EU MISSIONS

CLIMATE-NEUTRAL & SMART CITIES

NET ZERO CITIES

COMPANION GUIDE FOR CIVIC ENVIRONMENT MAPPING

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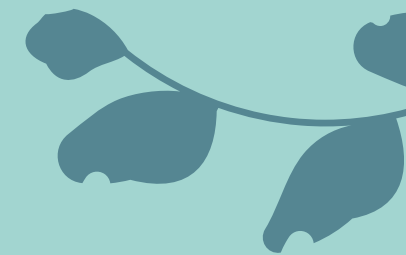
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> *Mapping is a process through which a collective narrative is created that makes visible another way of relating to a territory, producing other forms of knowledge, other ways of accessing it and, in short, challenging the dominant narratives. Every map is an ideological representation, by engaging in mapping we can build new relations, imagine and implement new models.*

Vivero de Iniciativas Ciudadanas in "Cómo hacer un mapeo colectivo"

> *All models are wrong, but some are useful.*

George E. P. Box

INTRODUCTION

In order to accelerate their transition to climate neutrality, cities need to cooperate with their full local ecosystem of actors - including citizens, civic groups and stakeholders from the private and public sector – who need to be positively engaged in the challenge as a broad coalition of actors joining their forces. Together, they will need to build new governance models, reflect on and co-create new solutions, co-decide upon and embrace climate actions for change, as a whole community and in a systemic civic environment. As far as citizen and stakeholder engagement is concerned, not all cities start from the same point. Some have already adopted a culture of engagement and established strong partnerships with their local stakeholders, be it on climate or other issues. Others are less advanced and will need to do more work in this area.

One of the starting points for achieving such a transformation in governance models is to take a fresh look at the actors in the community in order to identify them more broadly, including vulnerable groups or the ones that are usually left out of the conversation, and to understand better their needs, resources and motivations, as well as how they interact together, including which dynamics enable or block change in the city journey towards climate neutrality.

Mapping civic environments is the process by which cities can make informed decisions on whom to engage in a strategic manner. This guidebook describes how the use of simple and intuitive civic environment mapping tools, as well as a better understanding of mapping approaches and key principles, will help cities and Transition Teams develop the necessary system thinking skills to navigate the richness and complexity of their local ecosystem.

INTENT OF THE COMPANION GUIDE

WHO IS THIS COMPANION GUIDE FOR?

This guide is intended for Transition Teams in cities, as they work on exploring and understanding better their civic environment and ecosystem of actors, to activate – and engage with - an inclusive and multi-stakeholder coalition for change. It will guide them at the initial phases of the Climate Transition Map and in the elaboration of their Climate City Contract, providing them with key insights on civic environment mapping as an approach, and specific recommendations on how and when to use a collection of mapping canvases accessible in the NetZeroCities knowledge repository.

NetZeroCities points of contacts in cities and core municipal teams can also use this guide, as their work on creating their Transition Team, as described in the NetZeroCities Transition Team Playbook, as the same approach and mapping tools can be used in this objective.

This guide can also be of interest for citizens and local stakeholders who would like to know more on the topic of mapping and can contribute to open and participative mapping sessions with Transition Teams members.

WHAT IS THE INTENT OF THIS COMPANION GUIDE?

For city teams to be able to embed a civic engagement mapping approach to their work, they need guidance on why and how they should approach civic mapping and how to execute civic environment mapping based on a state-of-the-art methodology. To that end, this guide provides detailed guidance on the preconditions required for mapping and the types of stakeholders, resources and relationships that need to be mapped.

This guide intends to increase confidence and capacities of city administrations and Transition Teams in designing their own approaches for civic environment mapping and undertaking mapping activities adapted to their own local context. It provides guided access to a collection of tools for mapping, which is not exhaustive but aims to cover different mappings needs in different situations.

HOW SHOULD THIS COMPANION GUIDE BE USED?

As is the case across this Mission, there is not one size fits all - but there is much that we can learn together on how to map city civic environments.

This also means that this guidebook is designed as a working document - as opposed to a finalised report - to be iterated and completed collaboratively with cities embarking on the Mission to climate neutrality. We very much welcome feedback from cities and other actors and stakeholders across society, so that we can evolve and improve this document over time, as the Mission progresses and we continue to learn together. Please share your thoughts, learnings and questions via the NetZeroCities platform or through missioncities@netzerocities.eu.

KEY PRINCIPLES AND BENEFICITS OF MAPPING

Mapping is a never-ending and always incomplete process. Because local ecosystems are complex and living, changing fabrics of interacting actors, it is not possible to capture and describe once and for all, all elements and dimensions of this complexity. This may seem daunting at first sight, but each mapping exercise can nevertheless yield incredibly useful, yet incomplete, understandings of your environment. Thus, there is tremendous value in conducting multiple different mapping approaches and iterating the same mapping approach multiple times. By doing so, mapping processes and results will complete and enrich each other and progressively bring more and more useful insights.

Mapping enables visualization of complex information. Through mapping you will be able to see better how stakeholders interact in your civic environment and to uncover power dynamics at stage. It will help you establish connections, link agents and initiatives, federate people's needs, expectations and capacities to act.

Mapping is a powerful means of interaction. It supports dialogue and common reflection around specific problems, objectives, or challenges. Inviting external stakeholders and citizens to participate in collective mapping sessions, where they can bring their own and unique perspective to the discussions, will enrich both the process and results. These collective sessions can be run online, or even better, during in-presence gatherings!

Mapping is a means of collecting and communicating information. Through mapping, you will gather precious knowledge and experiences of multiple stakeholders and uncover so far unknown barriers and opportunities for change. Mapping results are important documents to keep record of, as they can meaningfully inform shared decision-making.

Defining the intent

You will need to first define the central challenge or question that you are trying to answer. Once you have your challenge or question and have decided on an entry point you can start mapping the elements within that approach.

For example, let's imagine you want to map the civic ecosystem of a neighborhood in relation to a retrofit initiative. You might want to start by mapping the environmental conditions of that neighborhood and include information about housing types, energy efficiency, ownership, etc. After that, you might want to map the stakeholders, from homeowner associations, energy companies, social housing agencies or community organizations to businesses and public entities. Lastly, you might want to complete the map considering the financial, human, knowledge, networking, and technology resources that are available.

Defining the mapping team

You will then need to define who will take part in the mapping exercises. Depending on your central challenge or question, it will be of great interest to invite some actors who hold critical information on the topic, including your colleagues from other departments in the municipality who might not be part of your Transition Team. As a same mapping can be iterated several times, some groups of participants can complete the mapping in later stages, but keep in mind that mapping together will nurture dialogue and help different actors reach a sense of shared understanding.

Finally, you will need to define if the mapping process will be carried out in person or online. This will depend on how one or the other way will impact participation and how participants are able to engage. You will also need to define who will facilitate the process, how information will be shared and captured, and how you will keep record of the mapping results.

Key questions that might guide you in the mapping process

- Who is most affected by climate change in your city?
- Which voices don't normally get heard? How can you extend mapping to the unusual suspects?
- To what extent have you integrated perspectives from outside the municipality?
- What resources do other organizations have, that might be accessible? Who do you need to convince to get additional resources?
- Who are your allies inside and outside of the city?
- Who are the most powerful actors when trying to transition to climate-neutrality in your city?
- Who are the biggest CO2 emitters in your city?
- Who are your frontrunner citizens or civil organisations?
- What groups, like energy communities or food cooperatives, have experience with transformative innovation?

THE NETZEROCITIES COLLECTION OF CANVASES FOR CIVIC ENVIRONMENT MAPPING

PRESENTATION OF THE COLLECTION

This NetZeroCities collection consists in a synthesized NZC Civic Engagement Mapping Tool, which you can start with, and an additional range of 15 curated mapping canvases that you can use in complement. All canvases can be used in both physical and online workshop settings.

A. Identifying and exploring stakeholders

This category of canvases will help you map broadly stakeholders in your civic environment and should be used in the first steps of your mapping processes. They will help you visualize stakeholders by sectors, who are your potential allies, audiences and influencers, what are their level of engagement, as well as their interdependencies and interactions. These processes are relatively easy to execute and provide a basic impression of relevant urban stakeholder mixes to be considered in the given project, initiative or action. As the results of these mappings will feed the following ones, you must try, at this stage, to be as inclusive as possible. To do so, don't hesitate to repeat the exercise multiple times with different type of stakeholders contributing to the process. As new insights are gathered and the context evolves, you might want to update your maps to include new stakeholders or changing roles.

B. Analysing Interest and Motivation of Stakeholders

Once you have mapped your stakeholder ecosystems, the canvases in this category can help you dive deeper into the characteristics of the identified stakeholders: how they are impacted by the measures, what are their roles and responsibilities, what power they hold, what are their interests, needs, and motivations to join the collective effort towards climate neutrality. These canvases also help identify key entry points for engaging with stakeholders in the next steps.

C. Engaging Stakeholders and keeping them engaged

After analysing your stakeholders, you are ready to start your engagement or take your existing efforts to the next level. The canvases in this category will help you structure and map out actions to realise this engagement.

The collection of canvases is accessible in the NetZeroCities knowledge repository and on this Miro Board. All the canvases can be used online or in person. If you want to use them during online workshops, accessing them through Miro will enable you to copy-paste them in your own boards, and then run interactive mapping sessions with participants. In this way, you can also easily keep track of the results.

To use the canvases during in person workshops, you can print them, draw them on paper boards or reproduce them on bigger supports that can be used during events in public spaces. Let your creativity speak! Moreover, as the canvases contain a reduced amount of text, you can easily translate their contents into your local language, to avoid any language barrier to users.

These canvases were initially created by different organisations or projects and are either in open source or under Creative Commons licenses. We propose them here in their original versions, but you can modify and adapt them following your own purposes, needs and local context. We are curious to know how you will use these tools and perhaps make them evolve. Please share your learnings and ideas via the NetZeroCities platform or through missioncities@netzerocities.eu.

WHAT'S IN A CANVAS: FORMAT AND CONTENT

All mapping canvases in the NetZeroCities collection are presented in the same 2-pager format. One page is the canvas itself and the other page provides detailed and clear instructions on how to use it. This includes:

- The purpose of the canvas
- Its advantages and shortcomings
- Recommendations on when to apply it in the Climate Transition Map
- Links to other associated or complementary canvases in the collection
- Practical instructions for use (estimated duration, needed material, group size)
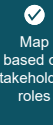- A step-by-step implementation process

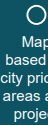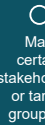# STACKEHOLDER POWER CATEGORIES (Canvas)
Preparations and Instructions
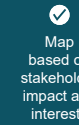
☑ Map based on stakeholder impact and interests
☑ Map based on stakeholders roles
◯ Map based on city priority areas and project themes
◯ Map certain stakeholders or target groups in detail

Overview
- **Developer:** The Mitre Corporation
- Link to original template

Purpose
After a comprehensive overview has been created of relevant stakeholders, this canvas will help to categorize and prioritize those stakeholders in terms of power and impact. Use methods listed below before applying this canvas.

Advantages and shortcomings
- Advantage: the canvas can map and make explicit the power relations between the stakeholders involved
- Shortcoming: discussing power openly can be uncomfortable for some people
- Shortcoming: the canvas maps power, but not power relations between the stakeholders. Furthermore, it is static and not dynamic, making it a snapshot of the current situation

Recommendations on when to apply in the Climate Transition Map
☑ Understanding the System
☑ Co-design a portfolio

The mapping of the power and impact of particular stakeholders can help understand the position and interests of these stakeholders, which can be used as a basis to approach and/or involve them in the process.

Other associated canvases
- Community map
- Stakeholder map & matrix
- Stakeholder power categories
- Quickstarter Stakeholder Engagement

Instructions
- **Duration:** 60+ minutes
- **Materials:**
    - Blank Canvas – printed or online (see note)
    - Post-its and pens
- **Group size:** 3-5 people

Note: This tool can be used during virtual meetings to organize an online collaborative exercise. The canvas can be uploaded in an online collaborative whiteboard platform (such as Miro, Mural...) or in a Google sheet and participants can then fill in the map thanks to virtual sticky notes.

Process
Step 1: Start on the left side of the canvas and identify the set of stakeholders by using methods such as Stakeholder Identification Canvas

Step 2: From this comprehensive list, categorize the stakeholders into the four quadrants in the middle section. Those who hold little power, but will respectively be highly or lightly impacted, will be put into the 2 left quadrants. Those who hold much power, but are highly or lowly impacted, will be put in the 2 right quadrants.

Step 3: After categorizing the stakeholders into the four quadrants, proceed to the right side of the canvas, and answer the questions (in any order), which reflect on the distribution and to what extent the team itself is impacted.

Step 4: In the final assessment, at the bottom of the page, select which stakeholders to prioritize, based on the analysis made previously and formulate concrete steps what action can be taken for specific stakeholders.

CIVIC ENGAGEMENT MAPPING CANVASES

View on NetZeroCities Knowledge Repository

Figure 1A   Example of a canvas: The stakeholder power categories

STAKEHOLDER POWER CATEGORIES

Assess	Notice and reflect
Stakeholder list	**What does status quo power look like in this effort?**

Impacted by the effort (HIGH / LOW)

Q1 **Highly impacted but hold little power.** Prioritize Q1 so they can shape the outcomes that will directly affect them

Q2 **Highly impacted and hold lots of power.** Likely already at and accustomed to being the only ones at the table; they may need help sharing power with those in Q1

Q3 **Lightly impacted and hold little power.** Could be consulted for their experience

Q4 **Lightly impacted but hold lots of power.** Should be involved (might be gatekeepers, key allies, or advocates); they may need help sharing power

Power over the effort (LOW / HIGH)

What does status quo power look like in this effort?

How might it be changed or disrupted?

How might we increase participation, ownership, and self-governance of those who are highly impacted (Q1 and Q2) by the effort?

How might we reduce barriers to participation?
- Alternatives for those without internet access
- Changing meeting times & locations
- Meals
- Monetary compensation
- On-site childcare
- Transportation
- Something else: _____

Is our team representative of those who are highly impacted (Q1 and Q2) by the effort?

If not, how might we improve?

Assess

What have we learned/discovered about which stakeholders are important to prioritize?

Next Steps *(These can be internal or external actions)*

For _____, we need to _____
      (stakeholder name/quadrant)   *(team action)*

Figure 1B Example of a canvas: The stakeholder power categories

This simple mapping canvas has been developed by the NetZeroCities team and captures all the essential elements to kick off your mapping process. It integrates key insights from the analysis of the other canvases, as well as elements from the NetZeroCities priority areas and levers of change that you will have defined as key entry points to your Climate City Contract process. We recommend therefore that you start with the 'NZC Civic Environment Mapping Tool', knowing that you can then make further connections to other canvases identified in the collection.

With this tool, you will be able to capture diverse stakeholder types, resources and degree of influence, all situated within a framework of urgency to engage them in the transition process. Key considerations for this canvas are to map across spatial and governance scales, map unusual suspects or vulnerable groups that may not seemingly have an influence as they are traditionally left out of conversations on climate policy, and to also make a distinction between those already engaged and those yet to be engaged.

You can use it as a base map to track your civic environment as well as compare results with other cities if necessary. The simplicity of this tool allows you to periodically update and iterate your mapped stakeholder environments and create more connections.

Link to the tool in the NetZeroCities knowledge repository.
Link to the tool on Miro.

NZC Civic Engagement Mapping Tool

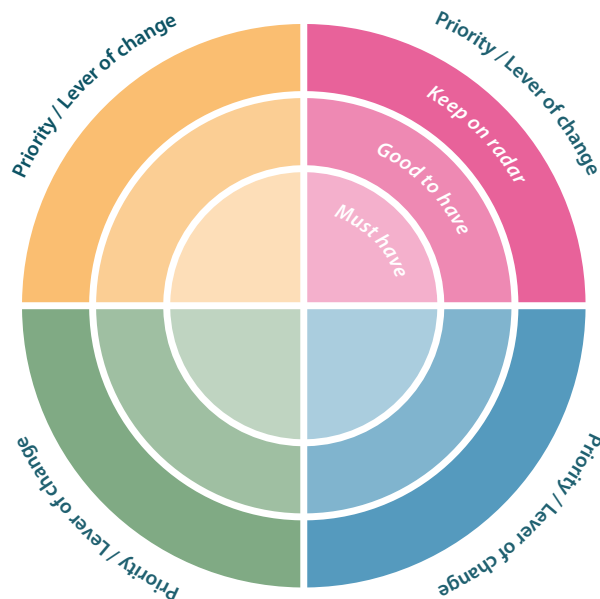**Figure 2**

The NZC Civic engagement mapping tool

Step 1: Select 4 priority areas or levers of change for this mapping exercise

Use the NetZeroCities levers of change as a reference. These could be the 4 priority areas/entry points defined for the city's CCC approach.

Step 2: Identify all types of stakeholders for each priority based on stakeholder types

Write this type next to the name of the stakeholder. Refer to the guidebook for more details on what each stakeholder group consists of. If you remember new stakeholders in the process, you can go back and add them in as necessary.

Leaders	Supporters	Drivers	Beneficiaries	Allies	Competitors	Blockers	Deniers	Avoid all together

Step 3: Map the resources that different types of stakeholders bring (use coloured dots for this step)

Reflect on the resources and their importance. Move stakeholders around after reflection on the important of resources that they bring. If you start to see connections, start grouping the stakeholders in clusters. You can draw lines in between to connect them as well.

Financial Resources	Knowledge Resources	Technogical Resources	Human Resources	Networking Resources	Creating spaces for meetings & encounters

Step 4: Rank stakeholder powers & influence (use numbers for this step)

If you start to see connections, start grouping the stakeholders in clusters. You can draw lines in between to connect them as well.

1. High influence	2. Medium influence	3. Low influence

Step 5: Guided Discussion

- Identify the clusters. connections and groups that were created.
- Have these stakeholders been engaged already? What is the best way to approach them?
- Who can facilitate the communication? Are these stakeholders mapped as well?
- What are the next steps to engage the identified stakeholders?

Key considerations

- Are you mapping all relevant scales? What about different level of governance?
- Are you mapping vulnerable groups? Are those who don't have an influence or power mapped as well? Are vou mapping also those who are affected by the city's climate plans?
- Are vou mapping stakeholders that are vet to be engaged?

HOW TO CHOOSE THE RIGHT MAPPING CANVASES IN RELATION TO THE CLIMATE TRANSITION MAP
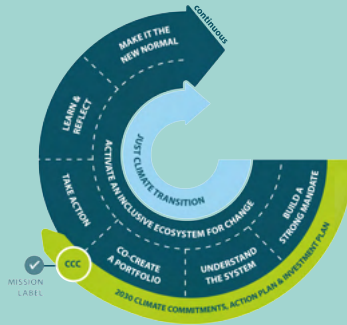
Mapping your civic environment to engage citizens and stakeholders in a broad coalition for change is essential at the following stages of the Climate Transition Map.

TO BUILD A STRONG MANDATE AND NEW MODELS OF GOVERNANCE, INCLUDING THE CREATION OF A MULTI-STAKEHOLDER TRANSITION TEAM

Why it is important to map at this stage

A strong mandate for accelerated climate action ensures alignment of all actors around the actions needed to achieve climate neutrality by 2030.

To enhance mandate at city level, the full local ecosystem of actors - including citizens, civic groups and stakeholders from the private and public sector - needs to be positively engaged in the challenge. Mapping tools are therefore very useful at this stage, including for creating a dedicated Transition team to aligning these multiple actors. It will enable meaningful collaboration, involving the knowledge, skills and perspectives of the different actors across the city for the Mission.
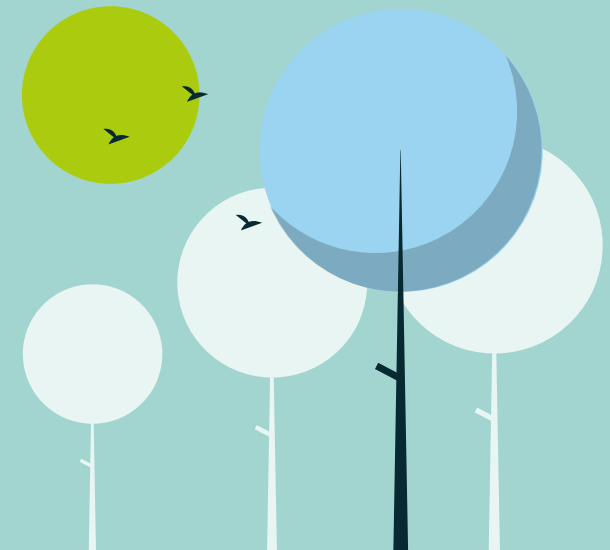
Which mapping canvases can help you do that?

The "Stakeholder Ecosystem map" is a good entry point to have an overview of the stakeholders at stake, their level of importance and decide what role they may have in designing the Transition Team. It can then be used by the Transition Team as first intention, to have an overall perception of the stakeholder ecosystem. To analyse further the identified stakeholders, you can use the "Stakeholder Power Categories" and the "Stakeholders Analysis Table"

See other recommended canvases in the summary table in figure 3.

TO UNDERSTAND THE SYSTEM, INCLUDING RESOURCE FLOWS AND TO IDENTIFY LEVERS OF CHANGE AND KEY OBSTACLES
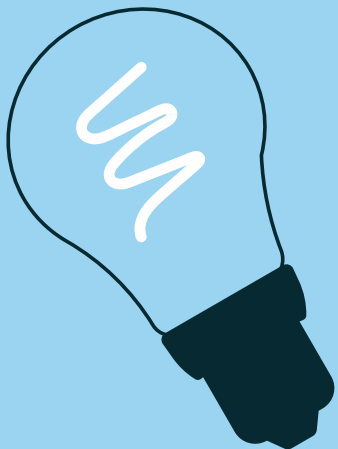
Why it is important to map at this stage

A current state analysis facilitates a strong understanding of the systems, their interconnections, impacts and key patterns. Assessing flows (natural, financial, human…) and interdependencies sheds light on major dynamics at play, such as virtuous or vicious cycles. This assessment highlights dynamics which enable or block change. This mapping of social-cultural, environmental and economic factors can thus guide the necessary reconfiguration of urban structures, especially when it includes the perspectives of citizens, public and private actors.

Which mapping canvases can help you do that?

The System Map canvas allows you to visualize connections between the different actors that might otherwise not have been perceived. With this canvas, you can map out the flow of materials, energy, information and financial resources throughout the system. This allows you to understand where opportunities might lie to increase value and the system efficiency.

See other recommended canvases in the summary table in figure 3.

TO CO-CREATE AN INCLUSIVE AND MULTI-STAKEHOLDER PORTFOLIO OF ACTIONS

Why it is important to map at this stage

Co-creating the portfolio process with an inclusive activation of your local ecosystems is key to support and enable a strong portfolio of actions, such as those required for the Climate City Contract. A portfolio of transformative interventions brings together efforts across departmental silos and diverse stakeholders. It assembles a set of coherent initiatives which can strengthen each other and strengthen the connections between the multiple a ctors needed to co-design and enact such portfolio. The portfolio co-creation process itself can help overcome obstacles and enable positive synergies.

Which mapping canvases can help you do that?

The RACI framework canvas can help you define decision making process in your city and map how certain projects and portfolios can be approved and implemented. It is an effective way of defining roles and responsibilities in decision making. Through this process, you can identify the key stakeholder that need to be engaged to build consensus and arrive at a decision in a participatory manner.

See other recommended canvases in the summary table in figure 3.

In the following steps of the Climate Transition Map – Take action, Learn and reflect, and Make it the new normal – there is no specific need to elaborate new mappings, but the way you will have mapped your civic environment at the precedent stages will of course determine what actions you take, with whom and how. In return, the intermediary results of your actions will help you learn from and reflect on the state of citizens and stakeholders' engagement in your city and will be occasions to review your mapping approach and results. By doing so, members of the Transition team can develop and execute new systems thinking skills, where the use of mapping tools and approaches become progressively a new normal and combine the best with other tools and methods for engaging the whole community.

This table provides a complete overview of all canvases gathered in the NetZeroCities collection and shows when they can be used at different moments of the Climate Transition Map, as well as to which category they belong (see more on the different categories on page 9 "Presentation of the collection").

	Build a strong mandate Create a multi-stakeholder transition team	Understand the local ecosystem Map the system and resource flow Identify levers of change and key obstacles	Co-create an inclusive and multi-stakeholder portfolio
	Synthesized 'NZC Civic Environment Mapping Tool' | See in the knowledge repository link | See on Miro link		
EXPLORE		Community Map link	
	Stakeholders Ecosystem Map link		
	Stakeholders Map link		
	Stakeholder Identification link		
		System Map link	
ANALYSE		RACI Framework link	
		Stakeholder power categories link	
	QuickStart stakeholder engagement canvas: Part I Analysis link		
	Stakeholder Visualisation link		
	Motivation Matrix link		
	Stakeholder Analysis Table link		
ENGAGE	QuickStart stakeholder engagement canvas: Part II Engagement link		
	Target group link		
	Strakeholder Map and Matrix link		
	Stakeholder Engagement and Dissemination Plan link		

Figure 3 Summary table of all NZC civic environment mapping tools

MAPPING EXAMPLES

Concrete examples of Mapping exercises are not so easy to find as they are usually used as internal tools to help understand the local stakeholder ecosystem and rarely published. We identified 3 of them implemented in the framework of various initiatives related to climate or not. Even though they do not use the canvases gathered in the NetZeroCities collection, the final maps show that the visualization of stakeholder make it easier to understand the local stakeholder ecosystem and to build connections with actors that are not yet familiar.

Stakeholder Mapping for Climate Change Adaptation in Greater Manchester

This mapping exercise was completed in 2009 by the University of Manchester in the framework of the Eco Cities project which aim was to create a climate change adaptation blueprint for Greater Manchester based on the analysis of climate change scenarios and the proposal of appropriate adaptation responses. One of the project's objectives was to identify and involve an appropriate range of individuals and organisations, at all levels of governance possibly impacting the project, i.e.: supra-national, national, regional, and sub-regional levels, and considering the benefits for the project associated with their engagement, which were: learning and awareness raising, enhancing legitimacy, building stakeholder networks, resource savings and strengthening decision making.

Read more

This mapping tool was created in the framework of the Interreg Danube transnational project ISTER (ConnectIng hiSTorical Danube rEgions Roman routes) and has been implemented, among other project's partners, by the municipality of Veszprem County in Hungary. Part of a global stakeholder mapping methodology, this tool enables to visualise and set up a multi-layer stakeholder group in relation to the project policy challenge. After having created a vast preliminary list of all potential stakeholders, analysed their influence and interest, as well as their interrelations, the chain map tool enabled each project partner to create a unique map and visualise all previous analysis in a synthetic way.

Figure 4 Municipality of Veszprem County's stakeholders chain map

As represented in figure 4, the identified stakeholders are placed in a range of circles depending on their interest and influence (the inner circle repre senting the core stakeholders), and two types of arrows show the linkages between stakeholders (the two-way arrows represent collaborations, while the one-way arrows represent informing relationships). The arrows marked with a star show the linkages targeted for the project implementation.

While the ISTER project focused on the valorisation of Roman heritage, similar stakeholder maps could be drawn in the NetZeroCities context, e.g., ab out the stakeholders of urban mobility transition or about the key actors of a local sustainable food system.
The final maps, when visualised for each stakeholder from their own perspective, can make it easier to understand one's place in the local stakeholder ecosystem and to build connections with actors that are not yet familiar.

Read more

Cómo hacer un mapeo colectivo (How to make a collective map) - A handbook by [VIC] Vivero de Iniciativas Ciudadanas, 2017

This handbook has been produced by [VIC] Vivero de Iniciativas Ciudadanas (Civic initiatives incubator), an open and collaborative cultural platform based in Madrid that aims at promoting critical processes, with special emphasis on the transfer to the territory and public space of the citizen innovation that occurs in our surroundings. The platform observes and maps citizen initiatives that represent this "other way of doing things", incorporating mechanisms based on social and citizen innovation. It studies their applicability to projects in the field of architecture and the urban environment that serve as a bridge between the different agents making up the network society we are building today. Through this platform, collective knowledge is built and shared in various workshops, meetings and open forums, generating up-to-date links in society that bring together theory and practice. The handbook provides valuable insights on how to run collective and public civic environment mapping sessions.

Read more

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