy of Brasov County, Horizons 2013-2020-2030 <i>Strategia de dezvoltare a judetului Brasov orizonturi 2013-2020-2030</i>
<b>MEMBER STATE</b>	Romania
<b>DATE</b>	2010
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	SUPRALOCAL <ul style="list-style-type: none"> <li>• Sustainable Development Agency of Brasov County (<i>Agentia de Dezvoltare Durabila a Judetului Brasov (ADDJB)</i>).</li> <li>• Level of governance: Brasov County</li> <li>• Designed in the framework of a project co-financed by the European Social Fund within the Operational Programme Administrative Capacity Development</li> </ul>
<b>PUBLICATION'S REFERENCE AND TYPE</b>	<ul style="list-style-type: none"> <li>• <a href="#">The Development Strategy of Brasov County, Horizons 2013-2020-2030</a> Sustainable Development Agency of Brasov County, November 2010, 184 pages.</li> </ul> <p>The Development Strategy of Brasov County represents a means of medium and long-term planning, offering clear and adaptable solutions for the needs and problems of Brasov County citizens.</p>
<b>KEY WORDS</b>	Resources, Demography, Economy, Tourism CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES
<b>GEOGRAPHIC PERIMETER</b>	<ul style="list-style-type: none"> <li>• Brasov County: with 505,442 inhabitants.</li> <li>• 5.363 km<sup>2</sup>.</li> <li>• In Transylvania.</li> </ul>
<b>TIME HORIZON</b>	2013-2020-2030
<b>CONTACT DETAILS AND INTERNET LINKS</b>	<p>Luciana Cristea Development Agent Agentia de Dezvoltare Durabila a Judetului Brasov (ADDJB) <a href="http://www.addjb.ro">www.addjb.ro</a> Str. Apullum nr. 3, Brasov, cod 500096 Tel: + 40 268 470 505; 470 506 Mobil 0744.181492 Fax: + 40 268 470 504 E-mail: <a href="mailto:luciana.cristea@addjb.ro">luciana.cristea@addjb.ro</a></p>
<b>SUMMARY OF THE PROCESS</b>	<p>The methodology of elaborating the strategy is based on the citizens of Brasov County involvement in this process, in more stages. The principles followed were those of subsidiarity and democracy, European principles.</p> <p>The present strategic document continues the previous planning process, including and using strategic planning documents from local, county, regional, national and European level and involving the citizens in this process.</p> <p>The Development Strategy of Brasov County is a planning document drawn up with the involvement of the citizens, aiming to ensure the necessary planning framework in order to raise the life expectancy in the County, meeting the principles of sustainable development.</p>
<b>OBJECTIVES OF THE STAKEHOLDERS</b>	The document was assumed by vote through a decision of the Brasov County Council, as "The Development Strategy of Brasov County", acquiring local law potency for Brasov County, with the aim of becoming formally: a means of long and medium term planning, an working instrument for the local administration, being realized for the citizens' benefit
<b>METHOD</b>	The stages of building the strategy consisted in:

	<p>1. The first step was interviewing the citizens of Brasov County, using representative samples. The objective was that both the state of affairs analysis and the development perspectives reflect the needs and wishes of the citizens. The bottom-up approach gives the strategy its uniqueness up to the present moment, as well as the “European normality” character in the field.</p> <p>2. Statistic data were needed in order to elaborate the state of art, from both economic and social perspectives, involving public and private organizations and civil society. The state of art analysis included, as well, a SWOT Analysis.</p> <p>3. The results of the research and the statistic data gathered were synthesized and interpreted obtaining a document which was given in consultation to the citizens of Brasov county in order to receive feed-back from them. We have organized three public debates in three of the main development centers: Brasov City, Rupea, and Fagaras towns.</p> <p>4. Following these public meetings the development perspectives were elaborated.</p>
<p><b>TOPICS ADDRESSED</b></p>	<p>The following fields are analysed:</p> <ul style="list-style-type: none"> <li>• Population: demographic structures and trends</li> <li>• Social: housing, quality of educational system, health system, social protection and unemployment.</li> <li>• Economic:-analysis of business sector and agriculture</li> <li>• Tourism: potentiality, culture and cultural heritage</li> <li>• Environmental protection and infrastructures</li> </ul> <p>CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES</p>
<p><b>MAIN RECOMMENDATIONS</b></p>	<p>Even if the analysis and the strategy developed take into account a great variety of domains and relevant issues, along with a monitoring planning, the inclusion of quantitative targets are recommended, in order to get a more specific impact.</p> <p>However, the several guidelines defined as part of the strategy should enable Brasov to be closer from the established vision for next years, as this plan tries to promote the involvement of stakeholders at different levels, in a collaborative way.</p>
<p><b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b></p>	<p>The elaborated strategy includes the development opportunities for the county, through the definition of a vision, strategic objectives, main directions for development and actions. It includes as well the planning for the monitoring, assessment and updating of the strategy.</p> <p>It includes the creation of an interinstitutional committee consisting of different representatives from several agencies, from the Sustainable Development Agency of Brasov County, along with other departments from County Council and external experts.</p>
<p><b>CONNECTION WITH EU POLICIES AND STRATEGIES</b></p>	<p>The vision of the Plan is the following one: “Brasov County in 2030 is competitive and prosperous, attractive for those who want to live or invest here, and for those who want to visit it”. In this sense, even if not quantitative targets or percentages have been defined, the connection with the Europe 2020 Strategy is quite clear as it shares the same aim as for a sustainable and smart growth.</p> <p>With regard to other European Policies, despite of the fact that special attention is pay to sustainability and environmental approach, not a direct link has been identified with European Climate and Energy Package, neither to other European Policies or Strategies.</p>
<p><b>IMPACT OF THE CRISIS</b></p>	<p>The influence of the impact of the crisis can be identified during the analysis, as for the economic and the employment approach.</p> <p>In addition, even if not quantitative targets or a budget for the development of the strategy has been allocated, and therefore, it may be complicated to assess the impact of</p>

	<p>this crisis, it can be assumed that may be not all the expected actions would be implemented as they were defined from the beginning.</p>
<p><b>ASSESSMENT (STRENGTHS AND LIMITS)</b></p>	<p>Strengths :</p> <ul style="list-style-type: none"> <li>• A deep analysis, considering a great array of topics and trends</li> <li>• Both quantitative and qualitative research have been applied</li> <li>• A strongly participatory process</li> <li>• Effective participation in working groups, exchange of experience and best practices</li> </ul> <p>Limits:</p> <ul style="list-style-type: none"> <li>• The strategy does not include quantitative targets; neither a specific budget is defined.</li> </ul>

## 4. East of England Plan 2031 (UK)

SECTIONS	CONTENTS
<b>TITLE</b>	East of England Plan > 2031
<b>MEMBER STATE</b>	England
<b>DATE</b>	2011
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	REGIONAL <ul style="list-style-type: none"> <li>• East of England Regional Assembly (EERA)</li> <li>• Working closely with the East of England Development Agency (EEDA)</li> </ul>
<b>PUBLICATION'S REFERENCE AND TYPE</b>	<ul style="list-style-type: none"> <li>• <a href="#">East of England Plan &gt; 2031 Draft revision to the Regional Spatial Strategy for the East of England</a>, East of England Regional Assembly (EERA), March 2010, 177 pages.</li> </ul>
<b>KEY WORDS</b>	Spatial Planning, Climate, Resources, Economy. CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES
<b>GEOGRAPHIC PERIMETER</b>	<ul style="list-style-type: none"> <li>• East of England: The Region consists of 6 counties and 4 Unitary Authorities.</li> <li>• With a population just under 5.8 million, one of the fastest growing populations in the UK</li> <li>• The region has an economy that produces over £110 billion a year – equivalent to approximately 9 per cent of the UK total.</li> </ul>
<b>TIME HORIZON</b>	2031
<b>CONTACT DETAILS AND INTERNET LINKS</b>	John Reynolds Secretary of State. Department of Communities and Local Government East of England Regional Assembly (EERA) <a href="http://www.eelga.gov.uk">www.eelga.gov.uk</a> Eland House. Bressenden Place. London. SW1E 5DU Tel: 01284 729411 Fax: 01284 729429 E-mail: <a href="mailto:loretta.holden@eera.gov.uk">loretta.holden@eera.gov.uk</a>
<b>SUMMARY OF THE PROCESS</b>	This process is the review of the previous East of England Plan. The process consists mainly of data collecting, economic forecasting models, scenario planning and consultation on these housing and economic growth scenarios. <ul style="list-style-type: none"> <li>- Scenario 1: Roll forward of the existing plan</li> <li>- Scenario 2: National housing advice and regional new settlements</li> <li>- Scenario 3: National housing advice and regional economic forecasts</li> <li>- Scenario 4: National household projections</li> </ul>
<b>OBJECTIVES OF THE STAKEHOLDERS</b>	The previous East of England Plan sets policy until 2021 but the Government has asked the East of England Regional Assembly to review the Plan to set policy and targets for the period 2011-2031. This study provides the overarching framework for council's local plans including the number of new jobs and homes that need to be planned for over the next 20 years.
<b>METHOD</b>	The stages of reviewing the Plan consisted of: <ol style="list-style-type: none"> <li>1. Specially commissioned studies and projections. The Assembly and the East of England Development Agency (EEDA) have jointly commissioned a special economic forecasting model. This model uses past trends and assumptions about the future economic performance of the East of England to estimate the scale and distribution of population and employment growth.</li> <li>2. The Assembly has sought advice from local councils on future growth. It has also undertaken an integrated sustainability appraisal throughout the review process.</li> <li>3. Further information about the integrated sustainability appraisal process can be found</li> </ol>

	<p>in the ‘Integrated Sustainability Appraisal’ report. A list of sources of information, including the East of England Forecasting Model, can be accessed through the East of England Plan webpage at <a href="http://www.eera.gov.uk">www.eera.gov.uk</a>.</p> <p>4. Consultation on four scenarios for the scale and distribution of growth. The consultation focused on four housing and economic growth scenarios with a view to informing the development of the most appropriate growth pattern for the East of England. One was broadly based on the advice of local councils in the region, whilst the other three took different national information into account.</p>
<p><b>TOPICS ADDRESSED</b></p>	<p>The following topics have been addressed:</p> <ul style="list-style-type: none"> <li>• Air quality</li> <li>• Biodiversity</li> <li>• Climate change and energy</li> <li>• Community and well-being</li> <li>• Economy and employment</li> <li>• Historic environment</li> <li>• Housing</li> <li>• Land</li> <li>• Landscape</li> <li>• Rural areas and the coast</li> <li>• Transport</li> <li>• Waste</li> <li>• Water</li> </ul> <p>CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES</p>
<p><b>MAIN RECOMMENDATIONS</b></p>	<p>A list of <a href="#">recommendations</a> is included within the report, in order to address significant effects relating to the different topics and issues identified. Among these recommendations for instance, a special consideration is made by external consultants about the climate change mitigation. According to these recommendations, it is not clear that the Strategy sets the region on course to meet emissions reductions targets; achieve the ‘Regional Shift’ Scenario; implement action with the urgency that is required; or ensure that the region is ‘above the curve’ so it is in a good position to respond to any future changes in the national / international policy context, as it is not clear neither that the growth strategy implemented has been developed with climate change mitigation as a priority.</p>
<p><b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b></p>	<p>The East of England Plan &gt; 2031 is the Regional Spatial Strategy for the East of England. For the effective implementation of the strategy it is required significant investment in social, environmental and physical infrastructure from a variety of sources including: central government, local government and European funding; private market funding for the bulk of development and contributions to the provision of necessary public/social infrastructure; and voluntary sector funding for a range of services not otherwise provided by public or private organizations.</p> <p>Governance: Implementation will require a partnership working, in order to bring together the full range of organizations involved in schemes and programs to pool and coordinate their efforts.</p> <p>Monitoring: a document including the Implementation and Monitoring Framework has been elaborated. This framework establishes targets and indicators.</p>
<p><b>CONNECTION WITH EU POLICIES AND STRATEGIES</b></p>	<p>The vision of this Plan is the following one: “By 2031 the East of England will be realising its economic potential and providing a high quality of life for its people, including by meeting their housing needs in sustainable inclusive communities. At the same time it will continue adapting to and reducing its impact on climate change and the environment, including through savings in energy and water use and by</p>

	<p>strengthening its stock of environmental assets". This way, this exercise is linked to the Strategy Europe 2020, as for smart and sustainable growth.</p> <p>As well as this, several European Directives are considered during the Plan, as for instance the European Water Framework Directive or European Directives related to habitat and nature and wildlife conservation.</p> <p>This way, even if not European Policies are mentioned directly, this influence can be seen, mainly as for the objectives stated regarding the sustainable and resource scarcity approach.</p> <p>At the same time, this Plan highlights the existing inter and regional linkages among defined initiatives.</p>
<p><b>IMPACT OF THE CRISIS</b></p>	<p>It seems that economical crisis have had its impact on the development of the Plan, as housing sector is one of the economic sectors that may have suffered the most.</p> <p>On the other hand, even if the impact of the crisis is not directly addressed throughout the document, it can be assumed that it has been highly considered, as the unemployment and deprived areas are some of the priorities of the Plan.</p>
<p><b>ASSESSMENT (STRENGTHS AND LIMITS)</b></p>	<p>Strengths :</p> <ul style="list-style-type: none"> <li>• A complete and integral process: this study combines together economic forecasting model, data analysis and a consultation with a wide range of agents through 4 different future scenarios.</li> <li>• Recommendations are included.</li> <li>• Monitoring of the Plan is included.</li> </ul>

## 5. Vision Greater Lyon 2020 (France)

SECTIONS	CONTENTS
<b>TITLE</b>	Vision to 2020: for a low-carbon Greater Lyon <i>Vision 2020 pour une agglomération sobre en carbone</i>
<b>MEMBER STATE</b>	France
<b>DATE</b>	2010-2011 (foresight phase)
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	<ul style="list-style-type: none"> <li>• Greater Lyon: The Lyon urban community (<i>Communauté urbaine du Grand Lyon</i>).</li> <li>• Local level of governance.</li> </ul>
<b>PUBLICATION'S REFERENCE AND TYPE</b>	<ul style="list-style-type: none"> <li>• <a href="#"><i>Diagnostic climat de l'agglomération lyonnaise. Première étape vers une agglomération sobre en carbone</i></a>. Communauté urbaine du Grand Lyon, 2009, 55 pages.</li> <li>• <a href="#"><i>Vision 2020 pour une agglomération sobre en carbone</i></a>. Conférence Énergie Climat. Communauté urbaine du Grand Lyon, June 2011, 140 pages.</li> <li>• <a href="#"><i>Plan d'actions partenarial</i></a>. Conférence Énergie Climat. Communauté urbaine du Grand Lyon, 28 November 2011, 91 pages.</li> </ul> <p>This partnership action plan represents the second territorial climate-energy plan for Greater Lyon (<i>Plan climat-énergie territorial</i>, PCET). It is based on the diagnosis and the vision to 2020 mentioned above. The Grenelle 1 law (Grenelle 1, 2009) urged LRAs to adopt climate-energy plans. The Grenelle 2 law (Grenelle 2, 2010) makes them mandatory for authorities with more than 50,000 inhabitants by the end of 2012 in France.</p> <p>This second PCET complements the 2007-2009 action plan integrated in the Agenda 21, which, in fact, did not allow Greater Lyon to attain the European and national 3X20 targets, or to take the path towards a Factor 4 by 2050.</p> <p>Greater Lyon's representatives have signed the Eurocities declaration on climate change, the European Covenant of Mayors committed to local sustainable energy initiated by the European Commission, and the UCLG (United Cities and Local Governments) Copenhagen declaration.</p>
<b>KEY WORDS</b>	Climate, Energy, Scenario CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES
<b>GEOGRAPHIC PERIMETER</b>	<ul style="list-style-type: none"> <li>• Greater Lyon: The Lyon urban community. It contains 57 communities, that is 1,300,000 inhabitants.</li> <li>• 51,500 hectares, that is 500 km<sup>2</sup>.</li> <li>• Rhone-Alps region, Rhone department.</li> </ul>
<b>TIME HORIZON</b>	2020 and 2050
<b>CONTACT DETAILS AND INTERNET LINKS</b>	Mr Pierre Crépeaux – Chargé de mission Plan climat Communauté urbaine du Grand Lyon 20, rue du Lac - BP 3103 69399 Lyon Cedex 03 - France Tel.: +33 (0)4 26 99 36 72 • <a href="mailto:pcrepeaux@yahoo.fr">pcrepeaux@yahoo.fr</a> • <a href="mailto:planclimat@grandlyon.org">planclimat@grandlyon.org</a> <a href="http://blogs.grandlyon.com/plan-climat">blogs.grandlyon.com/plan-climat</a> • <a href="http://www.leclimatentreosmains.org">www.leclimatentreosmains.org</a>
<b>SUMMARY OF THE PROCESS</b>	<p>Participatory demarche built in 3 steps:</p> <p><b>First step: Climate diagnosis</b></p> <p>The objective of this step is to share the diagnosis on the climate question in the Lyon urban community and to define orders of magnitude for the actions to be taken.</p> <p>This diagnosis is based both on a territorial diagnosis conducted each year since 2000 and on the carbon footprint of Greater Lyon as an institution. The territorial diagnosis identifies the origin of greenhouse gas emissions in Greater Lyon, energy consumption</p>

	<p>and the development potential of renewable energies.</p> <p><b>Second step: Scenarios for the Lyon urban community</b></p> <p>In the second step, different scenarios are elaborated collectively and debated politically. The questions are: What should be done? And how? To turn Greater Lyon into a low-carbon metropolis meeting the 3X20 targets.</p> <p><b>Third step: Action plan</b></p> <p>Greater Lyon adopts an action plan within its area of responsibility. Each stakeholder in the urban community is invited to do likewise in his own area of activity.</p>
<b>OBJECTIVES OF THE STAKEHOLDERS</b>	<p>The objective is to turn Greater Lyon into a low-carbon metropolis by 2020 (the European and national 3X20 targets, reference year 2000) and to divide by 4 greenhouse gas emissions by 2050 (Factor 4, reference year 1990).</p>
<b>METHOD</b>	<p>Structured and participatory method: 1) diagnosis, 2) foresight, 3) strategy, 4) action plan</p> <p>The method for the foresight phase is the scenario method. Micro-scenarios drawn up for four themes: Enterprises, transport, housing, energy. Then combination of the micro-scenarios and building of scenarios for Greater Lyon.</p> <p>The result of the scenario building is that only one scenario could allow to reach the 3X20 targets. This is the “Low-carbon Greater Lyon” scenario, which is retained as the strategy and as the basis for the action plan.</p> <p>Co-construction of scenarios in the framework of the Energy Climate Conference set up by Greater Lyon to mobilise the different stakeholders of the territory: Industry/energy producers, tertiary sector (housing and building, transport...), civil society, institutions, public and private research laboratories.</p> <p>The scenarios are the result of a modelling work carried out jointly by consultants (ICE, INDIGGO, CSTB), energy and climate experts and Greater Lyon; of the discussions in the thematic workshops of the Energy Climate Conference; of proposals from the Development Council; and of contributions from economic and employment stakeholders.</p> <p>One reference scenario has been drawn up for each of the four themes (enterprises, transport, housing, energy) as well as at least one alternative scenario by theme.</p>
<b>TOPICS ADDRESSED</b>	<p>Hypotheses on the socio-economic trends of Greater Lyon have been made before the modelling work sector by sector.</p> <p>The socio-economic trends are:</p> <ul style="list-style-type: none"> <li>• A demographic growth by 132,000 inhabitants between 2010 and 2030</li> <li>• Energy price increase</li> </ul> <p>In this framework, micro-scenarios are drawn up by sector:</p> <ol style="list-style-type: none"> <li>1) Micro-scenarios for tertiary enterprises, and micro-scenarios for industrial enterprises distinguishing the enterprise whose emissions are already capped by a national quota allocation plan (NQAP) and the others</li> <li>2) Micro-scenarios for the transports of goods, and micro-scenarios for the transport of persons</li> <li>3) Micro-scenarios for housing</li> <li>4) Micro-scenarios for heat networks, and micro-scenarios for renewable energies</li> </ol> <p>CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES</p>
<b>MAIN RECOMMENDATIONS</b>	<p>Only one scenario could lead to the 3X20 targets. This is the “Low-carbon Greater Lyon” scenario, which combines the most ambitious hypotheses for each sector. As a consequence, the room for manoeuvre to meet the 3X20 targets is narrow.</p> <p>In the “Low-carbon Greater Lyon” scenario, the reduction in greenhouse gas emissions is of 22%. But, the objective to save 20% of energy consumption compared to the reference scenario is not reached (only 19%), and the share of renewable energies</p>

	locally produced is below 20%.
<b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b>	<p>The action plan contains 173 actions, each estimated in euro and in tonne of CO<sub>2</sub> avoided.</p> <p>Greater Lyon cannot act alone because it has an impact only on 20% of greenhouse emissions through the functioning of its own departments and its competencies (housing, transport, urbanism, the environment). The local consultation process led to the commitments of each of stakeholders.</p> <p>The objective of the action plan is global: To counter the rise in the number of precarious people; to maintain the economic development in a context of higher energy costs, and to offer a good quality of life.</p>
<b>CONNECTION WITH EU POLICIES AND STRATEGIES</b>	This climate-energy plan for Greater Lyon is a direct consequence of the European Climate and energy package. But, the energy Roadmap 2050 was not directly taken into account. Some work carried out at the European level in the framework of this roadmap was used by the consultant firm.
<b>IMPACT OF THE CRISIS</b>	<p>In the reference scenario for industry, there are major reductions in greenhouse gas emissions probably due to the crisis between 2007 and 2010, but it is not possible to distinguish the share linked to the reduction in activity and the share linked to improved energy efficiency. There are uncertainties on the recovery of industrial activity due to the crisis of 2008.</p> <p>Some estimations of the impact of the crisis on the energy consumption by households according to the increase of energy prices were made. It appears that better-off households are protected but not the others.</p> <p>Currently, there is no direct impact of the crisis on the implementation of the measures because they do not require a very important budget: 15 million Euro already budgeted for the soft modes of transport and 3 million Euro for an experimentation in housing renovation. What will be difficult to finance is the development of the public transport network, which requires about 400 million Euro and is necessary for the climate-energy plan. This difficulty is due to 1) the withdrawal of the General Council (department level) from the Public Transport Authority of Greater Lyon, 2) the uncertainties on the amounts of the funds allocated by the State, 3) the impossibility to increase the level of the “transport tax” (<i>versement transport</i>) paid by French companies with more than 9 employees to fund the investments of the public transport system in times of crisis.</p>
<b>ASSESSMENT (STRENGTHS AND LIMITS)</b>	<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• This territorial foresight exercise combines the participation of experts and of a wide range of stakeholders including the civil society. It is very useful to realise the magnitude of the change required locally in all the sectors to solve the climate and energy crisis. It is supported by a lot of policy-makers and partners in the territory.</li> <li>• High graphic quality and diversity of reports.</li> </ul> <p><b>Limits</b></p> <ul style="list-style-type: none"> <li>• Sometimes, the scientific rigour of the estimations comes up against the lack of data at local level. For instance, in the micro-scenarios on the transport of persons, the local mobility of the weekend is not taken into account because the data do not exist. In the same line, long-distance mobility is not taken into account, for Greater Lyon has little impact on it.</li> <li>• In the micro-scenarios on the transports of goods, the transit of goods is not addressed. Indirect emissions are not taken into account.</li> <li>• Medium-term analysis (2020) on a territorial basis, but no new long-term paradigm proposed (2050). The path between 2020 and 2050 is not described. The Factor 4 objective is just displayed.</li> <li>• No work on adaptation to climate change.</li> <li>• Lack of cartography.</li> <li>• No variant of the selected scenario “Low-carbon Greater Lyon” according to the trends in the energy or carbon price.</li> </ul>

	<p>Qualitative link between the PCET and the SCoT (<i>Schéma de cohérence territoriale</i>), the territorial planning document: No operational translation of the objectives of the PCET in the DOG (<i>Document d'orientations générales</i>), but the objectives of the PCET and those of the SCoT are compatible. The DOG is the part of the SCoT that contains the policy prescriptions.</p> <p>The objectives of the PCET are compatible with those of the SRCAE (<i>Schéma régional du climat, de l'air et de l'énergie</i>), with the exception of the wood resource and its availability in the region: Too much wood resource would be used by the PCET. SRCAEs adapt to regions the European climate and energy objectives under the responsibility of the Prefect of the Region (representative of the State) and of the Regional Council.</p>
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## 6. Ludwigsburg 2050 (Germany)

SECTIONS	CONTENTS
<b>TITLE</b>	Integrated Climate Protection and Energy Strategy for Ludwigsburg <i>Integriertes Klimaschutz- und Energiekonzept für Ludwigsburg</i>
<b>MEMBER STATE</b>	Germany
<b>DATE</b>	2009-2010
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	<ul style="list-style-type: none"> <li>• City of Ludwigsburg</li> <li>• Local level of governance. The project is based on research made possible through funding provided by the State of Baden-Württemberg and the German Federal Ministry for Environment.</li> </ul>
<b>PUBLICATION'S REFERENCE AND TYPE</b>	<ul style="list-style-type: none"> <li>• <a href="#"><i>Integrated Climate Protection and Energy Strategy for Ludwigsburg. Summary of Key Findings.</i></a> IER Stuttgart (University of Stuttgart, Institute of Energy Economics and the Rational Use of Energy), DIALOGIK Stuttgart, City of Ludwigsburg, January 14, 2011, 27 pages.</li> <li>• <a href="#"><i>Dokumentation der Zukunftskonferenz Energie Ludwigsburg. Bürgerbeteiligung im Rahmen des Gesamtenergiekonzeptes Ludwigsburg.</i></a> Christina Benighaus, Annika Arnold, Ortwin Renn (DIALOGIK, Stuttgart), Ulrich Fahl (IER, Universität Stuttgart), July 9 and 10, 2010, 58 pages.</li> <li>• <a href="#"><i>Case Study. Energy Efficient City Ludwigsburg. Annex 51 - Energy Efficient Communities: Case Studies and Strategic Guidance for Urban Decision Makers.</i></a> International Energy Agency (IEA/Paris), April 2011, 72 pages.</li> </ul> <p>Ludwigsburg is a member of the Climate Alliance and has just joined the Covenant of Mayors.</p>
<b>KEY WORDS</b>	Climate, Energy, Scenario CATEGORIES: ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES
<b>GEOGRAPHIC PERIMETER</b>	<ul style="list-style-type: none"> <li>• Ludwigsburg: Large district city with 87,207 residents (2008). It contains 12 city districts.</li> <li>• 4333 hectares, 43,33 km<sup>2</sup>.</li> <li>• State: Baden-Württemberg; Ludwigsburg is included in Greater Stuttgart.</li> </ul>
<b>TIME HORIZON</b>	2020, 2030, 2040 and 2050
<b>CONTACT DETAILS AND INTERNET LINKS</b>	<p>Department for Sustainable Urban Development Europe and Energy (<i>Referat Nachhaltige Stadtentwicklung Europa und Energie</i>) Anja Wenninger Tel.: +49 (0)7141/ 910-2654 • Fax: +49 (0)7141/ 910 3099 • <a href="mailto:a.wenninger@ludwigsburg.de">a.wenninger@ludwigsburg.de</a> <a href="http://www.ludwigsburg.de/servlet/PB/menu/1262995_11/index.html">http://www.ludwigsburg.de/servlet/PB/menu/1262995_11/index.html</a></p>
<b>SUMMARY OF THE PROCESS</b>	<p>The theme “Energy” is a major part in the City Development Strategy (<i>Stadtentwicklungskonzept</i>) initiated since the beginning of 2004. In July 2009, the city of Ludwigsburg engaged the IER Stuttgart to develop an integrated climate protection and energy strategy for Ludwigsburg (<i>Integriertes Klimaschutz- und Energiekonzept</i>), which had to respond to the strategic goals for the thematic area of energy included in the City Development Strategy.</p> <p>The demarche is built in 6 steps and includes an expert panel made up of members from the administration, academia, public utilities, and energy relevant institutes, as well as the citizens:</p> <p>Step 1 (July 2009-February 2010) – Status Quo (compiling a list of existing activities with relevance with climate protection, establishing an energy and CO<sub>2</sub> balance for 2007, assessing questionnaires about energy use in one suburb and analysing the heating demand in another suburb on a city block level, installing an energy efficient network in another suburb, cooperating with a secondary school, undertaking a detailed</p>

	<p>analysis of the possible contribution of renewable energy)</p> <p>Step 2 (expert group during the whole process, round table and future conference in May/July 2010) – Expert and Public Participation</p> <p>Step 3 (March 2010-September 2010) – Measures (building on the discussions from the expert and public participation)</p> <p>Step 4 (September 2010-November 2010) – Integrated Scenario Analysis (estimation of the future development of energy demand and the energy related CO<sub>2</sub> emissions for Ludwigsburg)</p> <p>Step 5 (October 2010-December 2010; discussions in City council January 2011-March 2011) – Action Plan</p> <p>Step 6 (ongoing) – Continuation: Monitoring, Evaluation and Follow-up</p>
<b>OBJECTIVES OF THE STAKEHOLDERS</b>	<p>The objective of the Ludwigsburg city council is to implement the guiding principle for the thematic area “Energy”, which is one of the 11 thematic areas of the City Development Strategy. This principle is: “Energy management will be sustainable”, knowing that Ludwigsburg has committed itself to adhere to the 3X20 targets of the EU.</p>
<b>METHOD</b>	<p>Structured and participatory method: 1) diagnosis, 2) participation of experts and citizens to develop the measures to be taken, 3) finalisation of the measures by IER Stuttgart in the form of a catalogue divided into five areas, 4) assessment of the measures 5) scenarios 6) recommended action.</p> <p>The method for the foresight phase is a scenario method. The impact of the measures considered on energy related CO<sub>2</sub> emissions and energy consumption is assessed in a “scenario with measures” and in a “scenario with electromobility” and compared to a “business as usual scenario” up to 2050.</p> <p>The work progress and, in particular, the development and assessment of the measures and steps towards implementation of climate protection, sustainable energy use, security of supply, and regional value added in Ludwigsburg were developed as a discursive process together with experts from the city (administration, utilities, expert panel) and the community. Transparency and acceptance for decisions made in Ludwigsburg provide the community to have a stronger identification with and responsibility for the Overall Energy Strategy and its implementation.</p> <p>The catalogue of measures brought into final format by IER Stuttgart is divided into five areas: 1) Overarching measures, 2) Heating, 3) Electricity, 4) Mobility and 5) Renewable energy generation. Each measure is assigned to the strategic objectives from the City Development Strategy for Ludwigsburg. When it is possible, the cost of the measure is assessed in Euro: Average annual cost or start-up funding per year or once off start-up financing. This process leads to a ranking of priorities of 32 measures.</p> <p>Then, the 32 measures are classified in order to yield the role the City has to play, such as 1) responsibility for own implementation, 2) initiating and conceptualisation and 3) implementation support, and the required costs to the City and the citizens, as well as the CO<sub>2</sub> reduction potential. The measures are differentiated into “Investment measures for technical implementation” and “Implementation support”. And they are assessed according to the “efficiency of start-up costs” (avoidance costs from the perspective of local government measured in €/tCO<sub>2</sub>), to the “CO<sub>2</sub> saving potential” (in % of the overall CO<sub>2</sub> potential of the demand), and to their contribution to value added (creation/maintenance of jobs, establishment of new firms, increased innovation and technology advancement). Furthermore, the measures are classified by the stakeholders involved and by the strategic objectives of the City Development Strategy.</p> <p>For the assessment of the development of energy demand and the related CO<sub>2</sub> emissions for Ludwigsburg in 2020, 2030, 2040 and 2050, the analysis is carried out through integrated scenarios: One reference scenario (business as usual without the new measures envisaged) and two alternative scenarios (one with the implementation of 26 of the new measures envisaged, and the other with the implementation of the 26 new measures, plus the full use of the potential of generating electricity from solar and wind</p>

	<p>energy and the use of the additional electricity in transport). The reference scenario is based on results from an energy prognosis project that IER Stuttgart carried out for the German Federal Ministry of Economics in 2009. The reference scenario includes measures on EU level such as emission trading and the Biofuels Directive, on national level and on State level. It means a 30% CO<sub>2</sub> emissions reduction until 2030 — far below the target of 50% set by the Climate Alliance.</p> <p>This process has shown that the Climate Alliance’s target of 50% of CO<sub>2</sub> emission reduction until 2030 cannot be achieved through national regulation in the building and renewable energy sector only (reference scenario). The City has to take additional measures to reach the goal.</p> <p>Thus, the goal for Ludwigsburg is the third scenario “scenario with electromobility”.</p>
<b>TOPICS ADDRESSED</b>	<p>In the scenarios, energy demand (in Mio. kWh/a) and energy related CO<sub>2</sub> emissions (in kt CO<sub>2</sub>/a and CO<sub>2</sub> per capita t/a) are assessed in 2020, 2030, 2040 and 2050 according to the energy carrier: Fuel oil, liquid fuels, natural gas, electricity, district heat.</p> <p>The topics addressed are: Heating, electricity, mobility and renewable energy.</p> <p>CATEGORIES: ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES</p>
<b>MAIN RECOMMENDATIONS</b>	<p>Building on the above-described process, a climate protection programme was presented for Ludwigsburg with a recommendation for short- and medium-term actions through which a significant share of the calculated CO<sub>2</sub> reductions could be achieved. The recommendations are divided into two categories: 1) investment measures for technical implementation and 2) implementation support measures.</p> <p>The 25 measures of the programme should enable Ludwigsburg to halve the per capita emissions by 2030 in relation to 1990 and to limit the per capita emissions in the long term to a level of 2 t CO<sub>2</sub> per capita and year. Aside for the commitment of financial resources, which will amortise over time, the deciding factors will be the dedication of the stakeholders in the city community as well as ensuring that the city administration has the means to further drive the process. The corresponding environment needs to be established.</p> <p>The 25 measures should enable Ludwigsburg to meet the targets of the third scenario “scenario with electromobility”, but the City council has not adopted a resolution in favour of this scenario because they do not want to make a commitment to such a time horizon (2050).</p>
<b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b>	<p>On the basis of an integrated City Development Strategy (<i>Stadtentwicklungskonzept</i>, SEK), the city of Ludwigsburg worked out an integrated Climate Protection and Energy Strategy (<i>Gesamtenergiekonzept</i>, GEK). A Masterplan Energy, which is the implementation plan of this Strategy (and more), integrates the 25 measures recommended in the Energy Strategy.</p> <p>There is a report every year mentioning what happened and what is planned next, to follow up the Energy Strategy in the City council. The Masterplan Energy is updated every 6 months too.</p>
<b>CONNECTION WITH EU POLICIES AND STRATEGIES</b>	<p>Ludwigsburg has just joined the Covenant of Mayors to support the process of the 3X20 targets, to be able to participate in other EU projects, and to get EU funding. But its goals are more ambitious than those of the European Climate and energy package and the energy Roadmap 2050.</p>
<b>IMPACT OF THE CRISIS</b>	<p>When the measures were listed by order of priority, the contribution of the individual measures towards making efficient use of start-up costs was weighted more strongly than both the other criteria (CO<sub>2</sub> saving potential and contribution to value added) to take into consideration that local government is currently working under budget constraints.</p> <p>But as Ludwigsburg still has a good finance position there were no impacts preventing from doing what was planned. On the other hand, the crisis was a reason for the City to implement the Energy Strategy to have a sustainable, secure and payable energy supply for the future.</p>

<p><b>ASSESSMENT (STRENGTHS AND LIMITS)</b></p>	<p>This territorial foresight exercise is not labelled as territorial foresight. Nevertheless, it is a climate-energy foresight carried out within a territory with a participatory, long-term and action orientation, just like the “Vision to 2020: For a low-carbon Greater Lyon” foresight.</p> <p>This type of participatory and forward-looking process leading to an Energy Strategy is an exception in Germany, but more and more municipalities go this way.</p> <p>The strengths were the IER Stuttgart, the participation of stakeholders, citizens and experts during the process.</p> <p>The Overall Energy Strategy gives priority to a holistic, citywide perspective.</p> <p>Thanks to the incorporation of the subject “climate protection and energy” into the City Development Strategy and into the administrative structure, it has become a vital part of the political discussion and is cross-linked to other themes (for example, mobility, economy).</p> <p>Collecting data was not that easy but the IER Stuttgart is very experienced and has several possibilities.</p>
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## 7. West of the Alpes-Maritimes 2030 (France)

SECTIONS	CONTENTS
<b>TITLE</b>	Forward-looking approach. Structural stakes for the territorial consistency plan <i>Approche prospective. Enjeux structurants pour le SCoT (Schéma de cohérence territoriale)</i>
<b>MEMBER STATE</b>	France
<b>DATE</b>	2009-2012 (foresight phase)
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	<ul style="list-style-type: none"> <li>• A grouping of municipalities created to draw up the West of the Alpes-Maritimes territorial consistency plan (<i>Syndicat mixte du SCoT'Ouest</i>)</li> <li>• Local level of governance. This SCoT demarche was selected by the French Ministry of Sustainable Development and benefited from its methodological and financial support as a "SCoT – Grenelle". According to the Grenelle 1 law (Grenelle 1, 2009) and the Grenelle 2 law (Grenelle 2, 2010), SCoTs must develop the sustainable approach in the territorial planning documents. This territory was selected because it presents a great variety of areas: Coastline, mountain areas, urban, peri-urban and rural environments.</li> </ul>
<b>PUBLICATION'S REFERENCE AND TYPE</b>	<ul style="list-style-type: none"> <li>• <i>Propositions pour un diagnostic stratégique du territoire</i>. La Ville Demain, Alfred Peter Paysagiste, Roland Ribí &amp; Associés, Celsius Environnement, Biotope, SCoT'Ouest Alpes maritimes, 2 June 2010, 46 pages.</li> <li>• <i>Approche prospective. Enjeux structurants pour le SCoT</i>. La Ville Demain, Alfred Peter Paysagiste, Roland Ribí &amp; Associés, Celsius Environnement, Biotope, SCoT'Ouest Alpes maritimes, 8 June 2010, 22 pages.</li> <li>• <i>Un territoire contrasté. Des enjeux territorialisés</i>. La Ville Demain, Alfred Peter Paysagiste, Roland Ribí &amp; Associés, Celsius Environnement, Biotope, SCoT'Ouest Alpes maritimes, 6 May 2010, 10 pages.</li> <li>• <i>Projet d'aménagement et de développement durable. Première version annexée à la délibération du 24 juin 2011</i>. La Ville Demain, Alfred Peter Paysagiste, Roland Ribí &amp; Associés, Celsius Environnement, Biotope, SCoT'Ouest Alpes maritimes, 5 July 2011, 42 pages.</li> <li>• <i>Projet d'aménagement et de développement durable. Annexe : prévisions et besoins, les justifications des choix du PADD</i>. La Ville Demain, Alfred Peter Paysagiste, Roland Ribí &amp; Associés, Celsius Environnement, Biotope, SCoT'Ouest Alpes maritimes, 14 June 2011, 12 pages.</li> </ul> <p>These documents can be downloaded at:  <a href="http://scotouest.com/i-la-concertation-publique">http://scotouest.com/i-la-concertation-publique</a></p>
<b>KEY WORDS</b>	Land planning, Scenario, Demography, Economy, Climate, Energy, Mobility CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES
<b>GEOGRAPHIC PERIMETER</b>	<ul style="list-style-type: none"> <li>• West of the Alpes-Maritimes: 29 municipalities including Grasse and Cannes.</li> <li>• 60,000 hectares, 250,000 inhabitants.</li> <li>• Department: Alpes-Maritimes; region: Provence-Alpes-Côte d'Azur (PACA).</li> </ul>
<b>TIME HORIZON</b>	2030
<b>CONTACT DETAILS AND INTERNET LINKS</b>	Ms Catherine Huyet Jouve - Directrice générale des services Syndicat mixte du SCoT de l'ouest des Alpes maritimes - 57, avenue Pierre Sémard BP 91015 - 06131 Grasse cedex – France • Tel: +33 (0)4 97 05 22 00 • <a href="mailto:catherine.jouve@poleazurprovence.com">catherine.jouve@poleazurprovence.com</a> <a href="http://scotouest.com/">http://scotouest.com/</a>
<b>SUMMARY OF THE PROCESS</b>	The process leading to the adoption of the SCoT started in 2009. It takes place in 5 steps:

	<p>Step 1 – Strategic diagnosis validated in July 2010</p> <p>Public consultation up to Autumn 2010</p> <p>Step 2 – PADD (<i>Projet d'aménagement et de développement durable</i>): Vision and strategy for the territory</p> <p>Public consultation</p> <p>Step 3 – DOO (<i>Document d'orientations et d'objectifs</i>): Binding target figures for municipalities, first version of the DOO foreseen in the end of June 2012. The PADD is revised when necessary.</p> <p>Public consultation</p> <p>Step 4 – Final version of the SCoT, land planning document, by the <i>Syndicat mixte du SCoT'Ouest</i>, up to the end of 2012</p> <p>Public enquiry</p> <p>Step 5 – Adoption of the SCoT by the <i>Syndicat mixte du SCoT'Ouest</i>, in Autumn 2013</p> <p>In March 2012, the public consultation on the PADD is ending. The preparation phase (from step 1 to step 4) must last between 2 to 3 years. The second phase (from step 4 to step 5) must last between 12 to 15 months.</p>
<p><b>OBJECTIVES OF THE STAKEHOLDERS</b></p>	<p>The objective of the <i>Syndicat mixte du SCoT'Ouest</i> is to adopt a SCoT for its territory. A SCoT is a land planning document composed of a PADD and a DOO. The PADD lays down the guidelines for social and economic development, the environment and urbanism with a time horizon of 20 years. It is the main document of the SCoT, as it constitutes the political project, the vision and the strategy for the territory. The DOO sets out the rules and quantitative objectives, which must be respected by the municipalities.</p>
<p><b>METHOD</b></p>	<p>This SCoT is an experimental project taking into account the objectives of the Grenelle 1 and 2 laws. Compared to a classic SCoT, greater emphasis is placed on energy, on how to reduce greenhouse gas emissions and on how to protect from climate change. Lifestyle changes are considered.</p> <p>The foresight exercise, which takes place during the first and second step of the process, is participatory and aims to build a common vision of the future of the territory.</p> <p>The strategic diagnosis describing the strengths and the weaknesses of the territory, and the PADD presenting the vision to 2030 are based on:</p> <ol style="list-style-type: none"> <li>1) A literature review and analysis; interviews; field observations.</li> <li>2) Six foresight seminars. They were organised so that local decision-makers have the same level of knowledge on the context. They dealt with: <ul style="list-style-type: none"> <li>• The stake of the SCoT</li> <li>• The concepts of land planning and the change in lifestyles</li> <li>• The perception of the territory by people and by elected representatives</li> <li>• Global warming and local prospects</li> <li>• Big Challenges: Local threats and opportunities</li> <li>• The impact of the transition in the world economy on local development</li> </ul> </li> </ol> <p>From the content of the seminar, a “business as usual scenario” was built and provided an introduction to priority issues.</p> <ol style="list-style-type: none"> <li>3) Four workshops (November 2010 and January 2011) on specific areas of the territory were organised with the elected representatives, the local authority technicians and some people associated to the process. The diagnosis was discussed. The base of a common vision emerged through the identification of points of convergence.</li> </ol> <p>Several consultancy companies support the process as the permanent team of the <i>Syndicat mixte du SCoT'Ouest</i> counts only 3 persons. There is a consortium of companies led by La Ville Demain, plus a communications agency and a legal adviser.</p>
<p><b>TOPICS ADDRESSED</b></p>	<p>The main challenges for the territory are the openness on the world and attractiveness. How to cope with the consequences of attractiveness?</p>

	<p>Like all the French Riviera, this territory attracts a continuous and important number of tourists, residents, enterprises and workers. This demographic dynamics is mainly due to immigration (2,900 newcomers per year at present) and to an exceptional proportion of second homes (25% of housing). But all the territory does not benefit from the dynamics.</p> <p>The Cannes Basin on the coastline is a densely populated area. It concentrates job places and tourism activity.</p> <p>The area in the middle of the territory (<i>Moyen Pays</i>), traditional space with hills and perched villages, has developed since 20 years a residential function and chosen a scattered urbanisation. It is also the industrial centre with the fragrance and flavour industry, and the area where the population is the youngest.</p> <p>The area in the North (<i>Haut Pays</i>) has experienced rural depopulation, and an economic and social decline compared to the two other areas of the territory.</p> <p>Administrations, enterprises and services are submitted to great constraints:</p> <ul style="list-style-type: none"> <li>• The lack of access to affordable housing is hampering the recruitment of staff.</li> <li>• The lack of land and its high price act as a break on new activities and on their extension.</li> <li>• Traffic congestion is the source of large costs in terms of delays and higher fuel consumption.</li> </ul> <p>The topics addressed are:</p> <ul style="list-style-type: none"> <li>• Economic development, job creation and demographic prospects.</li> <li>• Demographic prospects.</li> <li>• Housing needs.</li> <li>• Land resources. If the trend of the land consumption goes on, there will be only 500 hectares available out of 60,000 hectares by 15 years, outside protected areas.</li> <li>• Mobility of persons and goods. Need to develop the transport network, in particular need to improve the road network and the public transport (unification of bus networks).</li> <li>• Energy management and reduction of greenhouse gas emissions. The area is hit by severe and grouped storms. It is dependent on other territories for the electricity supply.</li> <li>• Waste management. Most waste processing takes place in another department, the Bouches-du-Rhône. In consequence, large quantities of waste must be transported and the cost increases as the cost of fuel rises.</li> </ul> <p>CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES</p>
<p><b>MAIN RECOMMENDATIONS</b></p>	<p>The main recommendations are:</p> <ol style="list-style-type: none"> <li>1) To support the openness of the territory on the world.</li> </ol> <ul style="list-style-type: none"> <li>• To sustain economic dynamism through innovation in the poles of expertise of the territory such as the fragrance and flavour industry, the image and digital industry, the civil aerospace and boating industry, through the support to higher education and research on local thematic areas, through a renewal of the tourism activity (business tourism, cultural tourism, eco-tourism...), through the development of agriculture in link with the fragrance industry and tourism, through the adaptation of the land policy in favour of businesses. There is a consensus on agriculture and debates on the choice of the areas for commercial development.</li> <li>• To provide affordable housing to new workers by anticipating the arrival of 50,000 inhabitants by 2027, and by building 25,000 principal residences mainly in the <i>Moyen Pays</i>, which will welcome most of the newcomers. However, social and intermediate housing will be built in the Cannes Basin too, where in addition numerous secondary residences are transformed into main residences.</li> </ul>

	<p>2) To manage a scarce and limited space. The objective is to contain urbanisation within its current limits by increasing the density in already built-up areas and by strengthening the urban structure (clear separation of the towns and of the land).</p> <p>3) To articulate compact towns and the territory through public transport. The aim is to develop work locations in all the area to avoid commuting. There is a debate on the location of the stations for the new TGV railway line that will better connect Paris and the PACA region, Marseille and the West of the Alpes-Maritime, and Italy and France.</p> <p>4) To develop anticipation of and resilience to risks and climate change (exploitation of the potential of renewable energies in particular solar energy).</p> <p>5) To develop economic, social and territorial solidarities, for instance by providing homes adapted to inhabitants' incomes, in particular to those with low incomes.</p>
<b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b>	The translation of the vision of the PADD into localised quantitative objectives will be presented in the DOO in the end of June 2012.
<b>CONNECTION WITH EU POLICIES AND STRATEGIES</b>	<p>Local authorities mobilise European sources of funding, in particular:</p> <ul style="list-style-type: none"> <li>• the ESF for employment and social inclusion</li> <li>• the ERDF, since 2007 and the zoning is cancelled, for universities, business incubators, transport network</li> </ul> <p>But in the demarche, for most topics, European policies and strategies are not mentioned. Nevertheless, a lot of the issues dealt with are in line with the 2020 Strategy (through national laws). The five themes of the 2020 Strategy are dealt with in the process: Employment, innovation, education, social inclusion and climate/energy. For the climate and energy theme, the reference to the European Union's and France's political commitments is explicit and the will to participate is displayed. But, considering the forecasts, it will be difficult to meet the goals. The increase in mobility and of the related greenhouse gas emissions is higher than the national average. The trend increase in electricity consumption is of +13% between 2010 and 2020, and of +26% between 2010 and 2030.</p>
<b>IMPACT OF THE CRISIS</b>	<p>Municipalities are not heavily indebted but some have undertaken bad loans. The problem for local authorities is that they cannot borrow money because the banks are no longer lending money. In addition, the funds allocated by the State diminish. At the same time, social measures are more and more expensive for the local authorities as, for instance, the demand for social housing increases.</p> <p>Luxury tourism and business tourism have been impacted by the economic crisis, while the boating industry and the fragrance and flavour industry were less affected.</p>
<b>ASSESSMENT (STRENGTHS AND LIMITS)</b>	<p>Important work on the creation of a shared vision before making decisions.</p> <p>Link made between global challenges and their local impact. The systemic approach of the foresight exercise is based not only on INSEE (national statistics office) forecasts, but also on local data and studies (from the Urban Planning Agency of Nice for housing, the Chamber of Commerce...), which allows cross-analyses.</p> <p>Process based on the points of convergence between people.</p> <p>The <i>Syndicat mixte du SCoT'Ouest</i> is composed of 2 representatives by municipality, whatever the number of inhabitants. The municipalities will have 3 years to comply with the SCoT, but, already, they take into account in their planning documents, such as the PLU (<i>Plan local d'urbanisme</i>), the Local Town Planning, the recommendations of the SCoT. Indeed, the same persons draws up the SCoT and the planning documents at municipal level.</p>

## 8. Territoires Wallons 2040 (Belgium)

SECTIONS	CONTENTS
<b>TITLE</b>	<b>Walloon Region : Territoires wallons: horizons 2040</b>
<b>MEMBER STATE</b>	Belgium
<b>DATE</b>	2011-2012 (foresight phase)
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	REGIONAL • Walloon Minister in charge of Spatial Planning, Environment and Mobility Greater
<b>PUBLICATION'S REFERENCE AND TYPE</b>	<ul style="list-style-type: none"> <li>• <a href="#">Quels scénarios pour l'Aménagement du territoire en Wallonie à l'horizon 2040 ?</a>, Institut Destrée, 48 pages</li> <li>• <a href="#">Diagnostic territorial de la Wallonie</a>, CPDT, 287 pages</li> </ul> <p>These two documents are the first building blocks of the upcoming Walloon Regional Development and Spatial Framework (Schéma de Développement de l'Espace regional). The first version of this document dates back to 1999 and must be actualized by 2013 at the latest.</p> <p>The territorial diagnosis has been compiled by three university research centers from Liege (Liege University), Brussels (Free University of Brussels), and Louvain-la-Neuve (UCL). It consists of an in-depth analysis of three types of elements:</p> <ul style="list-style-type: none"> <li>- 6 global challenges</li> <li>- 14 thematic fields</li> <li>- 4 spatial issues.</li> </ul> <p>The scenarios were prepared by the Destree Institute, capitalizing on the elements presented by the diagnosis and proposing five contrasted global scenario for the Walloon territory in 2040.</p>
<b>KEY WORDS</b>	Urban Development, Land Planning, Scenario, Demography, Economy, Social Cohesion, Climate, Energy, Mobility CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES; GOVERNANCE; FORESIGHT AND METHODS
<b>GEOGRAPHIC PERIMETER</b>	<ul style="list-style-type: none"> <li>• Walloon Region: this region is made of five provinces and 262 municipalities. 3.498.384 inhabitants lived in Wallonia in 2010</li> <li>• 16.844 km<sup>2</sup>.</li> <li>• Wallonia is one of the three main Belgian regions and host to the "German speaking Community".</li> </ul>
<b>TIME HORIZON</b>	2020 and 2040
<b>CONTACT DETAILS AND INTERNET LINKS</b>	<p>Mr David Morelle Cellule Aménagement du territoire Cabinet de Philippe Henry Ministre de l'Environnement, de l'Aménagement du territoire et de la Mobilité Rue des Brigades d'Irlande, 4 - B-5100 Jambes Belgium Tél. : +32 81 323 511 - Fax : +32 81 323 475 <a href="http://www.sder.wallonie.be">www.sder.wallonie.be</a> (<i>old version</i>) <a href="http://www.lesateliersduterritoire.be">www.lesateliersduterritoire.be</a> (participatory process)</p>
<b>SUMMARY OF THE PROCESS</b>	The actualization of the SDER is a three year process in several stages. In this review, the first two stages are analyzed

	<p><b>First step: territorial diagnosis</b></p> <p>This territorial diagnosis is made up of three main sections. The first one tackles six predefined major challenges seen as instrumental for the future of the Region by the Government: demography, climate change, energy, competitiveness, social cohesion and mobility. This chapter shows, in a projective manner, how the territory will be affected by these challenges. The second one aims at estimating the spatial needs of general policy areas which are important in terms of land use: industrial development, freight and logistics, commerce, waste management, water management, agriculture, forestry, etc. In the third part, the link is made between the integration of the territorial needs evidenced by the second section and the Walloon territory. Three specific spatial dimensions are being covered: urban hierarchy, rural-urban relations, spatial structure. In addition, the role of Wallonia in Europe and the relations with its neighbours are also covered.</p> <p><b>Second step: Scenarios for Walloon territory</b></p> <p>Based on this diagnosis, by means of a series of foresight workshops, a group of academics, together with civil servants and external experts know for their “thinking out of the box” talents have followed an adapted “French-like” scenario-building methodology to build up micro and macro-scenarios. Eventually, a cartoonist has offered his skills to sketch some possible image of the Walloon territory by 2040 (see image below).</p> <p><b>Forthcoming steps</b></p> <ul style="list-style-type: none"> <li>- validation of the territorial challenges by the Walloon Government (Spring 2012);</li> <li>- adoption of a vision (general objectives) and of a spatial structure (Summer 2012);</li> <li>- establishment of spatial planning directives and major territorial projects (Autumn – Winter 2012)</li> <li>- Consultative processes and evaluation procedures (a.o. environmental impact assessment, 2013)</li> <li>- Adoption of the new ‘SDER’, Spring 2013.</li> </ul> <p>This calendar is very tight and might suffer some delay.</p>
<p><b>OBJECTIVES OF THE STAKEHOLDERS</b></p>	<p>The objective of the Walloon Government is to have a new leading and up to date spatial planning overall guiding document. This document does not bear compulsory elements but must be referred to by regional and local authorities when they adopt decisions, at their level; in line with urban planning (such a construction permits). The objective is also to make sure that the overall spatial planning orientations and associated operational instruments take into better account new major challenges such as energy consumption or climate change. A strong demographic increase is also expected in Belgium and therefore also in Wallonia in the forthcoming decades. A crucial question raised by the politics is thus: “where will they live (and work), what will they build, and how? how will they move?”. Trends in this field show a worrying consumption of land resources, to the detriment of agricultural and natural resources, as well as an increase of CO<sub>2</sub> emissions due to traffic pressures.</p>
<p><b>METHOD</b></p>	<p>In order to build up the global scenarios, four steps were followed:</p> <ul style="list-style-type: none"> <li>- identification of the main trends in the territorial diagnosis and selection of the driving variables;</li> <li>- the list of 70 variables has then been divided into 4 subgroups (subsystems) according to the following keywords: economy, mobility, environment, residential. Some variables were included in more than one subsystem;</li> <li>- identification, for each variable of the “business as usual” scenario and of three to four other scenario according to pre-defined possible evolutions: cohesive scenario, competitive scenario, green scenario, <i>degrowth</i> scenario. For each subsystem, 4 to 5 micro-scenarios were written;</li> <li>- establishment of five global scenarios based on the hypotheses provided by the micro-scenarios, but giving up the pre-defined expected evolutions in order to generate creativity and free thinking.</li> </ul>

<p><b>TOPICS ADDRESSED</b></p>	<p>Besides the thematic areas covered by the territorial diagnosis, the five global scenarios were proposed:</p> <ul style="list-style-type: none"> <li>- the first one evidenced the importance of the metropolitan dynamics in the regions surrounding Wallonia (Lille-Metropolis, Luxembourg, Brussels, Aachen-Maastricht) and the possible impacts on its territorial organisation;</li> <li>- the second one outlined the importance of communication axes between major Walloon cities (Brussels-Namur-Luxembourg, Brussels Lille, Mons-Charleroi-Liege) and emphasized both the mobility and the economic dimension;</li> <li>- the third one put forward the hypothesis of building new towns to welcome the forthcoming demographic increase, but also to reinvent the way cities are thought in terms of spatial organisation, mobility, public space, energy consumption, social cohesion;</li> <li>- the fourth one focused on the quality of life in urban context (“qualité de ville”), putting forward concepts such as urban regeneration, rebuilding the city on the city and stopping urban sprawl;</li> <li>- finally, the last one, probably, the most negative, explored the hypothesis of a ‘laisser-faire’ in the field of spatial planning, base on the pre-eminence of individual interests and leading to a nightmarish completely urbanized Wallonia.</li> </ul> <p><b>CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES; GOVERNANCE; FORESIGHT AND METHODS</b></p>
<p><b>MAIN RECOMMENDATIONS</b></p>	<p>The proposed scenarios are, at this stage, exploratory. The normative scenario is to be built up on the basis of the diagnosis and the five global scenarios. The main recommendation was therefore that no scenario was to be rejected or retained at this stage of the work: some are less likeable others, but all of them are plausible and must therefore be taken into account for selecting the issues to be retained for the next phase.</p> <p>If one had to deduce recommendations from the work to date, they would be the following:</p> <ol style="list-style-type: none"> <li>1. a political choice has to be as to where Wallonia will install the forthcoming 600.000 additional inhabitants (and related economic activities) by 2060, a preferably adopt urban policy measures in order to do so;</li> <li>2. mobility should also be addressed by land planning responses. There is an overall necessity to reduce distances and to encourage people to move less or better, by using public transportation, for instance</li> <li>3. urban sprawl should be stopped at by reinvesting in urban centers and small towns and ensure social and functional diversity..</li> </ol>
<p><b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b></p>	<p>The action plan and the spatial structure of the new SDER are yet to be designed, as well as the governance mechanisms. It is the will of the Minister in charge of the project to reinforce the ‘regulatory’ nature of the SDER, still an indicative instruments, by establishing “planning directives”, in a European understanding: the Regions sets the goals, the local authorities ensure their achievement.</p> <p>As far as the scenarios are concerned, they have been designed for learning and participatory purposes, in order to illustrate, with simple words and drawings, what the territory would look like by 2040.</p>
<p><b>CONNECTION WITH EU POLICIES AND STRATEGIES</b></p>	<p>This exercise is in direct link with the European Territorial Agenda (Leipzig Process) but is also fed by other European strong messages such as the Climate-Energy package. From this Territorial Agenda, the new SDER as borrowed concept such as sustainable urban development, energy efficiency, the principle of redensification of urban centres. Yet, these concepts are in competition with others, a.o. expressed from rural actors who challenge the political intention to focus the attention and efforts on urban territories.</p> <p>It is worth reminding that the initial SDER was designed as a “regional avatar” of the European Spatial Development Perspective Adopted in Potsdam in May 1999, and that</p>

	<p>the Walloon authorities were then an active player of the launching of the ESDP.</p> <p>One can say, however, and if we compare the SDER of 1999 and the SDER of 2012-13, that the European Territorial Agenda is less of a guide for the work to be done, than the goals sets by the EU in the Europe 2020 package. For instance, in the short list of challenges retained for organizing the discussion, Climate change on the one hand, energy on the other, and one could also add “mobility” have been selected as truly important. The Minister in charge of this policy is a member of the Belgian Green Party and is especially keen to see the energetical objectives of the EU fulfilled. This is less so, for the time being, with the Europe 2020 Strategy whose “sustainable” growth side is, for the time being, best covered.</p>
<p><b>IMPACT OF THE CRISIS</b></p>	<p>The financial crisis has, somehow, played a role in the scenario process insofar as it was retained as one possible micro-scenario with two variations: imposed recession due to the financial crisis on the one hand, chosen economic decrease as a political choice. These options gave the participants the opportunity to project impact on spatial needs, with the noticeable effect that such scenarios could be “space-friendly”: they do have a potential to stop urbanization and ensure a better availability of land as a resource. These elements are however not tangible in the final stories, which are all based on an unchanged economic model.</p>
<p><b>ASSESSMENT (STRENGTHS AND LIMITS)</b></p>	<p>The exercise is not completed yet and has been led in a very short period of time. Yet, the outputs are valuable in the sense that they provided, alongside a technical and long diagnosis, a very practical tool to debate about possible spatial evolutions of Wallonia and, together with the drawings, make some consequences of these evolutions very tangible.</p>

## 9. Leeds City Region 2022 (UK)

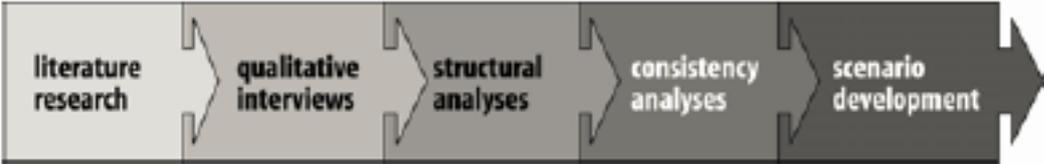
SECTIONS	CONTENTS
<b>TITLE</b>	<b>Leeds city Region: the Economics of Low Carbon Development – a Mini-Stern<sup>5</sup></b> (local Stern analyses have been carried out for the cities of Barnsley, Bradford, Calderdale; Craven, Harrogate, Kirklees, Leeds, Selby, Wakefield and York)
<b>MEMBER STATE</b>	United Kingdom
<b>DATE</b>	2011
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	REGIONAL. Yorkshire’s Centre for Low Carbon Studies in partnership with the Leeds City Council. The Centre for Low Carbon Futures is a collaborative University organisation established in 2009, focusing on sustainability for competitive advantage. Research themes concern Smart Infrastructure, Energy Systems and the Circular Economy. A specific 2011/12 research agenda focuses on energy efficiency and stimulating major scale investments at City scale; developing new thinking and creating communities of interest in UK and China on energy storage systems, and the demonstration of carbon capture and carbon utilisation systems.
<b>PUBLICATION’S REFERENCE AND TYPE</b>	Full report available on demand at <a href="http://www.lowcarbonfutures.org">http://www.lowcarbonfutures.org</a> Synthesis report: <a href="http://www.leedscityregion.gov.uk/uploadedFiles/2639_LA_LCC_Leeds.pdf">http://www.leedscityregion.gov.uk/uploadedFiles/2639_LA_LCC_Leeds.pdf</a>
<b>KEY WORDS</b>	Climate Change, Energy, Carbon, consumption, CO2 emissions, Economy, Transport CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES
<b>GEOGRAPHIC PERIMETER</b>	Leeds City Region, which incorporates the whole of West Yorkshire, including York, Barnsley, Harrogate and Craven
<b>TIME HORIZON</b>	2022
<b>CONTACT DETAILS AND INTERNET LINKS</b>	Prof Andy Gouldson School of Earth and Environment, University of Leeds, Leeds, LS2 9JT, UK.email: a.gouldson@see.leeds.ac.uk Tel: +44 (0)113 343 6417  Jon Price, Director Centre for Low Carbon Futuresemail: <a href="mailto:jon.price@lowcarbonfutures.org">jon.price@lowcarbonfutures.org</a>
<b>SUMMARY OF THE PROCESS</b>	The report reviews the cost and carbon effectiveness of a wide range of the low carbon options that could be applied at the local level in households, industry, commerce and transport. It then explores the scope for their deployment, the associated investment needs, financial returns and carbon savings, and the implications for the economy and employment.
<b>OBJECTIVES OF THE STAKEHOLDERS</b>	The challenge embraced by the study had been to find the most effective and efficient way to de-carbonise the Leeds City Region. This is a region with a population of 3 million people, an economy worth £52bn a year and energy bill of £5.4bn a year. And that energy bill is forecast to grow to £7.24bn by 2022.
<b>METHOD</b>	The approach is based on a robust model for assessing the costs and benefits of different levels of decarbonisation at the regional and local scales. It relies on UK’s Committee on Climate Change Data on the potential energy, cost and carbon savings from thousands of low carbon measures. The approach is presented as taking account possible changes in the economy and the wider energy infrastructure. However it focuses

<sup>5</sup> The **Stern Review on the Economics of Climate Change** is a 700-page report released for the British government on 30 October 2006 by economist Nicholas Stern, chair of the Grantham Research Institute on Climate Change and the Environment at the London School of Economics and also chair of the Centre for Climate Change Economics and Policy (CCCEP) at Leeds University and LSE. The report discusses the effect of global warming on the world economy. Although not the first economic report on climate change, it is significant as the largest and most widely known and discussed report of its kind.

	<p>primarily on the potential for the wider deployment of energy efficiency measures and small-scale renewables. It is consequently a one-headed kind of “success scenario” assessed for its the potential for deployment and the rates at which it could be deployed.</p> <p>The approach uses realistic projections of the energy, cost and carbon savings emerging from several measures such as adapted interest rates and energy prices to propose realistic but proactive scenarios for the rate at which different technological and behavioural options could be adopted.</p> <p>Projected savings are then reduced to take into account implementation gaps. The scope for the adoption of different measures is adjusted to take into account hard to reach households and businesses. The analysis is based on up-to-date and detailed information available, but it does need to be cross-checked against conditions on the ground at a local level.</p>
<b>TOPICS ADDRESSED</b>	<p>Energy consumption in the domestic sector, the commercial sector, the Industrial sector and the transport sector  <b>CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES</b></p>
<b>MAIN RECOMMENDATIONS</b>	<p>From a climate and carbon perspective, the analysis in this report suggests that the Leeds City Region has to exploit all of the cost effective measures and all of the cost neutral measures identified if it is to reduce its carbon emissions by 40% by 2022. Decarbonising on this scale and at this rate should be possible.</p> <p>The technological and behavioural options are presented as readily available, the energy and financial savings associated with these and the investment criteria are commercially realistic, whereas the deployment rates have been judged by the independent Committee for Climate Change to be challenging but still realistic.</p> <p>However, the transition, says the report, depends on political and social capital as well as financial capital. The levels of ambition, investment and activity needed to exploit the available potential are significant.  Enormous levels of investment are required, along with major new initiatives with widespread and sustained influence in the domestic, commercial and industrial sectors.</p>
<b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b>	<p>To be monitored. The process has just been publicized. On the 2nd of March, 2012, the Leeds Climate Change Partnership - a group of local organizations and businesses working together to ensure that Leeds adapts to unavoidable effects of climate change, and reduces carbon emissions that cause climate change – has held a meeting during which it was announced that the Leeds City Region mini Stern would be incorporated in a new chapter in the Climate Change Strategy dealing with financing the low carbon economy. The updated Strategy to be brought back to the Partnership at its meeting in July. The Leeds City Council is part of this process.</p>
<b>CONNECTION WITH EU POLICIES AND STRATEGIES</b>	<p>No explicit link is made in the study report with European Union (the word ‘Europe’ does not appear once in the documents). Yet, the link with the European objectives and the Climate package is obvious. The market failure aspect of the whole demarche must be underlined here and is a possible response to the European goals expressed by Europe 2020, especially because net benefits are expected from the model which is applied. For instance, the reports explains that, to stimulate the supply of the very significant levels of investment that are needed, Leeds needs to think about innovative financing mechanisms, based on new forms of cost recovery and benefit sharing and new ways of managing risk. In this sense, the exercise goes further than EU 2020 which has somehow clustered measures according to the inclusive, smart and sustainable keywords. It links smart and sustainable together. The inclusive aspects of the Europe 2020 objectives are however not covered.</p>
<b>IMPACT OF THE CRISIS</b>	<p>There is a limited relationship between the economic and financial crisis and the mini-stern process. Yet, the reports insist heavily on the fact that a limited percentage of local GDP can generate important financial savings: The analysis in this report suggests that Leeds has the realistic potential to reduce its carbon emissions by 35% by 2022 with substantial investment but at no net cost over time: Every £1 billion of investment in low carbon options would generate £220 million in energy savings per year – that’s pay back in just over 4 years. Put another way – investing 1% of GDP per year over 10 years,</p>

	<p>would bring in energy savings worth 1.6% of GDP per year. In addition it would create 1,000 new jobs and wider economic benefits of a further £50 million per year. This should be kept in mind when assessing innovative responses to the economic crisis.</p>
<p><b>ASSESSMENT (STRENGTHS AND LIMITS)</b></p>	<p>The Stern Reviews have received various critical responses from economists who argued that this type of review overestimates the existing value of the costs of climate change, and underestimates the costs of emission reduction. Other critics have argued that the economic cost of the proposals put forward by Stern reviews are severe, or that the scientific consensus view on global warming, on which Stern himself relied, is incorrect. By contrast, some argue that the Review emission reduction targets are too weak, and that the climate change damage estimates in the Review are too small. This overview of divergent critics shows that the conclusions of such exercise might still be justified based on a philosophy of action, which is one of the aim of foresight: exploring the future in order to adopt and adapt existing policy responses. Often, levels of risk and uncertainty that emerge as a result of the lack of reliable information can be a major barrier to action, making it hard to develop a political, a business or a social case for investment in low carbon options. One must however recognize that the foresight exercise is more of a formatted projection</p>

## 10. Salzburg Province 2030 (Austria)

SECTIONS	CONTENTS
<b>TITLE</b>	<b>Salzburg Province : Future Strategies for Ageing Management in the working world of Salzburg Province</b>
<b>MEMBER STATE</b>	Austria
<b>DATE</b>	November 2008- November 2011
<b>PROJECT PROMOTER (LEVEL OF GOVERNANCE)</b>	REGIONAL <ul style="list-style-type: none"> <li>• Austrian Research Promotion Agency (FFG<sup>6</sup>), in partnership with AMD Salzburg Zentrum für gesundes Arbeiten (Centre for Healthy working)</li> </ul>
<b>PUBLICATION'S REFERENCE AND TYPE</b>	The project details can be found on the website of the Salzburg University of Applied Sciences, Centre for Futures Studies, most of them in German <a href="http://www.fhs-forschung.at/index.php?id=176">http://www.fhs-forschung.at/index.php?id=176</a>  Steinbach, Dirk; Linnenschmidt, Katja; Schüll, Elmar (2011): Zukunftsstrategien für eine altersgerechte Arbeitswelt – Trends, Szenarien und Empfehlungen. LIT-Verlag, Vienna.
<b>KEY WORDS</b>	Demography, Ageing, Scenario, Workforce, working Life, working Patterns, innovation, welfare state CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES
<b>GEOGRAPHIC PERIMETER</b>	<ul style="list-style-type: none"> <li>• Salzburg Land: one of the nine Austrian Länder, 521.238 inhabitants</li> <li>• 7.154,23 km<sup>2</sup>.</li> <li>• The Land of Salzburg comprises 5 administrative districts.</li> </ul>
<b>TIME HORIZON</b>	2030 (for the scenario phase)
<b>CONTACT DETAILS AND INTERNET LINKS</b>	Salzburg University of Applied Sciences, Zentrum für Zukunftsstudien FH-Prof. Dr. Dirk Steinbach, <a href="mailto:dirk.steinbach@fh-salzburg.ac.at">dirk.steinbach@fh-salzburg.ac.at</a> ; +43 (0)50 22 11-18 55 Katja Linnenschmidt, <a href="mailto:katja.linnenschmidt@fh-salzburg.ac.at">katja.linnenschmidt@fh-salzburg.ac.at</a> , +43 (0)50 22 11-11 54  An English summary of this foresight study can be found here: <a href="http://www.foresight-platform.eu/brief/efp-brief-no-206-future-strategies-for-ageing-management-in-the-working-world-of-salzburg-province/">http://www.foresight-platform.eu/brief/efp-brief-no-206-future-strategies-for-ageing-management-in-the-working-world-of-salzburg-province/</a>
<b>SUMMARY OF THE PROCESS</b>	<p>The process was carried out according to the following sequence:</p>  <pre> graph LR     A[literature research] --&gt; B[qualitative interviews]     B --&gt; C[structural analyses]     C --&gt; D[consistency analyses]     D --&gt; E[scenario development]           </pre> <p>The scenario were used for awareness-raising purpose, in a dialogue phase with the socio-political actors of the Salzburg Province.</p>
<b>OBJECTIVES OF THE STAKEHOLDERS</b>	The aim of the foresight project was to analyze the situation and development potential of the working world in the Austrian Province of Salzburg and to describe the alternatives for taking action at the individual level, at the level of organizations and enterprises and at the level of political and social actors. The project placed particular emphasis on transferring research results into practice
<b>METHOD</b>	<p><b><u>Methodological phase</u></b></p> <ol style="list-style-type: none"> <li>1. Review of relevant findings in research literature and previous projects.</li> <li>2. Interviews with regional and supra-regional experts who were able to give a first overview of the relevant factors regarding developments in the working world.</li> </ol>

<sup>6</sup> The Austrian Research Promotion Agency (FFG) is the national funding institution for applied research and development in Austria.

	<p>3. Structural analysis workshops based on the MICMAC method of Michel Godet, focused on four central fields of action: education, health, business operations and society. These seminars involved regional actors who were known for their positions of authority and professional competence in each particular field of action.</p> <p>4. On the basis of the workshop results, influential factors decisive for the working world of Salzburg Province were identified and their reciprocal effects were described in a consistency analysis. Systematic variations allowed projecting numerous potential paths of development in the Salzburg working world. Three development tracks were designed as scenarios formulating the comprehensive and complex connections resulting from the demographic changes for the company context and beyond.</p> <p><b>Scenario 1: Everyone for Him/Herself</b> In the first scenario, neither political nor company actors are actively involved in age management in the working world. Everyone struggles on his or her own and is driven by the demands prevailing in the modern working world.</p> <p><b>Scenario 2: Leader of the Pack</b> The second scenario depends on high initiative within the company itself. With persistence and readiness to make investments, a few succeed in mastering the challenges of a changing working world. The political initiative is missing that is necessary to push the less innovative and strong enterprises towards appropriate management of ageing.</p> <p><b>Scenario 3: Salzburg Gets Busy</b> In this scenario, the political and organisational actors take collaborative action and establish suitable working structures. Step by step, they create a working world appropriate to ageing.</p> <p><b><u>Operational phase</u></b></p> <p>The second line of the project aimed at putting the research results into practice, through three scopes of application:</p> <ol style="list-style-type: none"> <li>1. one module was to develop a model for age management in small and medium-sized businesses. Considering the particular situation especially of small-sized businesses, we developed instruments for assessing the current situation and sensitizing actors to the problem of demographic change and devised measures to address the challenges. In a scenario workshop, employees were able to expand on what they expected regarding their own future career.</li> <li>2. another module aimed at sensitizing young workers. Apprentices were given opportunities to become familiar with the topic of "Labor and Age" in a creative way. They received information about the demographic change and its consequences for the working world and were instructed in a theatre workshop about preparing for the future challenges to be faced.</li> <li>3. Lastly, the most important use of the scenarios was to sensitize socio-political actors. The scenarios provided a means of demonstrating to politicians, social partners and public institutions the underlying factors and connections and allowed to derive recommendations for action to establish age management in the working world. Practical experience modules were carried out in close collaboration with the Salzburg Occupational Health Services Centre for healthful employment, which planned to implement the project results in its future work with companies.</li> </ol>
<p><b>TOPICS ADDRESSED</b></p>	<p>The consequences of the reality of a longer life on:</p> <ul style="list-style-type: none"> <li>- the individual quality of life and work of employees</li> <li>- the innovative capacity and productivity of companies</li> <li>- the innovative capacity and productivity of companies</li> </ul> <p>CATEGORIES: DEMOGRAPHY AND SOCIETY; ECONOMY AND TECHNOLOGIES; ENVIRONMENT AND TERRITORIES</p>
<p><b>MAIN RECOMMENDATIONS</b></p>	<p>Given the fact that demographic changes take place over relatively long periods of time. Seen from one angle, it makes it more difficult to influence them in the short- and medium-term. Taking this "difficulty" into account the foresight brought forth the following recommendations:</p> <ul style="list-style-type: none"> <li>- the actors in Salzburg Province who are in charge of the general framework for the job market in Salzburg Province must coordinate their efforts in order to ensure that subsequent actions at individual and organizational levels adopt adaptative measures and / or to compensate for market failures in the organization of the job market framework;</li> <li>- the workforce must adapt to a longer working life. The political goal must be to prolong working life and delay retirement;</li> <li>- take actions in order to maintain the (physical and mental) ability to work. This points out the need to tackle the stress issue;</li> <li>- the need maintain the Salzburg Province as an attractive economic location;</li> </ul>

	<p>- the need to anticipate a stronger polarity in the job market between a group of well to very well qualified workers and a group of rather poorly qualified ones: “<i>not every group in the job market can be expected to live up to the demands of life-long learning</i>”.</p> <p>- a need to integrate more strongly women and retaining the ageing population in the job market</p> <p>-the need for cultural changes in the labour market understanding amongst the society:</p>
<b>IF ACTION PLAN: INDICATORS AND GOVERNANCE (WHO? HOW?)</b>	Still to be assessed. Question asked to the authors
<b>CONNECTION WITH EU POLICIES AND STRATEGIES</b>	The study was initiated in order to align with some of the recommendations of the Lisbon strategy which formulated specific demands for ensuring a longer productivity of the workforce. One finds moreover a convergence between the tone of the study and the following key messages of EU2020 on ageing population who should work longer and relieve the strain, support a higher number of pensioners and fund the welfare system. This Austrian case can help the EU to build another flagship initiative in the broader field of ageing populations, a rather weak aspect of its global strategy at the time of writing. It provides bases to elaborate, alongside the Youth on the Move, an initiative which could be “Elderly in action” and should indeed integrate altogether, individual, organizational and institutional dimensions of the “ageing question”.
<b>IMPACT OF THE CRISIS</b>	No explicit link with the financial crises of 2008 and 2011 are being mentioned by the study. Yet, this foresight bears a significant “adaptive” dimension and tackles sensible issues such as the need to prolong working time and delay retirement. The study mentions that “employment-related difficulties are increasing for those in the workforce, for instance, through more rapid and increasingly complex work processes, time pressure or the devaluation of professional qualifications over time. In addition, a lack of professional specialists is expected, which is heightened further by the demographic development”. The organization of the job market which is at the heart of the study must also be looked upon from the perspective of unemployment.
<b>ASSESSMENT (STRENGTHS AND LIMITS)</b>	<p>One of the strengths of this foresight project is its ambition and capacity to address the selected topic with a systemic view by identifying three layers of possible interventions: individual, organization and socio-political.</p> <p>In terms of limitations, one can regret the limited number of scenarios developed and their normative use. Indeed, the underlying ideology behind the study appears too clearly through the set of recommendations, aligned with the Lisbon agenda and the EU 2020 strategy without taking into consideration disruptive options such as, for instance, a reinforced welfare State or a global diminution of working hours and a redistribution of jobs among the employment market.</p>