

# Solution package 6:

Urban Orchestrator

## SP6 Solutions, challenges and learnings

### Session Summary

The ASCEND partners representing Lyon (FR), Munich (DE), Budapest (HR), Charleroi (BE) and Porto (PT) presented their governance and organisational frameworks to implement their PCEDs. Foreseen structures include single purpose vehicles, development units within the municipal administration, dedicated public bodies and municipal interdepartmental working groups.

### Resources

- Powering the energy transition at the district level. Architecture Workroom Brussels. 2023.
- Five PCED Books: Implementation status report – M12. ASCEND. 2024.
- Munich PCED roadmap report. ASCEND. 2023.
- Lyon PCED roadmap report. ASCEND. 2023

### Common Challenges

- **Funding:** Most of the municipalities do not have a clear revenue and business model scheme. It creates challenges in funding the different solutions foreseen to deploy the PCEDs.
- **Decision making process:** All the different municipalities have to deal with a large number of different stakeholders in the process of implementing their PCEDs. Even if the higher municipal strategy is clear, the decision-making process at the operational level is not always clear and streamlined, creating drawbacks.

### Main Takeaways

- It is important to discuss how to make these initiatives and organisations sustainable over time financially but also from a governance perspective. The sustainability of PCEDs is fundamental for scaling up ASCEND pilots and it should pass through solid business models and clear governance and decision-making process.

### Quote

*“Implementing a Positive and Clean Energy District makes necessary, even before thinking about technical solutions, to think about and set-up an appropriate and specific governance able to develop fast-pace at operational level. Depending on the local context, an appropriate scheme should rely on an organisation able to lead and drive the local stakeholders, in a broad range of projects implemented in parallel, on various topics, with different timeframes.”*

**Etienne Vignali, SPL Lyon Confluence**

