



# **EUROCITIES**

## **strategic framework**

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## Introduction - why a new strategic framework for EUROCITIES?

*Anna König Jerlmyr, Mayor of Stockholm and President of EUROCITIES*

The scale and urgency of the tasks ahead for the new European Parliament and Commission could not be greater. From climate change to rising inequalities, diminishing biodiversity and the digital transformation: the actions and decisions of EU leaders over these coming five years will reverberate for decades to come. This makes the work of our network more important than ever. After all, finding effective European solutions will only be possible by involving the actors at the heart of these challenges: our cities.

Luckily, I have seen clear signs of a growing momentum behind cities in my role as EUROCITIES' president over this past year. One that we can build on, especially in our outreach to the new EU institutions. Commission vice president Frans Timmermans and leading MEPs were all in agreement, when I met them in their offices in October: to build a stronger, climate-neutral Europe, much closer ties between cities and the EU are needed. To make the most of this unique opportunity - and change the European role of cities in a truly meaningful way - we need to make sure that our network is as strong and effective as it can possibly be. Our ongoing internal review aims to achieve just that.

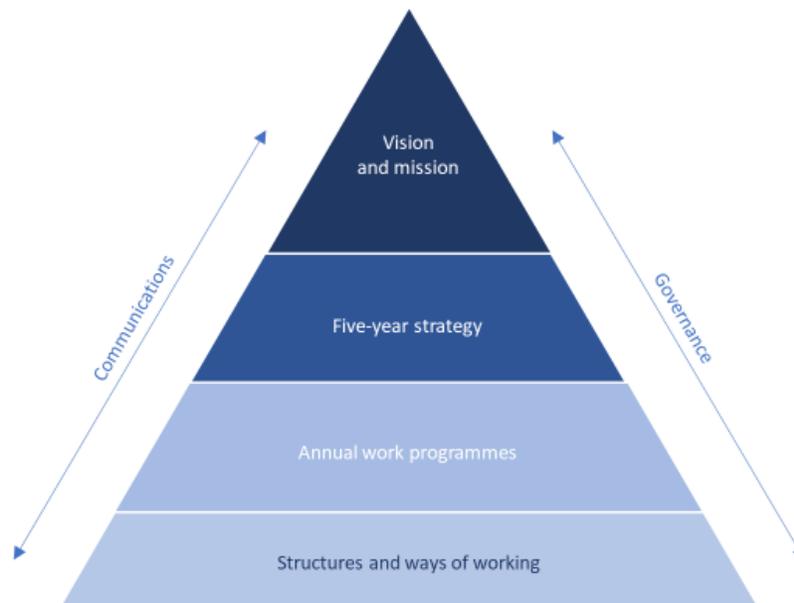
For the past two years we have collaborated with universities, listened to external consultants and - most importantly - discussed amongst ourselves how to build a network that will help us achieve our true potential. A network that delivers clear results, can quickly react to new challenges and allows each of us to participate on our own terms. Changing an organisation with over 180 member and partner cities requires time - and significant efforts from everyone involved. As president, I cannot thank each and every one of you enough for your valuable input, support and engagement during this process. We may not have come to the end yet, but we are certainly starting to see results.

At our annual conference in Prague this November, we will officially adopt our new strategic framework. It is an important step towards building a more results-oriented, impact-driven and dynamic network. For the first time ever, we will channel our work and activities towards common goals. At our co-creation event in Brussels this June, forum and working group chairs already used this new framework as the basis for a redesigned events calendar in 2020. The new calendar will allow us to maximize synergies among our forums in a much more effective, resource-efficient way - and that is only the start.

Providing non-EU cities with the opportunity to apply for one of the seats on our executive committee is another important proposal on the agenda in Prague - one that will make our network much more democratic and inclusive. At the same time, work is also underway on a new communications strategy and an entirely new website. These are just a few of many important developments that we will be able to build on going forward, and that will make us that much stronger as a network. 2020 will be a really exciting year for EUROCITIES, and I am so proud and grateful to represent you as your president during this time.

## Our strategic framework

The new strategic framework provides a clear long-term perspective for the network, based on a strong 10-year vision and mission, a five-year strategy implemented through annual work programmes and where communications and governance of our network are essential to deliver.



## Our vision, mission and goals: 2020 - 2029

### Vision

EUROCITIES is the leading network of major European cities, working together to ensure a good quality of life for all.

### Mission and goals

We strive for a Europe where cities are genuine partners with the EU to create a better future where:

1. People take part in an inclusive society
2. People progress in a prosperous local economy
3. People move and live in a healthy environment
4. People make vibrant and open public spaces
5. City governments address global challenges
6. City governments are fit for the future

EUROCITIES does this by:

- **Advocacy:** Representing the voice of cities at EU level, to bring about change on the ground
- **Insights:** Monitoring and reporting back to cities the latest EU developments, funding opportunities and trends that affect them
- **Best-practice sharing:** Facilitating the exchange of knowledge, experience and good practices between cities to scale up urban solutions
- **Training:** Building capacity to tackle current and future urban challenges

EUROCITIES aims to be *the* European go-to network on urban matters, maintaining and growing effective relationships with its external stakeholders while adhering to principles of good governance.

## **Our strategy: 2020 - 2024**

*Anna Lisa Boni, secretary general, EUROCIITIES*

### **A new political mandate in the EU**

We are launching our new strategic framework for EUROCIITIES as a new political mandate for the European Parliament and Commission starts. I am very happy we planned for and kept such an aligned timing.

The strategic framework gives us a strong and clear message to the new EU institutions about why we are working together and the kind of society we are working towards in Europe, putting people first. It makes the scope of our work and our commitment to tackle urban and European challenges stand out very clearly. And a clearer direction for our network strengthens our case when we call on the EU to work with city leaders and city authorities as partners in EU policy making.

It is beyond any doubt that the EU needs its cities to deliver on the European Commission's new political priorities. Tackling climate change, ensuring a just transition to a low carbon economy, engaging with people in Europe more directly are just a few of the most obvious ones. The new Commission also wants to identify better ways of working with cities to deal with circular economy and digital transformation. The urban agenda for the EU is included in the new rules about cohesion policy, securing a mandate for the Commission to continue the work to implement it. We won a highly competitive seat at the new Mission Board for climate neutral and smart cities designing future priorities for EU funding. On a day-to-day basis we have a productive working relationship with the EU institutions across many of our areas of work - social inclusion, sustainable mobility, culture, innovation and much more.

If the new mandate of the EU institutions comes with many opportunities to make the case for the role of cities, it is also evident that the new political guidelines of the European Commission largely overlooks the potential of working with city authorities. We are missing a higher political ambition at EU level for a systematic involvement of city leaders and experts in policy developments, which also recognises that cities are the level of government closest to people.

We want a new way of working between cities and the EU which pitches cities as partners at political level in the EU both in terms of tackling policy challenges and bringing citizens closer to the EU. In the coming years, we will work with our partners in the European Parliament, the Committee of the Regions and other stakeholder organisations to build a stronger case for the role of cities at EU level. This also implies reviewing our approach to engaging with national governments via our members, which often remains challenging. We will develop our proposals for a new way of working with cities and how to put it into practice. Most importantly, our ambition for positioning cities as essential partners at EU level will be underpinned by the progress made and results achieved towards our strategic objectives.

## **Our goals and strategic objectives**

For the first time, we have an explicit goals-oriented framework to steer the work of our activities in our forums and working groups, making sure we all pull in the same direction and helping us to better identify synergies across our current structures.

We have worked together across the network and with an incredible engagement from our members to identify our goals and strategic objectives. They are inspired by UN's sustainable development goals, by the current priorities of our forums and working groups and by a need to also bring out the more global challenges that cities are facing locally. They are easily matched to EU priorities and relevant for local developments.

Four goals are citizens-oriented to help us shift from a sectoral approach to one that uses citizens' needs as the key driver. Two goals focus on local government as such to help us make the case for the city level as a strategic institutional counterpart for the EU but also to support its own much needed positive transformation. We have also developed a set of strategic objectives about how we effectively manage our organisation, which are essential to the successful delivery of the vision, mission and strategic framework more generally.

We will work towards our strategic objectives through our:

- advocacy and campaigning activities at EU level, always in close collaboration with our members and supervised by our executive committee
- activities supporting learning and sharing between cities, based on increasingly professionalised and effective methodologies for policy transfers between cities which we have developed over the past years

- EU funded projects, which provide essential resources for our members locally and for our work facilitating knowledge sharing between cities. Projects also underpins our advocacy activities by strengthening our evidence base in many areas.

We will regularly assess progress towards each of the strategic objectives, considering the barriers and opportunities which may prevent or help us achieve our objectives. The activities in our annual work programme are designed to overcome the barriers and to make the most of the opportunities.

## **Delivering our new strategic framework**

Developing a new strategy for the network has provided an opportunity to look at our current ways of working. We have explored new ideas for making our activities more productive, ensuring more visible outcomes while also reinforcing the work across silos in our network.

Again, our members, in particularly our forum chairs and forum participants, have shown great dedication, engagement and flexibility. We are looking forward to testing a new joined up approach to programming our forum meetings across the calendar year in 2020. Whereas this may be unsettling at first, it also leaves more flexibility for our forums and working groups to programme other and more targeted activities during the year that help make progress towards the strategic objectives.

Some of our working groups will start new collaborations in 2020 to progress jointly towards some of the strategic objectives. We will continue to drive a much more direct collaboration between our working groups and beyond on new areas of work and where there is a mutual interest. This is with a view to tackling policy challenges through an integrated approach, also at network level, and to deliver clearer outcomes for all. That way, we can strengthen one of our greatest competitive advantages as a city network amongst others in the EU bubble: our cross-sector approach.

Communications is a decisive enabler of our work. We will be working to increase visibility for both our members and EUROCITIES and develop effective communication channels and outreach formats. We are going to connect and engage with various stakeholders to create targeted content and impactful conversations. We aim to enhance the level of engagement between our members by providing inviting and well-functioning digital platforms for collaboration and knowledge sharing. And we are going to put people first in our communications as well, sharing stories of the people in our cities and the impact of our work on them.

With an impact-driven and result-oriented approach for our network we will embark on a new ambitious journey that will help us set targets for our work in order to ensure more visible outcomes and benefits. A step in this direction is already reflected in our work as members increasingly commit to for example clear investments in social inclusion, goals for carbon emission reductions, develop strategies to reduce the use of plastics, engage citizens in policy

development locally or implement principles on citizens data. Such commitments position cities strongly as ambitious and credible leaders who take action to tackle societal challenges in the EU.

2020 is a transition year, where we will test new ways of working and new collaborations in our network, including with the private sector. We will also see LAB approaches tested to take our city-to-city collaborations to the next level, to boost upscaling and replication of successful solutions and generate stronger and more concrete benefits for cities and citizens.

Looking further ahead, we want to assess how best to deliver our goals and strategic objectives and respond to the ambition of becoming impact-driven, results-oriented and breaking the silos in our network. Together with our members, we will look at possible adaptations to our structures and work processes to make sure EUROCIITIES is fit for the future.

## **Overview of the strategic objectives**

### **Goal 1: People take part in an inclusive society**

1. Fight urban poverty and social exclusion
2. Ensure access to adequate and affordable housing
3. Facilitate the inclusion of refugees, migrants, ethnic minorities and people with diverse backgrounds
4. Ensure quality and inclusive education
5. Deliver quality public services, accessible to all
6. Support inclusive local labour markets

### **Goal 2: People progress in a prosperous local economy**

1. Stimulate the creation of quality jobs
2. Manage disruptive economic business models and trends
3. Promote the attractiveness of cities for people, business and investments
4. Tackle mismatches in local skills and future needs
5. Support the transition to a circular economy
6. Strengthen sustainable mobility within and beyond cities

### **Goal 3: People move and live in a healthy environment**

1. Promote accessible and clean water
2. Ensure clean air
3. Reduce noise pollution
4. Manage the collection, recycling and reduction of waste
5. Promote safe, connected and sustainable urban mobility
6. Support the transition towards clean fuels and vehicles
7. Support urban food systems

### **Goal 4: People make vibrant and open public spaces**

1. Enhance cultural policies and spaces for inclusive urban development
2. Promote culture as a tool for social sustainability
3. Regenerate and design open and inspiring public spaces for and with people
4. Enhance green areas and biodiversity in urban planning
5. Strengthen safety and security in public spaces

### **Goal 5: City governments address global challenges**

1. Fight climate change and enable the energy transition
2. Tackle rising inequalities
3. Drive digital transformation

## **Goal 6: City governments are fit for the future**

1. Promote innovative city government and administration
2. Ensure the financial sustainability of cities
3. Manage the use of disruptive technologies to transform public services
4. Strengthen public participation in decision making
5. Explore strategic partnerships and the co-creation of public services
6. Promote gender equality and fight all discrimination
7. Plan for the cities of the future

## **Internal goal: EUROCITIES is run effectively**

1. Be the European go-to-network on urban matters
2. Develop a productive working relationship with external stakeholders: business, academia and civil society
3. Ensure good governance for decision making and activities

# Work programme 2020

## Goal 1: People take part in an inclusive society

### Strategic objective 1: Fight urban poverty and social exclusion

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#### What we will achieve by end 2020

#### How we will achieve it

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| <ul style="list-style-type: none"><li>• 10 additional cities making pledges on the European Pillar of Social Rights (EPSR)</li></ul>   | <ul style="list-style-type: none"><li>• Bilateral meetings with cities to engage in our advocacy work</li><li>• Political debate in CoR with Croatian EU presidency</li><li>• One SAF meeting which provides visibility to cities engaging in delivery of EPSR</li></ul>  |
| <ul style="list-style-type: none"><li>• A strong focus maintained on the role of cities in achieving European agenda on social inclusion at local level, especially the EPSR</li></ul> | <ul style="list-style-type: none"><li>• Engage with the new relevant Commissioners and reinforce links with DG Employment.</li><li>• Creation of a new website 'Inclusive cities for all' giving visibility to the pledges, political campaign and mutual learning programme</li><li>• Production of 2 videos to illustrate cities' good practice implementing EPSR</li><li>• Publish a report on the implementation of EPSR (people with disabilities)</li></ul> |
| <ul style="list-style-type: none"><li>• Better access to ESF+ for cities</li></ul>   | <ul style="list-style-type: none"><li>• Organise a focus group on ESF+ and cities and prepare a monitoring report</li><li>• Share outcomes with EU policy makers</li></ul>  |
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## Strategic objective 2: Ensure access to adequate and affordable housing

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### What we will achieve by end 2020

- Strong awareness with new EU institutions about the affordable housing challenge in cities

### How we will achieve it

- Hold bilateral meetings with Commission/European Parliament from political to technical level to promote our position on affordable housing
- Speak at events and bilateral meetings with influential stakeholders like the Joint Research Centre, research institutions and think-tanks

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- Increased capacity in cities to implement affordable housing policies

- Hold political discussions with members on challenges related to Airbnb in cities
  - Develop and disseminate a survey to collect evidence on affordable housing policies in cities
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### Strategic objective 3: Facilitate the inclusion of refugees, migrants, ethnic minorities and people with diverse backgrounds

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#### What we will achieve by end 2020

#### How we will achieve it

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| <ul style="list-style-type: none"><li>• Improved access for cities to EU funds for migrant integration (ESF+ and AMIF)</li></ul>                                 | <ul style="list-style-type: none"><li>• Promote the findings of the RESOMA research on EU funds for the integration of migrants and refugees and on integrated service approaches to migrant integration to members</li><li>• Organise bilateral meetings with EU policy makers at technical and political level</li></ul>                  |
| <ul style="list-style-type: none"><li>• A strong focus maintained by the EU institutions on the role of cities on integration of migrants and refugees</li></ul> | <ul style="list-style-type: none"><li>• Hold a high-level Integrating Cities Conference in Nuremberg in December, engaging EU, national and city policy makers in the framework of the AMIF-funded project VALUES</li><li>• Publish the Integrating Cities monitoring report</li></ul>  |
| <ul style="list-style-type: none"><li>• Sustainability of the Integrating Cities initiatives through new funding opportunities</li></ul>                         | <ul style="list-style-type: none"><li>• Respond to the new call for AMIF (January 2020)</li></ul>   |
| <ul style="list-style-type: none"><li>• Reinforced capacity in cities on integration of refugees and migrants</li></ul>  | <ul style="list-style-type: none"><li>• Deliver 20 mutual learning events, study visits and workshops on the integration of refugees and migrants through the VALUES and CONNECTION projects</li><li>• Publish toolkits and videos on best practices on integration for replication in other cities through VALUES and CONNECTION</li></ul> |
| <ul style="list-style-type: none"><li>• Strengthened cooperation between cities and civil society and volunteering organisations</li></ul>                       | <ul style="list-style-type: none"><li>• Eight work shadowing visits with city representatives and volunteers followed by action plans through the VALUES project</li></ul>  |
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## Strategic objective 4: Ensure quality and inclusive education

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### What we will achieve by end 2020

- Better and shared knowledge in cities on delivering high quality education

### How we will achieve it

- Organise one mutual learning event on preventing school drop-out amongst Roma children
- Organise WG education on schooling of young children; skills development; social cohesion and innovative projects
- Develop policy guidelines for cities and other stakeholders on fighting and preventing school dropout of Roma children

- The acknowledgement, by the EU and in member states, of cities as providers of high-quality education

- Supporting cities in making recommendations to the Commission in the context of the post-2020 strategic framework for skills and training
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## Strategic objective 5: Deliver quality public services, accessible to all

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### What we will achieve by end 2020

### How we will achieve it

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| <ul style="list-style-type: none"><li>• Better and shared knowledge between cities on the integration of services for mental health and long-term care with a focus on elderly people</li></ul> | <ul style="list-style-type: none"><li>• Organise one mutual learning activity</li><li>• Conduct best practice exchange and develop recommendations on integrated services</li></ul>            |
| <ul style="list-style-type: none"><li>• Capacity to implement the future EU disability strategy</li></ul>   | <ul style="list-style-type: none"><li>• Develop policy guidelines for cities and other stakeholders on how to include people with disabilities in education, employment and training</li></ul> |
| <ul style="list-style-type: none"><li>• Better and shared knowledge in cities of using ESF+ for improving service integration for the well-being of elderly people</li></ul>                    | <ul style="list-style-type: none"><li>• Inform our members of new funding opportunities</li><li>• Hold focus groups on ESF+</li></ul>  |
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## Strategic objective 6: Support inclusive local labour markets

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### What we will achieve by end 2020

### How we will achieve it

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| <ul style="list-style-type: none"><li>• Strengthened knowledge in cities on labour market integration of people with disabilities</li></ul>                     | <ul style="list-style-type: none"><li>• Organise one mutual learning activity</li><li>• Develop a report on how cities and other stakeholders can contribute to integration of people with disabilities into the labour market</li></ul> |
| <ul style="list-style-type: none"><li>• Strengthened knowledge in cities on labour market integration of NEETs and people with no digital skills</li></ul>      | <ul style="list-style-type: none"><li>• Develop guidelines on how to boost digital skills for NEETs and the Long Term Unemployed (LTU)</li></ul>   |
| <ul style="list-style-type: none"><li>• Improved cities' cooperation with public employment services to reach NEETS and LTU to develop digital skills</li></ul> | <ul style="list-style-type: none"><li>• Share good practices on how to use ESF+ to boost digital skills in NEETS and LTU</li></ul>   |
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## Goal 2: People progress in a prosperous local economy

### Strategic objective 1: Stimulate the creation of quality jobs

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#### What we will achieve by end 2020

- Cities are positioned towards the new Commission as facilitators and strategic partners in relation to new EU initiatives on labour market conditions, with an impact on job creation and quality jobs

#### How we will achieve it

- Hold meetings with EU policy makers and participation in relevant events
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## Strategic objective 2: Manage disruptive economic business models and trends

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### What we will achieve by end 2020

### How we will achieve it

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| <ul style="list-style-type: none"><li>• A coalition of cities working together to capitalise on opportunities and minimise disruption of new business models (e.g. digital economy, circular economy)</li></ul> | <ul style="list-style-type: none"><li>• Organise a meeting on ‘new forms of economic models - sharing and circular economy’ (expert debates and knowledge exchange workshops) as part of an EDF event</li></ul> |
| <ul style="list-style-type: none"><li>• Regular work relationship with EU decision makers to contribute to a regulatory framework in line with cities’ needs</li></ul>  | <ul style="list-style-type: none"><li>• Working with the Urban Intergroup (EP) to present conclusions of our work to MEPs</li><li>• Bilateral meetings with Commission officials</li></ul>                      |
| <ul style="list-style-type: none"><li>• Increased awareness on the role of cities in facilitating a fair and successful transition into new economic models</li></ul>   | <ul style="list-style-type: none"><li>• Participate in the Collaborative Economy task force of Centre for European Policy Studies (CEPS) to ensure a better urban dimension</li></ul>                           |
| <ul style="list-style-type: none"><li>• Identify and share practical solutions on circular business/societal models with cities</li></ul>   | <ul style="list-style-type: none"><li>• Develop, with the Joint Research Centre (JRC), recommendations for cities on circular business/societal models</li></ul>  |
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### Strategic objective 3: Promote the attractiveness of cities for people, business and investments

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#### What we will achieve by end 2020

#### How we will achieve it

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|---|--|
| • Better and shared knowledge in cities on city branding strategies                     | • Organise two ‘critical friends’ reviews for mutual learning and exchange of good practices on city branding strategies |
| • Capacity and increased expertise for cities to improve their city branding strategies | • Facilitate expert support to cities via collaboration with the Joint Research Centre (tbc)                             |
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**Strategic objective 4: Tackle mismatches in local skills and future needs**

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**What we will achieve by end 2020**

**How we will achieve it**

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- Strengthened knowledge in cities to develop future labour market skills and move towards a permanent mechanism for knowledge exchange in this area
  - Cooperation with the Urban Agenda (UA) Partnership for Jobs and Skills on the implementation of the future labour skills action, e.g. sharing the digital skills map with members
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## Strategic objective 5: Support the transition to a circular economy

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### What we will achieve by end 2020

### How we will achieve it

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| <ul style="list-style-type: none"><li>• Strengthen knowledge between cities on implementation of circular economy models locally</li></ul>  | <ul style="list-style-type: none"><li>• Organising a study visit on circular economy and circular procurement for city experts</li></ul>  |
| <ul style="list-style-type: none"><li>• Position EUROCITIES on the second circular economy package from the new European Commission and recognition at EU level for cities as the right level of intervention</li></ul> | <ul style="list-style-type: none"><li>• Organise a meeting of city circular economy experts to develop a reaction to the Commission's proposals</li><li>• Continued engagement in the EU stakeholder platform on circular economy</li></ul> |
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## Strategic objective 6: Strengthen sustainable mobility within and beyond cities

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### What we will achieve by end 2020

### How we will achieve it

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| <ul style="list-style-type: none"><li>• Influenced the development of a potential Commission proposal for the revision of the Trans-European Transport Networks (TEN-T) Guidelines</li></ul> | <ul style="list-style-type: none"><li>• Engage with the Commission (and other relevant stakeholders) to reinforce messages submitted during the TEN-T Guidelines Public Consultation</li><li>• Develop recommendations and messaging on the TEN-T Guidelines with EMF to feed policy inputs</li></ul>                              |
| <ul style="list-style-type: none"><li>• Foster the take-up of metropolitan SUMP and replication of existing good practice example</li></ul>  | <ul style="list-style-type: none"><li>• Promote the new SUMP guidelines for metropolitan regions and build on the good practice examples</li><li>• Participate in the HORIZON2020 call on new approaches for cities as climate-resilient, connected multimodal nodes for smart and clean mobility (ref. LC-MG-1-12-2020)</li></ul> |
| <ul style="list-style-type: none"><li>• Strengthen our positioning on Urban Vehicle Access Regulations (UVARs)</li></ul>   | <ul style="list-style-type: none"><li>• Engage with EU institutions on UVARs, particularly in relation to the upcoming UVAR Guidelines and the Urban Mobility Strategy proposal (quarter one)</li><li>• Develop concrete outputs from working groups and projects to support policy engagement</li></ul>                           |
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## Goal 3: People move and live in a healthy environment

### Strategic objective 1: Promote accessible and clean water

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What we will achieve by end 2020	How we will achieve it
<ul style="list-style-type: none"><li>Improved knowledge of the key challenges facing cities in the field of water</li></ul>	<ul style="list-style-type: none"><li>Undertake an evaluation of the key challenges facing cities in water management and develop a monitoring framework for cities on water (including drinking and waste-water) as part of the Green City Accord</li></ul>
<ul style="list-style-type: none"><li>Strengthened knowledge sharing between cities on water management</li></ul>	<ul style="list-style-type: none"><li>Gather best practices from cities and organise city twinning visits as part of the Green City Accord</li></ul>
<ul style="list-style-type: none"><li>Improved knowledge about city storm water management</li></ul>	<ul style="list-style-type: none"><li>Hold joint meeting between WG GAB &amp; WG Water on blue and green solutions, including as response to cloudburst management (during EEF 2020)</li><li>Share innovative ideas between the leading sustainable cities via the European Green Capitals Network (EGCN) and disseminate via toolkits</li></ul>
<ul style="list-style-type: none"><li>A position of EUROCITIES on the new legislative proposals on water management by the Commission</li></ul>	<ul style="list-style-type: none"><li>Analyse proposals and develop a position with WG water</li><li>Promote position to EU decision makers</li></ul>

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## Strategic objective 2: Ensure clean air

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### What we will achieve by end 2020

- EU air quality limits become aligned with WHO limits
- Improved knowledge about successful methods to achieve a better air quality in cities
- Improved knowledge of the key challenges facing cities in the field of air quality
- Strengthened knowledge sharing between cities on air quality

### How we will achieve it

- Develop position paper on EURO VII (collaboration between WG AQCCEE and MOB forum)
- Promote our position to EU decision makers
- Hold a joint meeting and site visit co-organised by the WG AQCCEE and the WG Sustainable Urban Mobility on Low Emission Zones (LEZs)
- Apply for the Horizon2020 call Innovative nature-based solutions for carbon neutral cities and improved air quality (LC-CLA-11-2020)
- Undertake an evaluation of the key challenges facing cities on air quality and develop a monitoring framework as part of the Green City Accord
- Gather best practices from cities and organise city twinning visits as part of the Green City Accord

### Strategic objective 3: Reduce noise pollution

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#### What we will achieve by end 2020

#### How we will achieve it

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| <ul style="list-style-type: none"><li>• A revised environmental noise directive (END) that includes noise limit values in line with WHO guidelines (following current END Annex III revision on calculating health burden of noise)</li></ul> | <ul style="list-style-type: none"><li>• Develop a paper, requested by DG ENVI, with recommendations for reducing noise in cities (WG Noise and EMF collaboration)</li></ul>                          |
| <ul style="list-style-type: none"><li>• Promoted and encouraged development of city noise strategies with members</li></ul>   | <ul style="list-style-type: none"><li>• Organise two meetings of WG Noise</li><li>• Carry out a survey to determine how many cities have noise maps/action plans (tbc)</li></ul>                     |
| <ul style="list-style-type: none"><li>• Improved knowledge of the key challenges facing cities in the field of noise pollution</li></ul>  | <ul style="list-style-type: none"><li>• Undertake an evaluation of the key challenges facing cities on noise pollution and develop a monitoring framework as part of the Green City Accord</li></ul> |
| <ul style="list-style-type: none"><li>• Strengthened knowledge sharing between cities on noise pollution</li></ul>  | <ul style="list-style-type: none"><li>• Gather best practices from cities and organise city twinning visits as part of the Green City Accord</li></ul>   |
| <ul style="list-style-type: none"><li>• Contributed to reflection on noise pollution and cultural events in cities</li></ul>  | <ul style="list-style-type: none"><li>• Input into 'Sustainable events city guidelines' during EEf 2020</li></ul>  |
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## Strategic objective 4: Manage the collection, recycling and reduction of waste

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### What we will achieve by end 2020

### How we will achieve it

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| <ul style="list-style-type: none"><li>• Half of our members have a strategy on reduction of use of plastics for their city</li></ul>  | <ul style="list-style-type: none"><li>• Promote the Plastics Declaration launched in Oslo EEF 2019 to increase the number of cities committing to developing and implementing plastic strategies</li></ul>   |
| <ul style="list-style-type: none"><li>• A new EU initiative on tackling micro plastics, including funding for research and innovation into the removal of microplastics from water streams</li></ul>                  | <ul style="list-style-type: none"><li>• WG Waste meeting focused on microplastics, which develops a position</li><li>• Hold meetings with EU officials to raise awareness of the need for EU research and innovation funding on microplastics</li></ul>  |
| <ul style="list-style-type: none"><li>• Improved knowledge of the key challenges facing cities in the field of waste management</li></ul>   | <ul style="list-style-type: none"><li>• Undertake an evaluation of the key challenges facing cities on waste management and develop a monitoring framework as part of the Green City Accord</li></ul>  |
| <ul style="list-style-type: none"><li>• Strengthened knowledge sharing between cities on waste management</li></ul>   | <ul style="list-style-type: none"><li>• Gather best practices from cities and organise city twinning visits as part of the Green City Accord</li></ul>   |
| <ul style="list-style-type: none"><li>• Improved knowledge about collection and recycling rates of glass in cities</li></ul>  | <ul style="list-style-type: none"><li>• Support WG Waste's collaboration with relevant stakeholders</li><li>• Hold webinar and identify potential pilot projects in selected cities</li></ul>  |
| <ul style="list-style-type: none"><li>• Recommendations on improving the policy framework on the waste management process to close the current implementation gap related to the waste framework directive.</li></ul> | <ul style="list-style-type: none"><li>• Contribute to policy recommendations for EU and national decision makers on waste management framework conditions in cities (focused on the regulatory and governance barriers or catalysers to effective waste collection) in the frame of the H2020 COLLECTORS project</li></ul> |
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## Strategic objective 5: Promote safe, connected and sustainable urban mobility

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### What we will achieve by end 2020

### How we will achieve it

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| <ul style="list-style-type: none"><li>• Influenced development of the overarching EU 2020-30 transport strategy proposal expected in 2021</li></ul>   | <ul style="list-style-type: none"><li>• Engage with decision makers responsible for EU transport strategy</li></ul>  |
| <ul style="list-style-type: none"><li>• Influenced testing and pre-deployment activities for clean, connected and automated mobility (CCAM) in the EU</li></ul>   | <ul style="list-style-type: none"><li>• Contribute to the EU CCAM Platform plenary and Working Groups to advance network positions</li><li>• Develop guidance on the regulatory and operational role of local authorities in deploying CCAM in the framework of the Horizon 2020 SHOW project</li></ul>  |
| <ul style="list-style-type: none"><li>• Strengthened road safety in cities through implementation of the Commission's 'Vision Zero' road safety transportation strategy and our Road Safety Declaration</li></ul> | <ul style="list-style-type: none"><li>• Develop of concrete activities and commitments that relate to urban road safety with the stakeholder community to implement our Road Safety Declaration</li><li>• Hold two Safe and Active Travel WG meetings</li></ul>  |
| <ul style="list-style-type: none"><li>• Increased recognition of cities making good progress on urban road safety</li></ul>   | <ul style="list-style-type: none"><li>• Set up a new award scheme in collaboration with the Commission's DG MOVE Road Safety Unit in the framework of the European Mobility Week contract we coordinate</li></ul>  |
| <ul style="list-style-type: none"><li>• Strengthened mutual learning among cities on innovative solutions for sustainable, connected and safer urban transport and mobility</li></ul>                             | <ul style="list-style-type: none"><li>• Hold six peer-to-peer exchange activities (organised in the framework of our CIVITAS SATELLITE project).</li><li>• Organise one mobility forum meeting and additional forum related activities</li><li>• Share best practice ideas through workshops and twinning visits via the Covenant of Mayors twinning programme</li></ul> |
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- Share best practice examples through the Best Practice Guide of the European Mobility Week (EMW) and the EMW workshops and awards (March 2020, Brussels)
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## Strategic objective 6: Support the transition towards clean fuels and vehicles

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### What we will achieve by end 2020

### How we will achieve it

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| <ul style="list-style-type: none"><li>• Influenced the Commission's proposal for the Alternative Fuels Infrastructure Directive, expected in 2020</li></ul>          | <ul style="list-style-type: none"><li>• Engage with the EU institutions and other relevant decision-makers to reflect network positions</li></ul>  |
| <ul style="list-style-type: none"><li>• Influenced completion of negotiations on the Eurovignette Directive</li></ul>  | <ul style="list-style-type: none"><li>• Advance network positions through the Platform for Electromobility to leverage influence</li><li>• Contribution to the Platform for Electromobility Infrastructure WG</li></ul>      |
| <ul style="list-style-type: none"><li>• Profiled EUROCITIES in EU and local level debates on climate neutrality in transport</li></ul>                               | <ul style="list-style-type: none"><li>• Demonstrate the value and benefits of clean vehicles thanks to pilot projects results (e.g. Sharing Cities) and deduce policy recommendations to promote their development</li></ul> |
| <ul style="list-style-type: none"><li>• Better and shared knowledge about the status-quo of alternative fuels infrastructure deployment in European cities</li></ul> | <ul style="list-style-type: none"><li>• Carry out a survey among members on the status quo of alternative fuels infrastructure deployment in European cities and compile a report/paper</li></ul>                            |
| <ul style="list-style-type: none"><li>• Built capacity of cities to deliver smart electric mobility solutions</li></ul>  | <ul style="list-style-type: none"><li>• Production of guidance documents through our H2020 projects such as Sharing Cities (smart booklets, replication guide) and USER CHI</li></ul>  |
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## Strategic objective 7: Support urban food systems

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### What we will achieve by end 2020

- Better and shared knowledge about food strategy/policy or actions in European cities
- Created awareness at EU level on the role of cities in sustainable food systems and cities' needs
- Promoted better EU policies for sustainable food systems which matches cities' needs

### How we will achieve it

- Share knowledge through webinars and WG meetings on sustainable food systems/good practices
  - Apply for the Horizon2020 call for proposals FOOD 2030 - Empowering cities as agents of food system transformation (FNR-07-2020)
  - Promote ambitions for food policy, the role of cities and need for EU funding in an ongoing dialogue with the new Commission and MEPs
  - Participate in the EU Food stakeholder platform (tbc)
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## Goal 4: People make vibrant and open public spaces

### Strategic objective 1: Enhance cultural policies and spaces for inclusive urban development

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#### What we will achieve by end 2020

- Better and shared knowledge on new forms of support provided by city administrations to the cultural sector
  - New and better partnerships within and outside the culture sector
  - Innovative funding
  - Non-financial support
- Deepen knowledge on successful night-time economy policies and activities (tbc)

#### How we will achieve it

- Identify good practices through our project work (tbc)
- Share good practices during culture forum, working group meetings and relevant project meetings, including thematic peer-learning visits (tbc)
- Thematic study visits for experts, to be hosted by a front-running city

## Strategic objective 2: Promote culture as a tool for social sustainability

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### What we will achieve by end 2020

- Better and shared knowledge on
  - New models of participatory governance
  - Cultural and creative spaces of the future

### How we will achieve it

- Identify good practices through our project work (tbc)
- Share good practices during culture forum, working group meetings and relevant project meetings

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- Better and shared knowledge on the social impact of cultural heritage at local level

- Meeting with experts/researchers alongside our culture forum (October)/relevant WG meetings
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### Strategic objective 3: Regenerate and design open and inspiring public spaces for and with people

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#### What we will achieve by end 2020

#### How we will achieve it

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| <ul style="list-style-type: none"><li>• The adoption of an updated Leipzig Charter reflecting cities' needs in terms of integrated and sustainable urban development, including governance and empowerment</li></ul> | <ul style="list-style-type: none"><li>• WG discussions (Urban Governance Group)</li><li>• Invitation of upcoming German EU presidency representatives to forum and WG meetings</li><li>• Participation at Germany EU Presidency meetings</li><li>• Finalisation and promotion of a EUROCITIES position paper on the Leipzig charter</li><li>• Annual conference in Leipzig with a political statement carried over to the related ministerial meeting held later that month (November 2020)</li></ul> |
| <ul style="list-style-type: none"><li>• Better and shared knowledge on the adaptive re-use of heritage buildings</li></ul>   | <ul style="list-style-type: none"><li>• Through specific project work: ROCK final event in May in Bologna, thematic case studies and peer-learning visits (tbc - project dependent)</li></ul>   |
| <ul style="list-style-type: none"><li>• Better and shared knowledge on local policies on public art</li></ul>  | <ul style="list-style-type: none"><li>• WG meetings</li></ul>   |
| <ul style="list-style-type: none"><li>• Better and shared knowledge on greening cultural events in cities</li></ul>  | <ul style="list-style-type: none"><li>• Themed event in Brussels including a training part (first quarter of 2020)</li><li>• Publication of a booklet of recommendations to cities</li></ul>  |
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## Strategic objective 4: Enhance green areas and biodiversity in urban planning

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### What we will achieve by end 2020

### How we will achieve it

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| <ul style="list-style-type: none"><li>• A new Commission proposal for a long-term biodiversity strategy post-2020 for the EU with a strong urban dimension</li></ul> | <ul style="list-style-type: none"><li>• Promote our position paper (October 2019) and video evidencing the need for an updated strategy to EU decision makers</li></ul>                                      |
| <ul style="list-style-type: none"><li>• Improved knowledge of the key challenges facing cities in the field of nature and biodiversity</li></ul>                     | <ul style="list-style-type: none"><li>• Undertake an evaluation of the key challenges facing cities on nature and biodiversity and develop a monitoring framework as part of the Green City Accord</li></ul> |
| <ul style="list-style-type: none"><li>• Strengthened knowledge sharing between cities on nature and biodiversity</li></ul>   | <ul style="list-style-type: none"><li>• Gather best practices from cities and organise city twinning visits as part of the Green City Accord</li></ul>   |
| <ul style="list-style-type: none"><li>• Better and shared knowledge on greening cultural events in cities</li></ul>  | <ul style="list-style-type: none"><li>• Themed event in Brussels including a training part (first quarter of 2020)</li><li>• Booklet of recommendations to cities</li></ul>                                  |
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## Strategic objective 5: Strengthen safety and security in public spaces

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### What we will achieve by end 2020

- Better insights into the debate at EU level about security and safety and a good understanding of possibilities for cities to engage in relevant EU security policy developments

### How we will achieve it

- Support, on an ad hoc basis, knowledge sharing and exchanges between cities and EU decision makers on safety and security in cities, including through the urban agenda partnership on urban security.
  - Support the implementation of actions relevant to our network activities, e.g. on digital security aspects or a social inclusion dimension
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## Goal 5: City governments address global challenges

### Strategic objective 1: Fight climate change and enable the energy transition

What we will achieve by end 2020	How we will achieve it
<ul style="list-style-type: none"><li>Increased capacity in cities to reduce carbon emission</li></ul>	<ul style="list-style-type: none"><li>Share knowledge through our Climate Strategy Roundtable and EEF</li><li>Capacity-building activities (webinars, workshops, twinnings) in the frame of the Covenant of Mayors</li><li>Apply for the H2020 call for proposals Supporting public authorities in driving the energy transition (LC-SC3-EC-5-2020)</li></ul>
<ul style="list-style-type: none"><li>Better knowledge in cities on local climate actions and energy efficiency</li></ul>	<ul style="list-style-type: none"><li>Build capacity via: Covenant of Mayors; European Green Capital Network; PROSPECT; Sharing Cities</li></ul>
<ul style="list-style-type: none"><li>Implementation of sustainable energy and climate action plans through peer-to-peer learning on innovative financing schemes (PROSPECT H2020 project)</li></ul>	<ul style="list-style-type: none"><li>Hold four rounds of a six-month learning programme among selected mentors and mentees</li></ul>
<ul style="list-style-type: none"><li>EU Strategy on climate neutrality by 2050 which recognises the role of cities</li></ul>	<ul style="list-style-type: none"><li>Collaborate with other networks and lobbying coalitions (e.g. Coalition for Higher Ambition and C40)</li></ul>
<ul style="list-style-type: none"><li>EU2030 climate targets raised to 55% and energy efficiency and energy renewable targets for 2030 raised</li></ul>	<ul style="list-style-type: none"><li>Collaborate with other networks and lobbying coalitions (e.g. Coalition for Higher Ambition, C40, et al)</li></ul>
<ul style="list-style-type: none"><li>Increased capacity in cities to replicate smart city solutions improving energy efficiency</li></ul>	<ul style="list-style-type: none"><li>Develop guidance and capacity building tools via the Sharing Cities project and the Smart Cities Information System project (SCIS)</li></ul>

## Strategic objective 2: Tackle rising inequalities

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### What we will achieve by end 2020

- Stronger recognition by the EU and member states of the role of cities in implementing policies for fighting inequalities at local level

- Increased awareness at EU level, including in the European Semester, on the urban dimension of inequalities

- Strengthened role of cities in maximising synergies and mitigate trade-offs between social, economic, environmental and climate objectives to reduce inequalities at local level

- Contribute to a reflection on implementation of a just transition to an inclusive and green economy in cities

### How we will achieve it

- Hold an awareness raising event on emerging urban challenges (e.g. working poor, energy poor, 'digital' poor, gentrification, managing diversity, social housing and social mixing in community development)

- Hold bilateral meetings with EU policy makers in the Commission and European Parliament
- Develop recommendations for use of EU funds to reduce inequalities in cities

- Hold webinar with WG GAB on sustainable urban ecosystem strategies and their distributive impacts on social groups (focusing on young people, working population, the elderly) and physical and mental health and well-being
- Collect innovative practices implemented by cities

- A master class / webinar on how to achieve and capitalise on the just transition for members of all relevant forums
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### Strategic objective 3: Drive digital transformation

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#### What we will achieve by end 2020

- Engagement and commitment by all levels of government to boost the upscaling of digital solutions and recognising the role of cities to this end
- EUROCITIES centrally positioned at EU level as the lead network to facilitate the replication and upscaling of digital solutions in cities
- Increased understanding between cities and at EU level of local initiatives for the good use of data for better public services and solutions (implementation of citizen data principles)

#### How we will achieve it

- Launch the declaration on ‘joining forces to boost digital transformation in Europe’s cities and communities’
  - Start the implementation of the joint ‘upscaling’ road map coordinating efforts of involved stakeholders, including KSF and WG meetings
  - Start developing the first upscaling pilot project (EUROCITIES citizen card) as part of the KSF LAB activities
  - Hold knowledge sharing and replication activities for cities through Sharing cities (H2020 smart cities project) and the Smart Cities Information System project (SCIS)
  - Meetings of the digital foresight taskforce of KSF
  - Distribute the publication on the citizen data principles and advocacy work towards the EU institutions
  - Demonstrate the benefits of implementing smart city solutions
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## Goal 6: City governments are fit for the future

### Strategic objective 1: Promote innovative city government and administration

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#### What we will achieve by end 2020

#### How we will achieve it

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| <ul style="list-style-type: none"><li>• Mapping and knowledge of innovative forms of eg:<ul style="list-style-type: none"><li>- management culture and procedure in public administration</li><li>- new forms of smart working</li><li>- best practices for working across departments</li></ul></li></ul> | <ul style="list-style-type: none"><li>• Publish case studies</li></ul> |
| <ul style="list-style-type: none"><li>• Structured reflection on innovative administration to develop into potential joint activities and experimentation in this field</li></ul>  | <ul style="list-style-type: none"><li>• Reflection workshop</li></ul>  |
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## Strategic objective 2: Ensure the financial sustainability of cities

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### What we will achieve by end 2020

### How we will achieve it

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| <ul style="list-style-type: none"><li>• Better understanding of innovative and innovation procurement through exchange and capacity building</li><li>• Cities are supported to achieve a better dialogue with the market for innovation technologies</li></ul> | <ul style="list-style-type: none"><li>• Facilitate capacity building on innovation procurement, European market engagement and pilot testing in cities on the topic of circular construction, electric vehicles, and zero emission construction sites through the Big Buyers Initiative</li></ul> |
| <ul style="list-style-type: none"><li>• EUROCITIES is positioned on long-term investments and challenges related to the Stability and Growth Pact, social infrastructure investments locally and the InvestEU Programme</li></ul>                              | <ul style="list-style-type: none"><li>• Present our key messages, based on the work of WG LTI, to key stakeholders at a high-level event in Brussels</li></ul>  |
| <ul style="list-style-type: none"><li>• Better understanding of how to use innovative financing schemes through exchange of practices and capacity building (PROSPECT)</li></ul>   | <ul style="list-style-type: none"><li>• Develop four six-month peer-to-peer learning programs on innovative financing (e.g. crowdfunding, green bonds, ELENA) (PROSPECT)</li></ul>  |
| <ul style="list-style-type: none"><li>• A thorough understanding on the membership of EU funding opportunities for cities in the new long-term budget for the EU and the sector programmes</li></ul>   | <ul style="list-style-type: none"><li>• Develop briefing services for members, including webinars on the new funding streams</li><li>• Update on funding and capacity building at corporate events</li></ul>  |
| <ul style="list-style-type: none"><li>• A European Urban Initiative that supports the implementation of the urban agenda and strengthens connections between the initiatives for cities under cohesion policy</li></ul>  | <ul style="list-style-type: none"><li>• Present our proposal for implementation, developed with WG CP and UA, to the Commission (DG REGIO) and the EP Urban Intergroup</li><li>• Continue dialogue with DG REGIO and new Commissioner's cabinet, including via the EUI expert group</li></ul>     |
| <ul style="list-style-type: none"><li>• Programming documents (partnership agreements and operational programmes) of member states better reflecting urban challenges and needs; more intense use of integrated territorial instruments</li></ul>              | <ul style="list-style-type: none"><li>• Influence the EU institutions' dialogues</li></ul>  |
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- Influence member states: support cities in finding national entry points for a dialogue, support the Commission in terms of how to identify content beneficial for sustainable urban development
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### Strategic objective 3: Manage the use of disruptive technologies to transform public services

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#### What we will achieve by end 2020

#### How we will achieve it

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| <ul style="list-style-type: none"><li>• Increased understanding at city level of the benefits and risks related to the use of disruptive technologies in the local public administration with a strong focus on AI and ethics</li></ul> | <ul style="list-style-type: none"><li>• Hold a series of workshops</li><li>• Work closely with the Cities coalition for digital rights initiative (AI, ethics and 5G in 2020) and OASC (disruptive technologies development and implementation).</li><li>• Develop a guide by the Digital Foresight task force (KSF) aimed at accelerating the take up of new technologies by local administrations while helping members to understand/anticipate potential negative consequences</li><li>• Apply for the H2020 call for proposals Transformative impact of disruptive technologies in public services (DT-Transformations-02-2020)</li></ul> |
| <ul style="list-style-type: none"><li>• An EU legislative proposal on artificial intelligence and citizens digital rights</li></ul>   | <ul style="list-style-type: none"><li>• Promote our position ‘Smart cities in the age of digital revolution’ to EU decision makers</li></ul>   |
| <ul style="list-style-type: none"><li>• An EU legislative proposal on public access to privately held data</li></ul>  | <ul style="list-style-type: none"><li>• Promote our position ‘Smart cities in the age of digital revolution’ to EU decision makers</li></ul>   |
| <ul style="list-style-type: none"><li>• Stronger capacity of cities to engage in effective co-creation processes with citizens related to smart city developments</li></ul>   | <ul style="list-style-type: none"><li>• Share experience and dissemination of useful documents from Sharing Cities project</li></ul>   |
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## Strategic objective 4: Strengthen public participation in decision making

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### What we will achieve by end 2020

### How we will achieve it

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| <ul style="list-style-type: none"><li>• Stronger knowledge in cities on methods and tools for citizens' participation in local decision making</li></ul>                 | <ul style="list-style-type: none"><li>• Hold two meetings of WG creative citizenship, possibly in collaboration with the digital citizenship task force and the work stream on innovative administration</li><li>• Apply for the H2020 call for proposals Citizen-centric public services in local and regional administrations (DT-GOVERNANCE-22-2020)</li></ul> |
| <ul style="list-style-type: none"><li>• Increased awareness at EU level about local good practices and the role of cities as a bridge to citizens in the EU</li></ul>    | <ul style="list-style-type: none"><li>• Engage in relevant EU level events to promote cities' good practices involving citizens in public policy making</li></ul>   |
| <ul style="list-style-type: none"><li>• Stronger collaboration with EU decision makers on ways of involving citizens and cities directly in EU decision making</li></ul> | <ul style="list-style-type: none"><li>• Capitalise on new partnership with Friends of Europe on new localism, promoting the role of cities and essential to reaching out to citizens in the EU</li></ul>  |
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## Strategic objective 5: Explore strategic partnerships and the co-creation of public services

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### What we will achieve by end 2020

### How we will achieve it

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| <ul style="list-style-type: none"><li>• Identified opportunities to maximise the role of cities and EUROCITIES in a new implementation phase of the urban agenda for the EU</li></ul>   | <ul style="list-style-type: none"><li>• Participate in UDG and DGUM meetings</li><li>• Participate in expert group developing European Urban Initiative (DG REGIO)</li></ul>   |
| <ul style="list-style-type: none"><li>• Built understanding at EU level for the role of and support needed for local innovation eco-systems, and built capacity at city level</li></ul> | <ul style="list-style-type: none"><li>• Promote our policy statement on sustainable local innovative ecosystems, following up from EDF meetings in 2019</li></ul>  |
| <ul style="list-style-type: none"><li>• Influenced EU Horizon Europe spending priorities, including the missions relevant to cities</li></ul>   | <ul style="list-style-type: none"><li>• Establish strong presence as rapporteur at the Mission Board for climate neutral and smart cities</li><li>• Involve membership in defining the line to take, and ensure transparency</li></ul> |
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## Strategic objective 6: Promote gender equality and fight all discrimination

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### What we will achieve by end 2020

- Increased awareness about cities' innovative practices promoting gender equality

### How we will achieve it

- Collect and promote good practices and publish on our website to mark International women's day
- Follow the new structured dialogue on gender balance in the cultural and creative sector
- Collaborate on events with relevant stakeholder organisations
- Support Liverpool combined authorities and Greater Manchester in the organisation of an event on "women in culture in the arts" in Brussels

- Raise awareness and develop guidelines of how to build a gender dimension in integration policies

- Support Warsaw, Gothenburg and Rotterdam through our CONNECTION project
  - Develop a policy guideline on building a gender dimension in integration policies at local level; a how-to video on the same topic from the three cities; and peer-trainings of local policy makers.
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## Strategic objective 7: Plan for the cities of the future

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### What we will achieve by end 2020

- Better knowledge at city and EU level of metropolitan area governance, understanding incentives, what works and what doesn't

- More efficient governance in terms of land-use, promotion of functional urban area-based development

### How we will achieve it

- Share knowledge between members of WG MA and working with ESPON for research support (METRO project)
- Promote outcomes to EU decision makers

- Discuss within WG UA, MA, CP
  - Capitalise on sustainable land use (and other related) UA partnership results
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## Internal goal: EUROCITIES is run effectively

### Internal strategic objective 1: Be the European go-to-network on urban matters

What we will achieve by end 2020	How we will achieve it
<ul style="list-style-type: none"><li>• A growing membership of cities</li></ul>	<ul style="list-style-type: none"><li>• Continue outreach to potential new members</li></ul>
<ul style="list-style-type: none"><li>• A strong engagement of the membership in network activities</li></ul>	<ul style="list-style-type: none"><li>• Ensure events are timely, relevant and useful for members</li><li>• Continue to develop methods for knowledge sharing</li><li>• Maximise visibility and networking opportunities for politicians at our events</li><li>• Increase communication about benefits of membership</li></ul>
<ul style="list-style-type: none"><li>• Clear set of solid knowledge sharing and transfer methodologies that is EUROCITIES-branded, to be used by members</li></ul>	<ul style="list-style-type: none"><li>• Consolidate and brand our working methods in one single toolkit</li><li>• Communicate it among membership and ensure it is used</li></ul>
<ul style="list-style-type: none"><li>• Reinforced services for members on EU funding information and training</li></ul>	<ul style="list-style-type: none"><li>• Develop and deliver a reinforced plan on EU funding info and training</li></ul>
<ul style="list-style-type: none"><li>• Improved communication services for members and visibility to the EU institutions</li></ul>	<ul style="list-style-type: none"><li>• Invest in a more adapted and user-friendly website, including a community platform for members</li><li>• Increase use of collaborative web-tools for members</li><li>• Review formats for newsletters</li><li>• Make stronger use of social media</li><li>• Increase presence and visibility in EU level media</li><li>• Develop timely and impactful publications</li></ul>

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- Work in partnership with EU institutions
    - Commission: Build up relations with new college of Commissioners and cabinets and the Sec Gen; consolidate relations with DGs
    - European Parliament: Grow partnership with the Urban intergroup and hold regular meetings with relevant MEPs
    - Committee of the Regions: Continue regular coordination of activities
    - Member states: Hold meetings with Perm reps
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## Internal strategic objective 2: Develop a productive working relationship with external stakeholders: business, academia and civil society

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What we will achieve by end 2020	How we will achieve it
<ul style="list-style-type: none"><li>• A new strategy for working with business partners and academia</li></ul>	<ul style="list-style-type: none"><li>• Establish clear objectives and approach for collaboration with business partners</li><li>• Develop overview of main stakeholders we would like to work with</li><li>• Hold two preparatory debates in ExCom</li></ul>
<ul style="list-style-type: none"><li>• A clear overview of funding opportunities to support the implementation of the strategic framework from foundations</li></ul>	<ul style="list-style-type: none"><li>• Carry out desk research and meetings with 3-4 relevant foundations</li><li>• Finalisation of an internal note that provide a clear overview and concludes on next steps</li></ul>
<ul style="list-style-type: none"><li>• An expanded network of and engagements with Brussels-based networks and civil society organisations</li></ul>	<ul style="list-style-type: none"><li>• Continue dialogues with Brussels-based main organisations</li></ul>

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### Internal strategic objective 3: Ensure good governance for decision making and activities

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#### What we will achieve by end 2020

#### How we will achieve it

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| <ul style="list-style-type: none"><li>Strengthened our internal working processes and procedures joining up activities in working groups, forums and at ExCom level to collectively deliver the strategic framework</li></ul> | <ul style="list-style-type: none"><li>Revisit needs of and format for working group work plans and reports and forum strategies</li><li>Strengthen debriefing to ExCom</li><li>Develop new coordinated timeline delivery of six forums events</li></ul>                                |
| <ul style="list-style-type: none"><li>Established stronger synergies between all work streams</li></ul>   | <ul style="list-style-type: none"><li>Hold one annual meeting of all forum and working group chairs</li><li>Support sharing and learning between working group chairs</li></ul>  |
| <ul style="list-style-type: none"><li>Updated guidelines for working group and forum chairs and capacity building to facilitate more impact-driven work</li></ul>   | <ul style="list-style-type: none"><li>Review and update the vademecum</li></ul>  |
| <ul style="list-style-type: none"><li>Decided on a clear and shared set of network priorities for 2021</li></ul>  | <ul style="list-style-type: none"><li>Hold debate and decision at ExCom level (politicians) with forum chairs</li></ul>  |
| <ul style="list-style-type: none"><li>Adopted revised statutes and internal rules</li></ul>   | <ul style="list-style-type: none"><li>Propose revisions to statutes &amp; internal rules to ExCom</li></ul>  |
| <ul style="list-style-type: none"><li>Measured and reduced our carbon footprint - including assessment of how to reach net zero emissions by 2025</li></ul>   | <ul style="list-style-type: none"><li>Develop and implement low- carbon travel</li><li>Develop and implement climate-friendly catering policies</li><li>Review and assess office energy use</li><li>Assess and implement options for online meeting facilities and equipment</li></ul> |
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- A comprehensive salary policy

- Develop tools for evaluating positions (roles, competencies, skills, experience.)

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- A happy team, feeling rewarded and fully committed to shared team values (LIFT)

- Monitor the application of the LIFT values across the team members
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