

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.

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EU CITIES MISSION

**Activating an Inclusive
Local Ecosystem for
Change**

27 September 2022



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Agenda

WELCOME: Welcome, summary of previous webinar, introduction

KEY MESSAGE: Why Activating an Inclusive Ecosystem for Change Matters

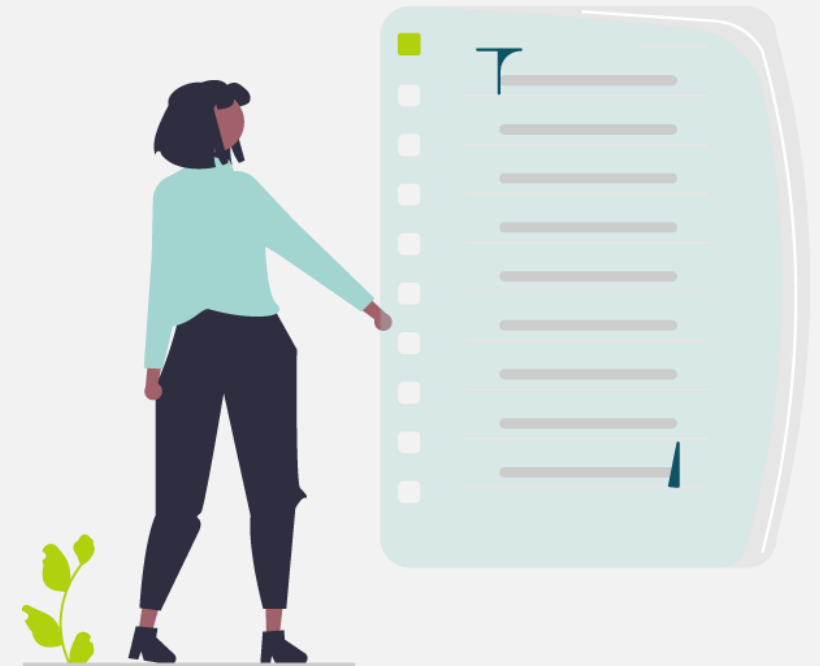
STORIES FROM THE FIELD

- Boston Example (BPS Start Time Failed Activation)
- Discussion with folks from Lahti, an activated inclusive ecosystem
- Discussion with folks from individuals from Bologna, Barcelona, and Göteborg's activated inclusive ecosystems

REFLECTIONS & LEARNINGS: Discussion amongst webinar participants about the relevant experiences and learnings that emerged in the Stories from the Field.

UPCOMING RESOURCES: Introduction of key resources that are on their way.

CONCLUDE: Offer summarising reflections + introduce the next webinar



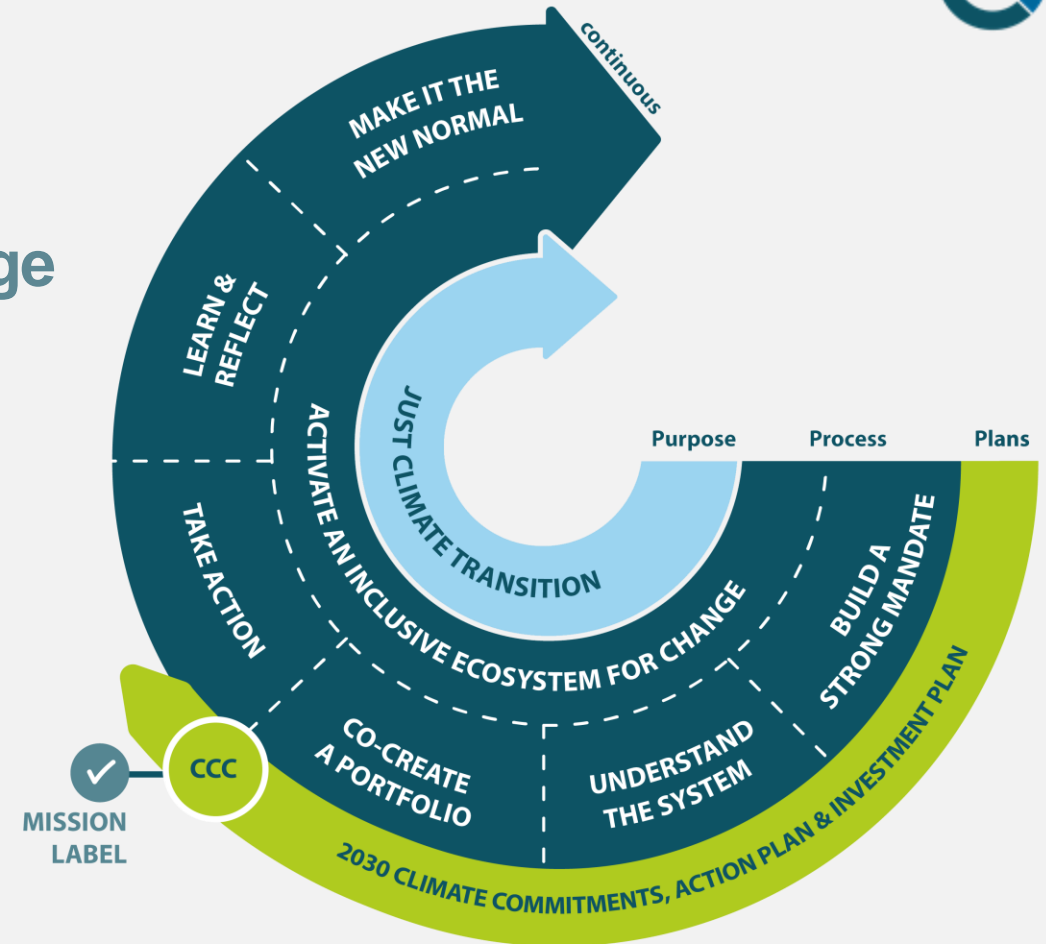


The Climate Transition Map

Activate and Inclusive Ecosystem for Change

ENABLE A NEW, CLIMATE-NEUTRAL NORMAL

The goal of NetZeroCities is to make climate-neutrality the new normal. To achieve this transition, all actors - across a city's local ecosystem - who contribute to the current normal need to be involved in the the creation of a new normal. A new, climate-neutral normal in which they can still contribute and benefit equitably.





Strengthen the means and capability of the ecosystem to act

To enable ecosystem action, empower all actors to act. Give them the necessary conditions (spaces, resources, networks, skills, and access to markets/communities) to follow-through with ideas. Provide inspiration and facilitate exchange. Clearly define accountability and responsibilities between actors and the city vision.

Strengthen internal capacities to act

Develop structures for alignment and functional internal coordination. If the different city departments or the transition team do not collaborate and communicate, it will be much more difficult to identify, include, and activate all key stakeholders.

Focus on meaningful engagement & participation

Complete and meaningful participation is key to ensuring all citizens and communities are heard. Enable and include the full diversity of actors in the Climate Transition Journey. Enable the city's climate-neutral future to be co-created by, with, and for them. Include all stakeholders to create meaningful impact; from problem framing to implementation, assessment, and learning.

Ingredients for activating

An Inclusive Ecosystem For Change

Focus on process & relationships

For these to be effective transitions to climate-neutrality, take a process-oriented approach. Enable your understanding and ambitions to evolve as you learn and work more with others. Each additional relationship and insight can inform a more effective process toward achieving climate-neutrality.

Cultivate and nurture radical collaboration.

Build trust through long-term continuous exchange with all actors. Honour collective decisions and commitments. And, ensure transparency. By using the strengths of each and every actor you enhance your overall capability to achieve the climate-neutral transition. Continuously align actors' expectations and broker compromises when needed by leveraging your collectively created vision.

Reciprocity

Navigate the dynamic tension between self-interest and shared interest by creating safe spaces for interaction, understanding, experimenting. Invite the other actors in your ecosystem to experiment with alternatives to the current practices. Enable them to recognise ways of approaching this transition that offer better futures without going against the deeper needs and interests of the organisations or communities they represent.



Elements of the CCC that enables an activation of an inclusive local ecosystem

- **The Commitments Structure:**
Enables the contract to be between the municipality and diverse stakeholders (city administration, stakeholders from the public, private and third sector, citizens and local communities). This establishes **new ways of working** together to reach 2030 climate neutrality
- **The Action Plan:**
Rooted in **deep stakeholder and citizen engagement** to set shared visions for actualising the climate-neutral transition.
- **The Investment Plan:**
In alignment with the Action Plan, enables the involvement and contributions from the city administration, **as well as a plurality of stakeholders.**





Stories from the Field

Boston Example (School start time failed activation)

Lahti, an activated inclusive ecosystem

Bologna, Barcelona and Göteborg, challenges and opportunities of activating an inclusive ecosystem





In the Absence of Activation: Boston Public School's Attempted Transition

- **Situation**
As of 2017, Boston's teen students were in an unhealthy and unproductive learning scenario.
- **Task**
To implement new start times for all high school students to start at a more optimal learning time.
- **Approach**
Leverage existing data and algorithmic machine learning to determine - rather than inform - decision making.
- **Result**
New start and end times for 84% of the city's schools and massive parental pushback.
- **Key Learnings**
Leveraging top tier innovation, engineering, and technology systems is an advantageous but not sufficient approach to achieve systems transitions; Inclusive activation of the local ecosystem is necessary to enable a sustained and equitably impactful transition

Max Stearns

Strategic Designer, Democratic Society





An activated inclusive ecosystem

Key learnings from Lahti



Anna Hutunen

Climate Kic



Saara Vauramo

Nautre Positive
Solutions



Ville Uusitalo

LUT School of Energy
Systems



Hanna Kopra

Citizen of Lahti



How Lahti became the European Green Capital?

Lahti - located in Southern Finland with a population of 120,000 inhabitants - is **the smallest and northernmost European Green Capital ever**. Lahti has worked on environmental issues for decades and is continuously developing as a city with a sustainable future.

Lahti is a pioneer of smart, sustainable solutions and a city in which bold environmental choices are made every day with universities, companies and citizens.



Lahti Inclusive Ecosystem for Change





Lahti ingredients that enabled the activation of an inclusive local ecosystem

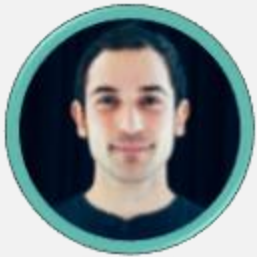
- Lahti is a pioneer in promoting dialogue.
- Building trust **between different organisations** helps a lot! It helps to understand what others are doing. Learn from one another. This enables new ideas to emerge and to combine goals and skills that leads to new projects, topics and shared ambitions.
- Doing things on a high level doesn't really work, **you have to really work together with people.**
- Media and Communication is key. It's difficult for the cities to form a coherent story, but **it is important to pick your words in a way that everyone can understand it.**
- Nature still forms part of Lahti citizens, communities and other groups daily lives. The people and stakeholders of Lahti became "care-holders" as part of the process to enable their climate goals.





1. How to develop an active and flourishing ecosystem for change?

Key learning from ecosystem actors



Marc Aguilar

BitLab
Barcelona



David Nordling

DigidemLab
Göteborg



Michele D'Alena

Fondazione per
l'Innovazione Urbana
Bologna



Bologna's ingredients

- A new relation between the citizens and the municipality.
 - Recognise informal groups and recognise the energy of the community. We can work with the existing partners and new actors in the city.
- Politics is not only a matter of Policy Makers
 - Enable everybody to design the city.
- People don't trust institutions; We need to create new institutions for new relationships of trust.
 - We need to recognise that an institution cannot redesign "relations". We need new institutions, like a bridge, outside the bureaucratic approach, with a flexible management approach.
- We need to change the way we work.
 - The current model is outdated, it is a cultural journey to push forward a new way of working and organising.
- We need to speak about and use "power" thoughtfully and effectively.
 - We need to engage people, so we need to give them *power* to redesign their parks, *power* to reimagine the balance of the city and *power* to regenerate the idea of what it means to be a "stakeholder".
- All in all, we need power, time and space.
 - Every place is different and has its own language. We need to engage existent actors. We can't work alone but we need to form alliances. Without engaging communities, we can't work, we need to engage the energy of the communities and create alliances to push forward the innovation.



Göteborg's ingredients

- For engagement to work toward meaningful change, it requires a shift in the municipalities. They may have to reconsider:
 - How are decisions been made?
 - How are we involving partners in different stages?
 - What is the organizational approach for the municipality?
- It is important to stay aligned with the “promise of change” with everything that is delivered. This is key for engagement.
- It's not only about stakeholders participating, but also making sure stakeholders realise that they are, in fact, stakeholders; that they have a stake in the current and/or future system.
- Never forget about childcare when you arrange meetings.





Barcelona's ingredients

- Often, the cultural sector and grassroots initiatives are the "unusual" suspects when it comes to Climate Transition. But if the **conditions for collaborations** are right and there is space created, these unusual actors can be part of the "solution".
- Cultural grassroots initiatives can seem far away from the City's climate goals, but they are increasingly aligned with these ambitions.
- It's very difficult for "grassroots initiatives" to become aware of the challenges that **Cities and Civil Servants** have, particularly, in terms of **regulation and procurement** to really support these grassroots initiatives. **Engaging in Dialogue** has made it easy for the city to see how they can contribute to the grassroots initiatives and for those initiatives to recognise how they can be effective players in the bigger picture.





Interactive session

The spectrogram activity asked the webinar participant to explore in which spectrum of the questions below they found themselves:

[10] In our city, we've seen the way including a diversity of stakeholders has enabled new solutions we hadn't originally imagined.

[0] In our city, we've seen the way building trust can enable us to achieve our Mandate

The responses to the spectrogram were varied. From the responses:

- In some case, the engagement of diverse stakeholders, especially civil society groups has enabled and catalyse collective action towards a problem which was initially unnoticed.
- In other case, building trust has enabled the achievement of the Mandate and even moving beyond the mandate, to start also co-creating innovative solutions by and with citizens.
- Lastly, the dichotomy between the "usual suspects" and other actors - the "unusual" suspects - was emphasised. There is great difficulty in engaging and finding ways for both actors to participate in a way that is okay and safe for them. So, sometimes it is necessary to find different, participatory methods and spaces for each to engage.





Space for your reflections:

- What does "an ecosystem for change" mean to you and for your city?
- Who are your (likely) allies inside and outside of the city?
- How can you extend this ecosystem for change to the unusual suspects?
- Who is most affected by climate change in your city? How can they be assured that their needs and fears are addressed?
- Who has the trust of different communities and stakeholders?





Get in touch with NetZeroCities!



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