

# NET ZERO CITIES



**EU MISSION PLATFORM**

**CLIMATE NEUTRAL AND SMART CITIES**



NetZeroCities has received funding from the H2020 Research and Innovation Programme under grant agreement n°101036519.

# NET ZERO CITIES

EU MISSION PLATFORM | CLIMATE NEUTRAL AND SMART CITIES



# EU CITIES MISSION

## Mandate Setting Webinar

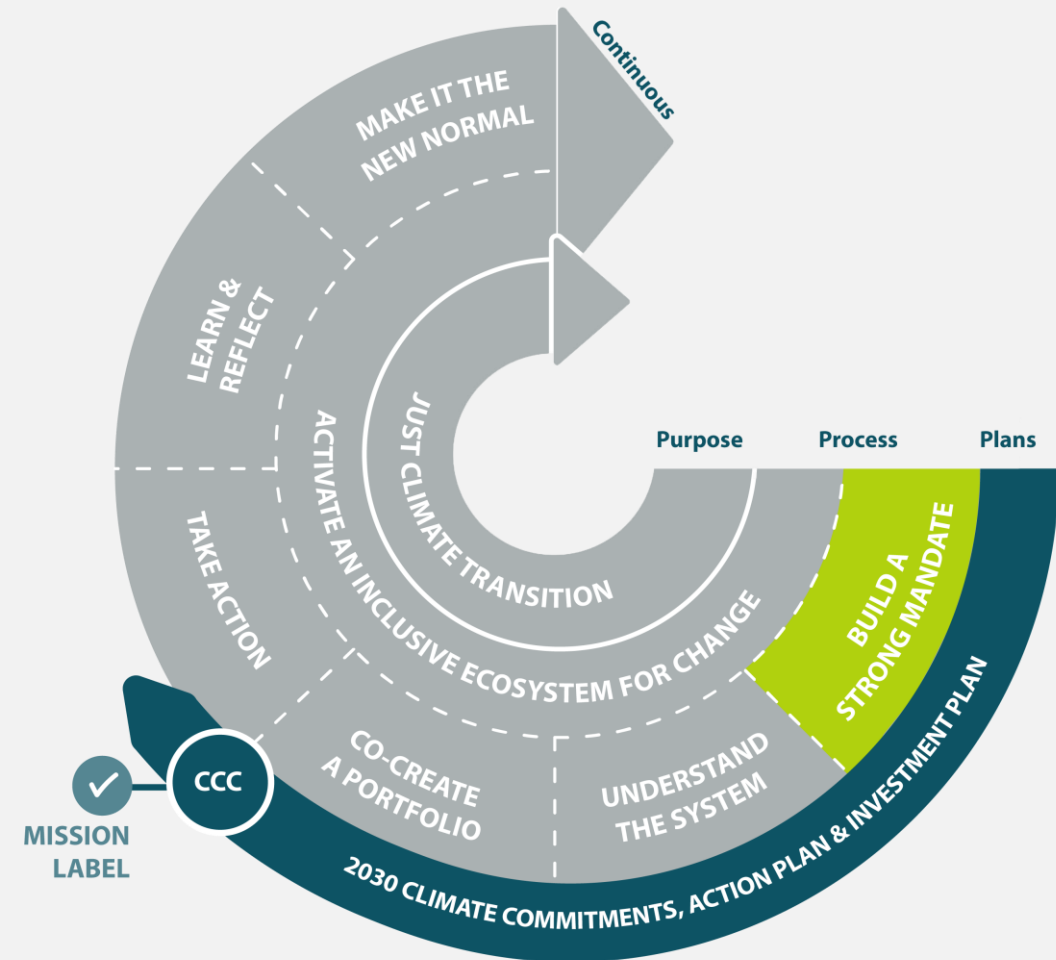
22 September 2022



Funded by  
the European Union

# The Climate Transition Map

- This journey is **non-linear**
- It's **inclusive, systemic** and **iterative**
- **(Co-)creating** and **testing**
- **Quick wins** and **experimentation**



# Climate Transition Map Webinar Series

## Programme Overview



**22 September**  
**2022**  
14:00-16:00 CEST



### Mandate Setting Webinar

- Exploring how to build a strong mandate in your city

**27 September**  
**2022**  
14:00-16:00 CEST



### Ecosystem Development Webinar

- Exploring the continuous engagement with stakeholders and actors in the local context

**29 September**  
**2022**  
10:00-12:00 CEST



### Understanding the System Webinar

- Exploring the continuous engagement with stakeholders and actors in the local context

**4 October**  
**2022**  
14:00-16:00 CEST



### Co-Creating Portfolio Webinar

- Co-design of cross-cutting systemic interventions



# Speakers



**Katrien Rycken**

*Director  
Leuven 2030*



**Maria Vassilakou**

*Former Deputy Mayor, City of Vienna; Mission  
Board Member; currently working with Greek cities*



**Jordi Peris**

*Urban Strategy and Sustainable Agenda  
General Coordinator, Major's Office, València*



**Anna Ledin**

*Director, Environment  
Administration, City of Gothenburg*



**Johan Gammelgård**

*Director of Innovation,  
Municipality of Umeå*



**Martijn van Stam**

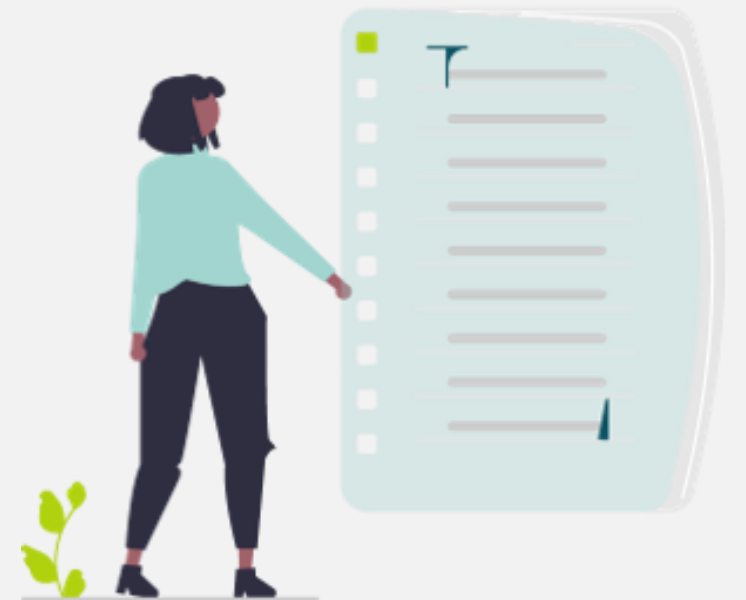
*Strategic Sustainability Advisor,  
The Hague*





# Agenda

- **14:00 – 14:10: Introduction**
- **Speaker presentations and Q&A** (circa 17 mins per presentation)
  - **Katrien Rycken**
  - **Maria Vassilakou**
  - **Jordi Peris**
  - **Anna Ledin**
  - **Johan Gammelgård**
  - **Marrijn van Stam**
- **15:50 – 16:00: Wrap up and Closing**





# Katrien Rycken

Director, Leuven 2030



NetZeroCities has received funding from the H2020 Research and Innovation Programme under grant agreement n°101036519.



## External Mandate Setting

How do you strengthen support in society (media, academia, citizens, private sector...), build new partnerships, a collaborative network and improved governance structures to resource the Mission?

How might this help to the climate agenda less vulnerable to political changes in the administration?







## Internal Issue

Moving towards a climate neutral city in an accelerated way is a massive challenge that needs to be profoundly embraced by a critical mass and diverse part of your society.





## Solution

The Leuven experience over the past 10 years shows a possible 5-step solution pathway.



# SHARED MISSION SHARED OWNERSHIP

1







A



C

A1



D

B



E





# ROADMAP

2025-2035-2050

naar een klimaatneutraal Leuven

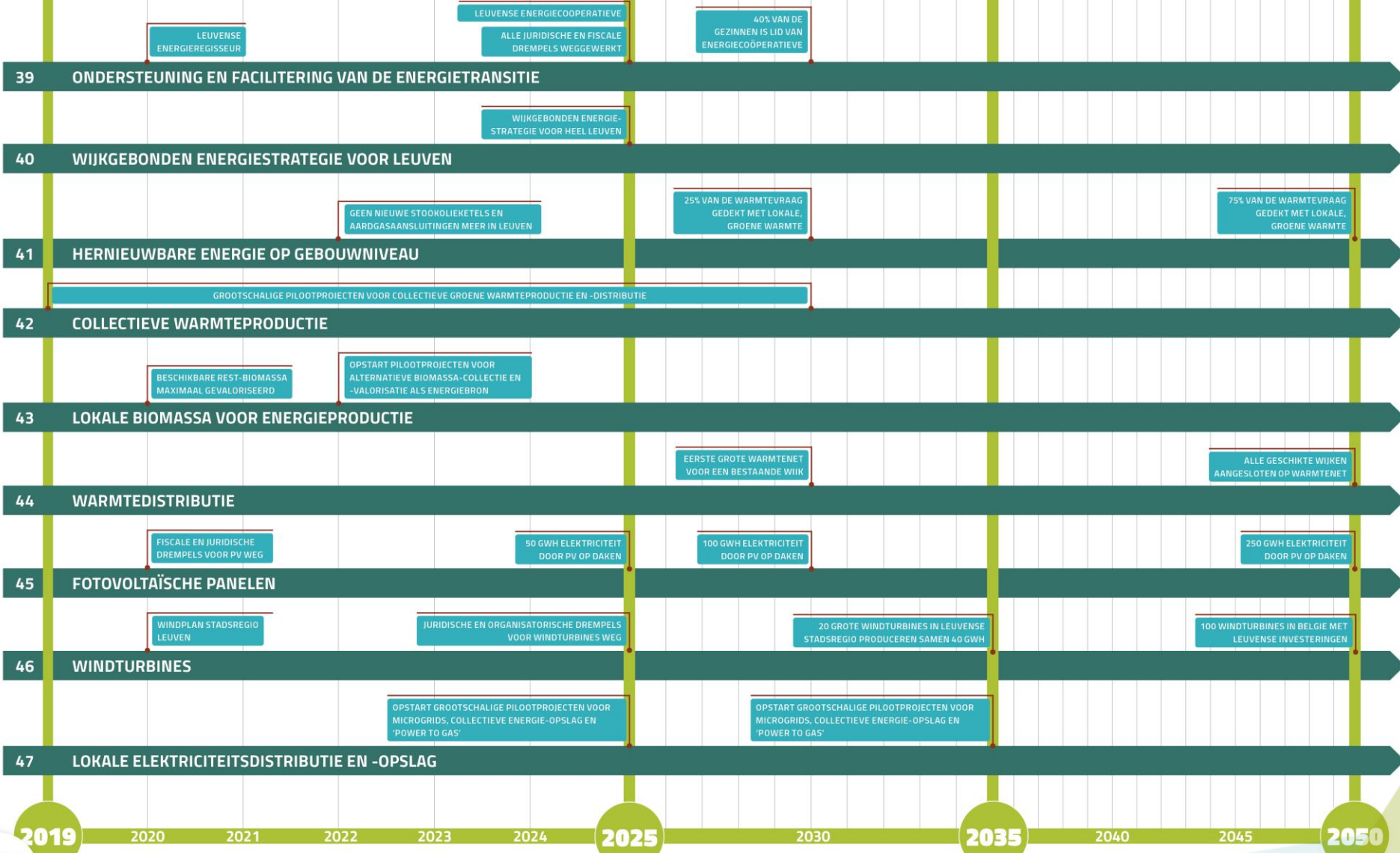
- ONTWERP -

[ ROADMAP KLIMAATNEUTRAAL LEUVEN ]

[ PROGRAMMA 7: GROENE ENERGIE OPWEKKEN ]

- ONTWERP -

# PROGRAMMA 7 GROENE ENERGIE OPWEKKEN





# LEUVEN 2030 URBAN LAB

4





Mohamed Ridouani  
Burgemeester



Luc Sels  
Rector



Peter van Biesbroeck  
Algemeen Directeur



Frank Vanbrabant  
CEO



Rudi Beeken  
Voorzitter



Luc Van den hove  
President & CEO



Marc Vandewalle  
Algemeen Directeur



Eric Lauwers  
CEO



Lies Corneillie  
Voorzitter



Fabio Sala  
CEO AB InBev Belgium



Wim Robberecht  
CEO



Roger Kesteloot  
Directeur-Generaal



Sonja De Becker  
Voorzitter



Philip Marck  
Directeur regio Vlaams-Brabant



Franky Depickere  
Voorzitter

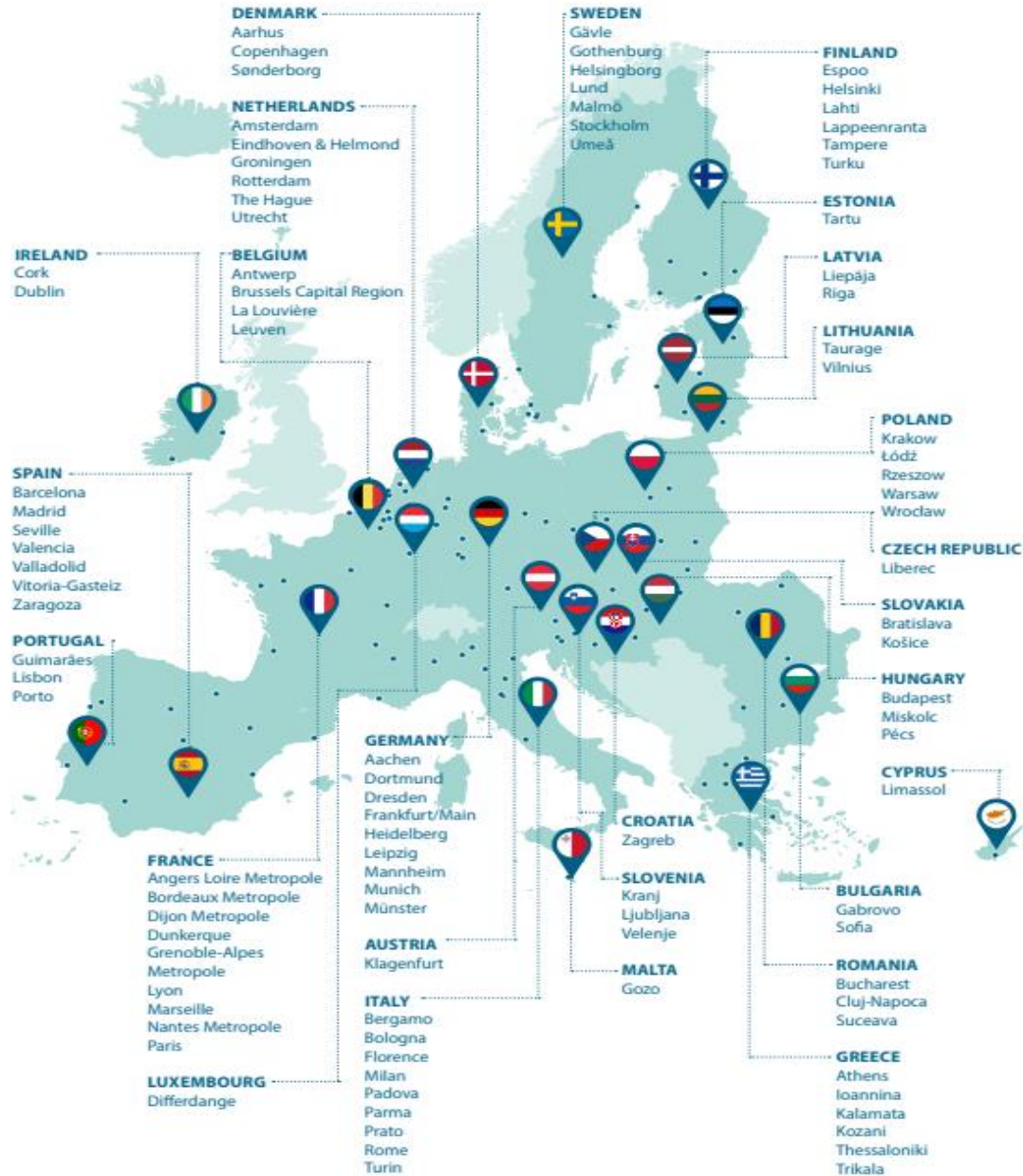


# CONFERENCE ROAD TO 2030

5



## EU CITIES



EUROPEAN UNION

# EU MISSIONS

## CLIMATE-NEUTRAL & SMART CITIES

Concrete solutions for our greatest challenges

#EUmissions #HorizonEU #MissionCities



## Recommendations – Wrap-up

1. Search for **common ground** – towards a shared vision
2. Share **ownership** with all stakeholders of society
3. Develop pathways in **collaboration**
4. **Reward** engagements & go public
5. **Celebrate & connect** with other communities



[www.leuven2030.be](http://www.leuven2030.be)

**LEUVEN  
2030**

**MINDER UITSTOOT, MEER TOEKOMST**



# Any Questions?





## Maria Vassilakou

Former Deputy Major, City of Vienna;  
Mission Board Member; currently  
working with Greek cities







# How do you get support and commitment from regional, national and other government levels to resource action and align policy as needed to achieve the Mission target?



## Key Barriers

- **Lack of Information**
- **Fragmentation** - The Mission requires a holistic approach and a multitude of Action Areas and related Decision Powers but Administrations are still pressed into and mostly operate in Silos
- **Cultural Shift & Collaboration** - The Mission does not only concern a couple of Cities and the Ministry for Environmental Affairs - it needs to be embraced as a shared Mission by all Stakeholders
- **Shared Priorities** - Shared Mission means sharing Priorities on behalf of all Public Hand Stakeholders
- **Leadership & Visibility** - Who takes the Lead, Who gets the Credits?





## Solutions

- **Phase 1** - Identifying & informing all relevant public hand Stakeholders individually, conducting several physical & online Events to inform, explain, activate and involve in the process, forming inter-ministerial working group following the lead of Ministry of Environment
- **Phase 2** - Forming a national Mission-Platform under the Lead of the Ministry of Environment involving all Key Stakeholders, meeting regularly
- **Phase 3** - Mayors join & address national Government through Mission Platform in a joint Letter.

Mayors & Mission Platform form the Greek Cities Alliance towards Climate Neutrality by 2030 and launch the “Climate-Neutral and Smart Cities Pact 2030”

(Kick-off Event Jan 31/2022 with 21 Municipalities signing MoC: <https://news.gtp.gr/2022/01/31/greek-cities-join-eu-mission-for-climate-neutrality-by-2030/>)





## Solutions

- **Phase 3** - Organizing Visit for Mission Manager Matthew Baldwin to Athens including individual meetings (e.g. Green Fund Director) and a Stakeholder Event to inform, inspire & activate
- **Phase 4** - Green Fund allocates 20mil.€ Mission Budget (10mil.€ immediately accessible) followed by agreements with further Funds (e.g. Recovery Fund) and Programs (e.g. “Elektra” providing Grants for Retrofitting public Buildings)





## Key Recommendations

### Early Stakeholder Involvement

- **Provide information** timely, actively and **individually** to all identified stakeholders
- Place **lead in** the hands of **High-Level Public Service** (e.g. Secretary General of Ministry of Environment)
- **Encourage Mayors to join forces**, take **joint action and address** other stakeholders **together**





## Key Recommendations

### Smart Stakeholder Management

- **Involve the Prime-Minister**
- **Involve EU-Representatives & Mission Manager** - organize visits, involve in all online-events
- Look for and **involve inspiring personalities!**
- **Consider political Benefits & Visibility** for actively contributing stakeholders
- **Steer & Gear public Events & Meetings** towards aspired results (e.g. financing priorities & budget contributions)





# Any Questions?





VALÈNCIA  
2030+  
Urban  
Strategy

Missions  
València 2030

## Jordi Peris

Urban Strategy and Sustainable Agenda  
General Coordinator, Major's Office,  
València



NetZeroCities has received funding from the H2020 Research and Innovation Programme under grant agreement n°101036519.

# Internal Mandate Setting



## Key issues

1. Continuity beyond electoral periods / Barrier: Political conflict and confrontation
2. Alignment of the City Council organization with the Mission/Urban Strategy / Barrier: Silos



## Solutions?

- Political consensus at plenary session of the city council. 31 out of 33 councilors / Regular accountability
- Internal governance system

Link: <https://estrategiaurbanavlc2030.es/>

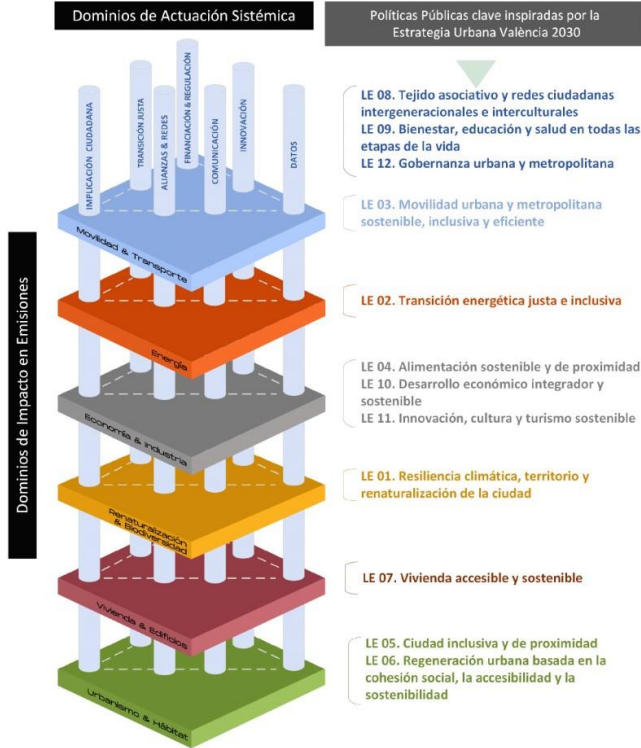






**MISIÓN CLIMÁTICA VALÈNCIA 2030**  
València, ciudad climáticamente neutra en 2030, por y para la ciudadanía

**PLAN DE IMPLEMENTACIÓN DE LA MISIÓN CLIMÁTICA VALÈNCIA 2030**  
Transición e Innovación Sistémica hacia la neutralidad climática de València



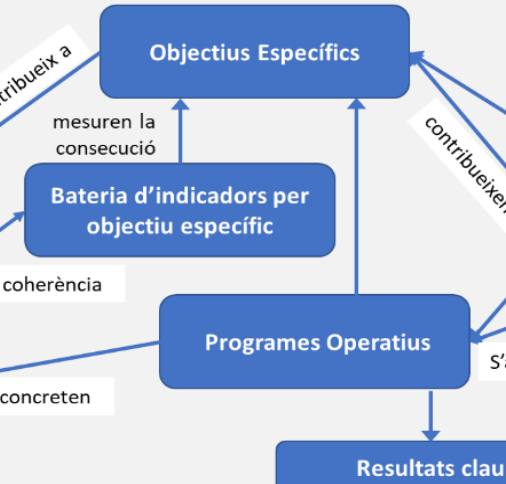
**NIVELL ESTRATÈGIC / MODEL DE CIUTAT**

**Estratègia Urbana València 2030**  
Alcaldia  
Coordinador d'Estratègies Urbanes  
Horitzó: 10 anys



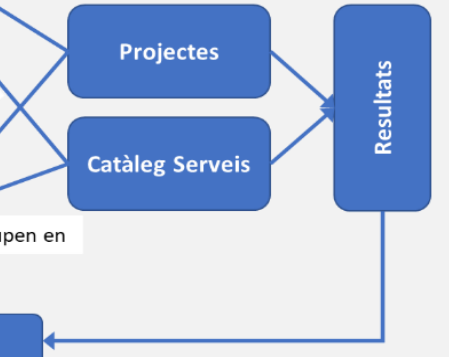
**NIVELL POLÍTIC / GOVERN MUNICIPAL**

**Àrees de govern**  
Tinences d'Alcaldia i Regidories  
Coordinadors/es d'Àrea  
Horitzó: 4 anys (amb revisió anual)



**NIVELL OPERATIU / SERVEIS**

**Pla Operatiu d'Actuació**  
Caps de servei  
Horitzó: 1 any + plurianuals



Àmbit de l'impacte

Àmbit dels resultats





# External Mandate Setting

- Urban Forum: Multi-level and multi-stakeholder
- City Alliance: Ambassadors, Committed Entities, Citizenship & Influencers
- New governance structures with the five helixes
- University-city binomial
- Participatory approach for district level interventions
- Climate Assembly (in agenda)





# Any Questions?





**City of  
Gothenburg**

## **Anna Ledin**

Director, Environment Administration,  
City of Gothenburg



NetZeroCities has received funding from the H2020 Research and Innovation Programme under grant agreement n°101036519.

# Internal Mandate Setting – leadership is the key

**Anna Ledin**

Director, Environmental administration, City of Gothenburg



**Together for a  
sustainable city  
– for nature, climate and  
humanity**

Foto: Ber Pixel Peterson/Mediasbank Göteborg





# Internal Mandate Setting



## Problems faced

A lot of activities - with “limited” impact on the transition needed towards climate neutrality:

- Projects, pilots, testbeds, demonstrators, etc  
- Slow upscaling
- Politicians asking for advices regarding actions and activities – too often lack of analysis of potential impact and risk assessments (e.g. financial risks)

**Electrified transportation**



**Fossil-free kindergarten**



**Rivercity Gothenburg as a testbed**



**Electrified harbour**



# Internal Mandate Setting – Solutions



## Mobilising around strategic activities:

- Active participation in the establishment of a national climate contract
- Asked for an assignment to develop a “**climate transition unit**”
- Applied to become one of EU:s climate neutral and smart cities



## The climate transition unit develops:

- A transition strategy (method development – governance, funding, collaboration, risks, etcetera)
- An investment plan (local, regional, national and EU-funding)
- Measures that have potential to make a large impact (and they are risky.....)





# Internal Mandate Setting – Leadership is the key



## Crucial to have DAC\* in the leadership

Direction – We have **one** goal

Alignment – We have an assignment from the city council in the budgets for 2021 and 2022 regarding the climate transition unit

Commitment – We (= me and my director colleagues) are committed to do what it takes to meet the goal together and the politicians trust in us to give them the advices they need for the difficult decision making

Goal for CLIMATE:  
Gothenburg's climate  
imprint is close to zero 2030



## **Anna Ledin**

**Director, Professor, PhD**

**City of Gothenburg**

**Environmental administration**

**[Anna.Ledin@miljo.goteborg.se](mailto:Anna.Ledin@miljo.goteborg.se)**



# Any Questions?





UMEÅ  
KOMMUN

## Johan Gammelgård

Director of Innovation,  
Municipality of Umeå



NetZeroCities has received funding from the H2020 Research and Innovation Programme under grant agreement n°101036519.



# Internal Mandate Setting



## Initial Issue

Achieving the climate goals requires management and control that can **prioritise** and **follow up** the work in an effective way. Mandate and responsibilities **need to be clear** and since the climate transition is **holistic** and involves so many departments and municipality owned companies. It has been an **issue** to have a **clear governance structure** to support the ambition to reach climate neutrality.



# Internal Mandate Setting



## Solution

During 2021, Umeå Municipality has decided on **new guidelines for governance** that will provide adjustment capacity throughout the organisation. The city **Council has clarified responsibilities** in the plan for 2023–20252 for the implementation of the goal Climate Neutral Umeå 2040 and decided that the municipality shall form a **programme** for the objective.

A programme functions as a concretisation and **framing of the goal** and includes **new or existing** plans, strategies, projects, additional assignments, collaboration agreements and other agreements that are essential to achieve the goal. The program will ensure that the **entire organisation**, including the municipal-owned companies, jointly steer toward achieving climate targets. At the same time, the municipality also formulates programme descriptions for digitalisation, social sustainability and growth, which creates a **common adaptability**. All programs has been adopted by the Municipal Council in 2022.



# Internal Mandate Setting



## Key Recommendations

- Identify your **internal steering process** on a **systemic** and **holistic** level. Is it efficient to support the climate neutrality ambition?
- Identify your **key departments** that need to be at the core of the steering process.
- Start by bringing your internal departments together, **identify exciting policies and strategies**. Make it clear that by bringing all together, you will be able to **reduce the amount of work** by aligning different policy documents





# External Mandate Setting



## Initial Issue

There are many initiatives, networks and project in the city. There is a need to try to **map the eco-system** for innovation to better understand the **need of support**, enable a boarder **project portfolio and funding schemes**. This is not to disturb ongoing work; it is to improve the **possibilities to accelerate** the transition thru these exciting activities.







# External Mandate Setting



## Solution

During 2021, the Umeå Climate Roadmap - measures and organisation for Umeå's climate transition have taken shape in collaboration with industry, the **public sector**, **civil society** and **academia**.

Umeå's climate roadmap is a **common effort** for Umeå's climate transition, which enables **common priorities** and **new collaborations**. Actors in Umeå can channel their **commitments** in the roadmap. To gather strength around the road map, Umeå Municipality is developing various **support functions**, such as **innovation teams** and **follow-up tools** that are developed jointly within the Climate Neutral Umeå 2030 initiative.



# External Mandate Setting



## Key Recommendations

Find ways to **co-create** with the local stakeholders. If possible, use existing networks and partnerships.





# Any Questions?





**Martijn van Stam**  
Strategic Sustainability Advisor,  
The Hague



# Internal Mandate Setting – Bottom Up



## Initial Issue

Very limited implementation of multi-level governance, European dimension was lacking in local policy-making. There is no stimulation mechanism for advisors/policy officers to ‘work outside the box’ and contribute to climate issues, hence **no ownership of the problem**. A **common language** between European experts and the climate experts was **missing**. We’re a large organisation (9000+ people) structured in silo’s.



# Internal Mandate Setting – Bottom Up



## Solution

Greenteam started in summer 2020: a 2-year long working group to shape our European climate strategy. **All emission domains** are represented by **ambassadors** within their departments. This way we've informally been working in a new structure **without any formal** organisational restructuring. This was the predecessor to the transition team that we're installing right now.



# Internal Mandate Setting – Bottom Up



## Key Recommendations

- Create a team in which **all fields of expertise** is present and just start working; you know what's the right thing to do
- Create a sense of **ownership** for every member of the team
- Work on **incremental change**; your mandate will **grow** each time your present concrete outcomes



# Internal Mandate Setting –Top Down



## Initial Issue

The alderman for sustainability was **not informed** about European possibilities. The European strategy department was **not aligned** with the climate strategy department, hence there was **friction** about which alderman was in charge. At the **top management level** there was **no incentive** to invest in the mission.





# Internal Mandate Setting –Top Down



## Solution

Giving very **clear advice** to the alderman about the strategy to take and focus on **how it supports their policy** and **personal objectives**.



# Internal Mandate Setting –Top Down



## Key Recommendations

- Invest in a **long-term and professional relationship** with your political representative who is in charge of the mission
- Know their **long-term and short-term objectives** and agenda and make sure to translate **abstract European jargon** into concrete actions that benefit the (local) good of your city
- Work on your **visibility at top management level** and make sure you use your successes to your advantage





# Any Questions?



# Get in touch with NetZeroCities!



[@NetZeroCitiesEU](https://twitter.com/NetZeroCitiesEU)



[NetZeroCities](https://www.instagram.com/NetZeroCities)



[NetZeroCitiesEU](https://www.linkedin.com/company/NetZeroCitiesEU)



[NetZeroCities EU](https://www.youtube.com/NetZeroCitiesEU)



[www.netzerocities.eu](http://www.netzerocities.eu)



[hello@netzerocities.eu](mailto:hello@netzerocities.eu)



NetZeroCities has received funding from the H2020 Research and Innovation Programme under grant agreement n°101036519.