

# LUCI STRATEGIC PLAN

## 2017-2027

Sustainable urban lighting  
for better quality of life in cities





*The LUCI Strategic Plan 2017-2027 was drafted during the year 2016 by a working group of cities composed of Albertslund, Eindhoven, Glasgow, Gothenburg, Lyon and Seoul, following a consultation workshop with LUCI members during the City under Microscope in Gothenburg in April 2016, as well as an online survey collecting feedback from all members.*

*The Strategic Plan sets out the LUCI mission and vision for years to come. It also explains the strategic orientations of the Association, while creating a framework of Pillars for thematic programs. It will cover the period 2017-2027 and will be reviewed periodically with a mid-point evaluation in 2022.*

*The Strategic Plan was adopted by the LUCI Executive Committee representing the members of the Association and approved by the LUCI AGM in Seoul, Republic of Korea, on 3 November 2016.*

# LUCI NETWORK

## Why we act, what we stand for

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LUCI has played a significant role in shaping public lighting policies in cities for the past decade and a half. The organisation has matured into a solid professional network that enables exchange of ideas and experience.

To bring LUCI to its next step of evolution, we need to both capitalise on the existing foundation and shape an organisation that can help us think ahead into the future.

LUCI is a pioneering and leading organisation, an ambitious collaborative network of cities and their partners, which helps local governments find solutions to some of the challenges they face to improve the quality of life of citizens. We would like everyone to be a part of creating a more desirable and optimistic future, and this is a constant work in progress.

**New lighting technologies are changing the way cities use light**

## EVOLUTIONS IN LIGHTING

Light and lighting have gathered significant interest worldwide since LUCI's inception at the dawn of the 21<sup>st</sup> century. Since then, technologies in lighting have changed radically and major evolutions in the market have taken place, with new approaches to lighting. At great speed, many cities have adopted new lighting technologies which allow for increased energy efficiency and lower costs. Today, lighting is more precise and more flexible.

New lighting technologies – including not only LEDs but also the next generation of lighting and energy sources – combined with IT systems, will change the way cities use light. These new lighting technologies have become a powerful catalyst and tool to enhance the quality of most people's lives.

In order to keep up with these changes and use lighting as one of the bricks of the sustainable smart city, cities need to foster close cooperation with knowledge and research institutions and leading market companies within the field of lighting technologies.

**How can quality of light improve quality of life?**



## EVOLUTIONS IN THE URBAN ENVIRONMENT

In addition, cities are currently at the centre of many transformations and challenges, and today they are taking a larger role in the governance of the world's affairs. LUCI, as it has strived to be part of the vanguard of future lighting solutions, has sought to accompany these evolutions, which include:

- › Increasing urbanisation trends
- › Climate change as a major given and energy efficiency as a necessity
- › Nightlife being considered as an integral part of urban life
- › Cities working today as ecosystems to deliver high standards of quality of life
- › The need for new inclusive societal models and a citizen-focused approach
- › The importance of exchanges between cities from diverse backgrounds

*One of the main questions today is:  
How can quality of light improve quality of life?*





## OUR SHARED VALUES

LUCI can be a useful platform in the process to answer this question, in a holistic way of thinking to facilitate unique and creative urban lighting solutions that distinguish LUCI member cities from others.

In our globalised world, we advocate customised solutions: there is no one-size-fits-all solution, each city must develop its own strategy and use a maximum of flexibility. LUCI, as a network, should reflect this flexibility and the diversity of cultures in lighting.

Cities must adapt in order not to decline. And so flexibility should be correlated with creativity and openness, to be inspired by innovation and not “reinvent the wheel”. LUCI should reflect and promote this creativity and openness.

Cities are connected to each other, and networks like LUCI bring cities together to achieve more together than possibility could have been achieved apart or in opposition. LUCI reflects this connectivity.

**Diversity, flexibility,  
creativity, openness**



# LUCI MISSION

## What we are

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LUCI will stay true to its shared values, its main achievements and its worldwide ambition in the existing framework of its democratic governance.

The mission statement, and indeed this document, reflects the LUCI statutes (signed in Pécs, Hungary in June 2002, amended in San Luis Potosi, Mexico in 2008 and Guangzhou, China in 2013) and the LUCI Charter on Urban Lighting (signed by 50 cities since 2010).





*LUCI, as a worldwide membership network, connects cities engaged in using light in the functioning of the city to enhance quality of life.*

*LUCI promotes and reflects a sustainable culture in the development of urban lighting.*



# LUCI VISION

## Where we want to go

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Deriving from the mission statement, the vision is the overall direction, the long term perspective of the Association, where we want to go.

*Cities of the world recognise that light makes a critical difference to our quality of life: it needs to be integrated as an intelligent main component in various aspects of their public policies.*

*LUCI, as a Knowledge Exchange Platform, nurtures international city-to-city cooperation on light and urban lighting.*

# LUCI STRATEGIC ORIENTATIONS

## How we will get there

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These strategic orientations will guide LUCI activities, projects and communication in the years to come.

- LUCI, a worldwide, inclusive city network
- Strengthening the collective intelligence on urban lighting
- Developing into a knowledge-sharing and capacity building platform
- Reinforcing partnerships and cooperation worldwide



## LUCI, A WORLDWIDE, INCLUSIVE CITY NETWORK

The LUCI network provides year by year, through its activities, a meeting place for the international urban lighting community. This community, drawing from the strengths of all its members, and as a living network, will continue its growth responding to demands from cities all over the world.

### OBJECTIVES

- Strengthen exchanges with and between all city members
- Attract new cities which can learn from LUCI and bring new insights
- Broaden the geographic representativeness and increase the diversity of city members
- Develop regional offices in Asia, Africa and America



## STRENGTHENING THE COLLECTIVE INTELLIGENCE ON URBAN LIGHTING

In the ever-evolving domain of light, LUCI, as a network, needs to provide unbiased, validated information and policy guidelines to its members and beyond. It is both a resource centre capitalising on knowledge acquired over the years, as well as an observatory for new and future applications of light in the city. LUCI should enable this collective intelligence to go beyond the network, giving cities a voice that echoes throughout the world.

### OBJECTIVES

- Develop LUCI as a centre for excellence in urban lighting, widely spreading the knowledge acquired, and promoting existing and promising practices
- Strengthen LUCI as a central place to observe and identify future trends in urban lighting
- Encourage more collaboration with universities and other research institutes to develop and provide validated objective information on new lighting technologies, innovations and their potential applications
- Help cities increase their collective influence, by developing the voice of cities on urban lighting, promoting the LUCI Charter and other thematic policy documents

## DEVELOPING INTO A KNOWLEDGE-SHARING AND CAPACITY BUILDING PLATFORM

LUCI encourages cities to work together, to share and progress together to improve their lighting policies.

This is why members should be given the opportunity to access professional exchange and capacity building tools – based on city to city exchange and expertise – to enhance the decision-making process and enable new lighting applications and services in the public spaces.

### OBJECTIVES

- Support research and educational programs on urban lighting
- Develop professional training workshops to support cities in improving their lighting policies
- Develop collaborative exchange tools to support cities in improving their lighting policies
- Encourage and support experimentation (living labs) to develop our basic thinking about light as a major but constantly evolving tool of urban development in order to bring new insights

## REINFORCE PARTNERSHIPS AND COOPERATION WORLDWIDE

Cities and their partners can only flourish by developing cooperation initiatives and partnerships with various groups of stakeholders. In order to use light in the best way possible for the functioning of the city, a combination of stakeholders inside and outside the LUCI network should be sought, ranging from the business sector, the scientific community, the art and design community, and of course, the citizens themselves.

LUCI aims to reinforce the multiple helix model which is the basis for cooperation on lighting in many cities, creating strong links between cities, citizens, universities, industries, NGOs, international organisations, etc.

### OBJECTIVES

- Increase collaboration with major lighting companies, universities, research institutes focusing on light and the city
- Develop partnerships with important city associations, other NGOs and private stakeholders
- Develop partnerships with intergovernmental organisations



# LUCI PILLARS

## **Bringing sustainable urban lighting towards enhanced quality of life**

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The LUCI pillars reflect the main domains of action that correspond to challenges faced by cities and the potential solutions that light can bring. They are the drivers to achieve our strategic vision; they are the platforms to maximise stakeholder involvement and design thematic programs.

LUCI pillars are the building blocks of the organisation, they aim to become the lenses through which we can classify, implement and develop our activity.

## LUCI PILLARS

Through LUCI pillars, we continue to build conversations, to accelerate action and progress together. LUCI pillars are not mutually exclusive: they are cross-disciplinary by nature and as they fertilise each other, they should be catalysts for innovation and creativity. Each LUCI pillar reflects the core determinants of LUCI's approach to urban lighting:

- › Sustainable lighting as a working culture
- › Limitless opportunities with innovation and smart technologies in lighting
- › Citizen-focused lighting

The LUCI pillars are linked to the LUCI Charter and aim to help current and future signatory cities deliver strong outcomes that support their commitments.





## HEALTH & WELLBEING

Ensuring the **health and wellbeing** of citizens is one of the fundamental goals of every city, and enhancing quality of life underlies all city policies. Light can act as a major stimulus to help cities address issues related to health and wellbeing, mitigate the negative side-effects of modern daily life and support prosperity.

Light helps people to see, feel safe and orient themselves. Innovative, customised lighting solutions can improve the lives of citizens which are the most vulnerable, promote social interaction and encourage physical activity. The non-visual impacts of light affect mood, alertness, performance and the circadian rhythm of people that live and work in our 24/7 cities. Good indoor and outdoor lighting contributes to providing people with healthier, natural, secure and more comfortable environments for their daily activities.

### Lighting topics in this pillar (non-exhaustive list)

- › Ensuring a free and equal access to light [Charter 1.1]
- › Creating a safe and comfortable environment [Charter 1.2]
- › Reducing light pollution [Charter 2.4]
- › Light as a component of social safety and security
- › Indoor public lighting
- › Human centric lighting: light responding to human needs and usage
- › Visible light to interact with urban life, create natural movement and encourage meetings
- › Rethinking light as an absolute dark hours necessity anytime and anywhere
- › Light on (individual) demand



# PUBLIC SPACES

**Public spaces** are the beating heart of the city. They are the spaces where people, both inhabitants and visitors, experience the city, its architecture, its infrastructure, day by day.

By enhancing urban structures and areas, light can create distinctive ambiences and nightscapes contributing to an attractive and functional living environment, reinvigorate the local economy for residents and tourists. Light can be the enabler of new applications and services in the public space, it could even help reconstruct the notion of public space itself.

## Lighting topics in this pillar (non-exhaustive list)

- › Light as a tool for tourism development city marketing and city enhancement [Charter 1.3]
- › Supporting a smart and environmentally friendly mobility [Charter 1.4]
- › Strengthening local economic development [Charter 1.5]
- › Light as a tool for communication and smart urban services
- › Light as a key factor for improving livability for citizens of all ages, gender etc.
- › Light as a catalyst to change the nature of space
- › Light in private areas contributing to public ambience, enhancing the poetic element of the nocturnal atmosphere
- › Light as a part of creativity in public spaces
- › Light as a tool for urban safety and security
- › Moving from public lighting as a product to public lighting as a service



## SOCIAL COHESION

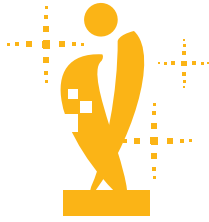
Urban nightlife is a significant dimension of the city that never stops. In today's increasingly digitised societies, light can be a means to encourage people to engage in the physical space around them. Light should contribute to bonding people and bridging gaps, regardless of age, ethnicity, gender, religion, level of income, etc.

How can future urban lighting contribute to better **social cohesion** of our cities? How can we continue to identify with each other as citizens of the same city, and as such feel connected?

People and places should be connected throughout the territory of the city, in order to optimise social interaction. Citizen participation and interaction are a major goal in the management of local public policies to enable a user-focused city.

### Lighting topics in this pillar (non-exhaustive list)

- › Ensuring an equal and free access to urban lighting [Charter 1.1]
- › Reinforcing cultural and social identity through light [Charter 1.3]
- › Strengthening local economic development [Charter 1.5]
- › Using light as an enabler of urban regeneration and social sustainability of the city
- › Using light as a tool for citizen participation in local public policies and involvement in local communities
- › Using new technologies and smart city applications to favour a user approach to urban lighting
- › Using the existing lighting system grid to allow other sectors to develop new society-directed smart services and applications



**Art and culture** are essential driving forces that inspire urban leaders to develop their city and to deliver diversity to the culture and identity of the city.

## ART & CULTURE

### Lighting topics in this pillar (non-exhaustive list)

- › Light as a tool for city marketing and city enhancement [Charter 1.3]
- › Light to reinforce cultural and social identity [Charter 1.3]
- › Light festivals as an expression of urban creativity to serve the social unity of our cities
- › Light and art as a powerful city enhancement tool
- › Light as a playful creative material for all, a personal tool to explore people's needs and dreams for their own city



Local governments are in the best position to frame and manage public policies that increasingly need to be user-focused.

Cities should be in a position to invest, understand the implications of new technologies, and develop inclusive, balanced and effective strategies for their citizens. Cities should be at the heart of consortiums that aim at creating added value for higher societal interest.

## GOVERNANCE

### **Lighting topics in this pillar** (non-exhaustive list)



- › Driving the optimisation of energy consumption [Charter 2.1]
- › Minimising the environmental impact of all operating and production aspects [Charter 2.2]
- › Maintenance and quality control [Charter 2.3]
- › Coordination between private and public stakeholders to achieve the aims of a coherent nightscape
- › Keeping cities in the driver's seat to enhance decision making on lighting services and technologies
- › Managing negative effects of lighting
- › Developing coherent economic models to face economic issues in public lighting (especially procurement and financial mechanisms)







LUCI Association  
13 rue du Griffon  
69001 LYON - France

T: 00 33 4 27 11 85 37  
[luci@luciassociation.org](mailto:luci@luciassociation.org)  
  LUCIassociation