



# The Support Needs Assessment (SNAP) Playbook

A guide to help cities navigate the journey to climate neutrality





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# 1. Introduction

This Playbook has been produced as part of the NetZeroCities initiative, under the EU Mission 100 Climate Neutral and Smart Cities by 2030.

**The EU Mission – 100 Climate-Neutral and Smart Cities by 2030** - aims to accelerate innovation towards climate neutrality so that these can be upscaled to help Europe reach its overarching goal of reaching climate neutrality by 2050.

100 EU cities and 12 cities from Associated Countries have been selected as Mission Cities and are leading the way. The Twinning Cities Learning Programme within NetZeroCities will provide the first major opportunity for learnings to be transferred and innovative practice applied to a larger cohort of cities.

This Playbook draws together the methodologies co-designed and developed by NetZeroCities Climate Neutral Cities Advisors, with wider support from specialists under NetZeroCities Platform to help cities navigate their journey towards climate neutrality.



# Why this playbook exists



By using the Playbook, cities will be able to better:

- Align city teams towards a common goal for climate neutrality;
- Enable city teams to navigate the core concepts and tools of NetZeroCities and the broader Mission for 100 Smart and Climate Neutral Cities by 2030;
- Help city teams to identify existing gaps, opportunities and synergies in their existing climate plans with the broader activity within the city;
- Focus effort of city teams in their work with wider stakeholders and partners across the city in a climate alliance for climate neutrality;
- Help cities to engage with the innovative climate governance tools of the climate city contract (including the commitments document, the action plan and the investment plan).

This Playbook complements and supports the use of other tools, resources and processes being deployed within the NetZeroCities consortium.

**This Playbook is dedicated to the cities that are journeying to climate neutrality – wherever you are!**





# Understanding the city journey

Recognising that cities begin their journey in many different starting points, a key early driver for SNAP was to help cities understand where they are themselves in the journey, and what other actors or elements within the municipality are working on climate-related activity.

Of particular importance was to understand where cities saw themselves in the **Climate Transition Map** – a key resource for Mission cities – which enables cities to consider and work with key concepts in their journey.

A key element of the Climate Transition Map is the concept of non-linearity – cities can be in more than one place on the map, and the direction of travel is not in one single direction.



## The Climate Transition Map





# How to use this playbook

The Playbook is a resource that can be used by Mission Cities, Twinning Cities and cities outside of the programme to catalyse their climate neutrality journey – from whichever starting point the city chooses – and by whatever team within the city.

You will find:

- **A guided step by step set of resources for city teams to work with in person or online;**
- **Aa clear set of rationale for engaging team members and others in working with the Playbook;**
- **A simple method for taking note of progress.**

This Playbook has been designed to be used in multiple ways and in the context of many dimensions of climate neutrality.

In practical terms, it can be used:

- As an online resource with online canvases that can be copied and used online;
- As a physical resource with canvases that can be printed for in-person workshops;
- As a guide to key methodological concepts when working with city teams.





## How to use this playbook continued...

In an exploratory sense, it can be used as a tool:

- Within city teams
- Across city departments and agencies
- With wider stakeholders and even citizens
- Within the city's climate transition team (if it has one).

It can be used many times over – some cities use it as an aide-memoire – returning to key canvases to remind them of what they highlighted previously – and also returning to refresh and update as key city perspectives change.

Given the complexity of climate change in its impact on humans and the biosphere, being able to approach the challenge for cities from different view-points is crucial to recognising how the challenge is experienced differently by different stakeholders.

This capacity to adopt a multi-lensed view is not easy and while the methodology itself encourages multiple perspectives – centring different frames or lenses is also useful.

It can also therefore be used to explore particular lenses, by placing these as the central frame for consideration in the workshop exercises, for example:

- A health lens in the context of climate neutrality;
- A resilience and adaptation lens;
- A just transition lens;

The Playbook includes canvases that have already been translated into multiple languages, and each of these are clickable for further edits if needed.





This playbook encapsulates the SNAP methodology as developed and used by Climate Neutral Cities Advisors working with cities over the last 18 months.

It is a jumping off place, a point for opening up, for reflection and for making sense of where each city is at. In this sense, SNAP continues to evolve as new elements become more or less important and new demands and drivers come into play.

**The playbook is available for Mission Cities, for Twinning Cities and for cities outside of the Mission entirely who want to use it as a tool to help on their journey to climate neutrality.**







# 2. Using SNAP





# Where to start

If you are working with this Playbook for the first time and intend to use it as an internal resource, it can often be a good idea to gather a small group of colleagues across a select number teams to test out a methodology.

- We would recommend that you start with the Horizon Map – you can take anything from 90 minutes to 3 hours for this workshop. It will be important to establish some basic ground rules with colleagues so that everyone is sufficiently committed to the process.
- If you are looking for more background reading before diving in, please use the Climate Transition Map as a good guide to the kinds of elements which are typically important when working with innovative governance and systems-based approaches in reaching climate neutrality.





# Horizon Mapping





# Horizon Mapping

## Core objective

The Horizon Mapping exercise is a way to gather a bird's eye view of everything that is going on in a city in the immediate, near-term and longer-term that has the potential to impact upon the city's climate journey – and to quickly identify the shared opportunities and barriers, as well as the most salient gaps in the city's approach.

Sometimes, the surprises in this workshop are found in strange places – the elements on the horizon that might not typically be captured in a sweep of future policies and plans, for example.

## What the workshop will deliver:

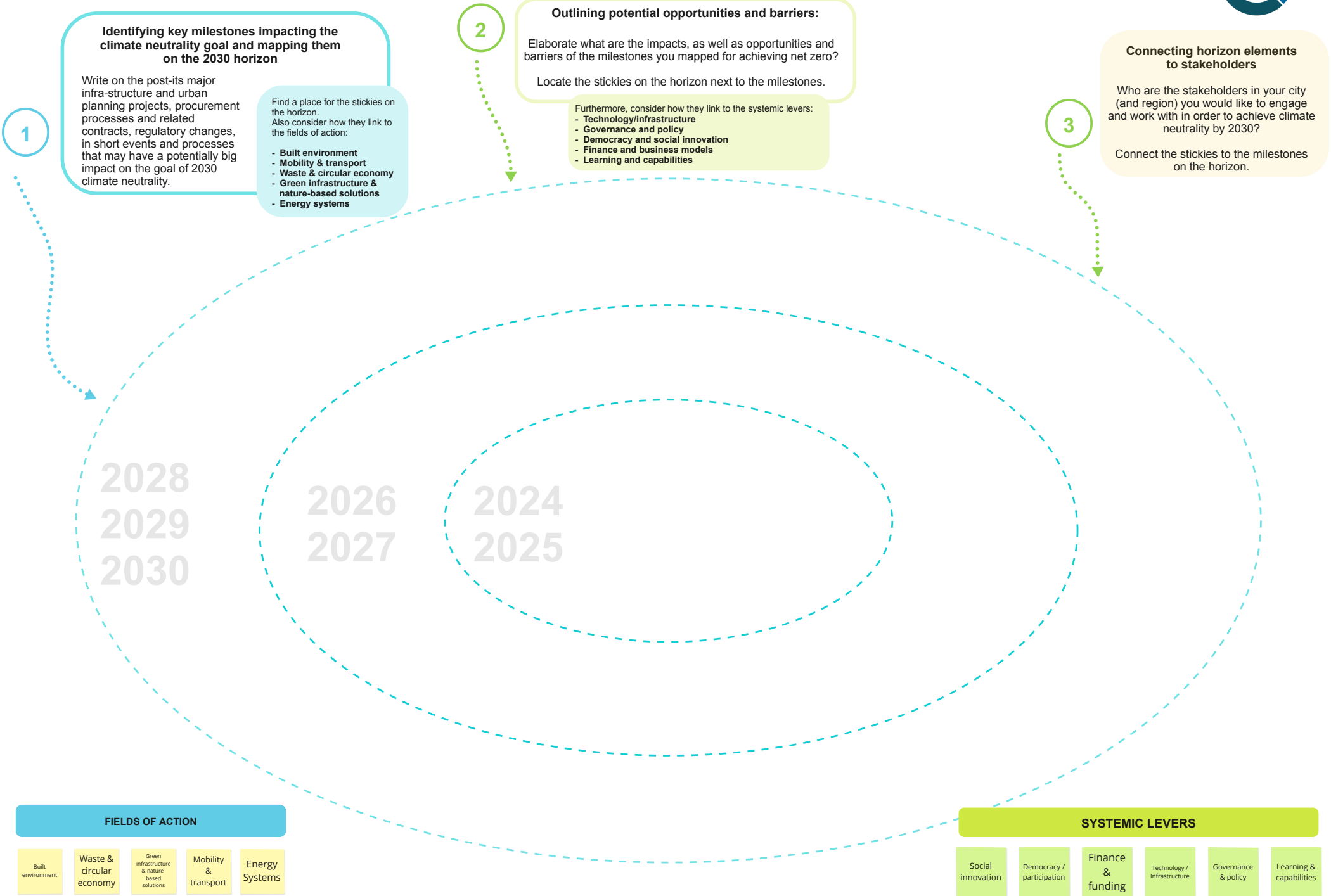
- Gaining a shared sense of perspective and common journey
- Being aware of salient gaps in planning and projects across fields of action and levers of change
- Understanding that some key influences come from unusual sources – which would be otherwise missed
- Recognising opportunities for influencing, as well as barriers to achieving climate neutrality
- Understanding how key stakeholders align across the city
- Beginning to appreciate the value of multi-lensed perspectives in city planning.



**Download:**  
[Horizon Mapping canvas](#)



# Horizon Mapping



1

**Identifying key milestones impacting the climate neutrality goal and mapping them on the 2030 horizon**

Write on the post-its major infra-structure and urban planning projects, procurement processes and related contracts, regulatory changes, in short events and processes that may have a potentially big impact on the goal of 2030 climate neutrality.

Find a place for the stickies on the horizon. Also consider how they link to the fields of action:

- Built environment
- Mobility & transport
- Waste & circular economy
- Green infrastructure & nature-based solutions
- Energy systems

2

**Outlining potential opportunities and barriers:**

Elaborate what are the impacts, as well as opportunities and barriers of the milestones you mapped for achieving net zero?

Locate the stickies on the horizon next to the milestones.

Furthermore, consider how they link to the systemic levers:

- Technology/infrastructure
- Governance and policy
- Democracy and social innovation
- Finance and business models
- Learning and capabilities

3

**Connecting horizon elements to stakeholders**

Who are the stakeholders in your city (and region) you would like to engage and work with in order to achieve climate neutrality by 2030?

Connect the stickies to the milestones on the horizon.

**FIELDS OF ACTION**

- Built environment
- Waste & circular economy
- Green infrastructure & nature-based solutions
- Mobility & transport
- Energy Systems

**SYSTEMIC LEVERS**

- Social innovation
- Democracy / participation
- Finance & funding
- Technology / Infrastructure
- Governance & policy
- Learning & capabilities



# City as Studio



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

# City as Studio



## Core objective:

The City as Studio workshop is designed to enable city participants to creatively consider what success looks like in 2030 for their city, and what achieving this success entails in the context of thinking about the whole city as a system of systems.

Working back from 2030, participants will plot key delivery and impact points, highlighting the direct and indirect benefits of successful delivery, the policy settings required to set the success on the right path, and acknowledging where points of intersection with other policy objectives, stakeholder goals etc might create decision-making inflection points.

Looking at impact pathways, participants will be encouraged to reflect on the ways in which typically siloed project/programme delivery can be strategically intersected to demonstrate the impact of cross-cutting approaches to delivery (for example, optimising co-benefits from joined up delivery across a portfolio of actions).



# City as Studio



## What this workshop will deliver

A creative opportunity to think outside the box about climate neutrality from a 2030 standpoint;

A strategic method for participants to interrogate individual impact pathways for potential barriers to delivery, opportunities for optimising and widening impacts and benefits, and consideration of how such a 'success story' could be funded/financed;

A way of working jointly with team members to bring their detailed workstreams together for strategic 'play', one step removed from formal programme management protocols;

Exploring how city systems interact at a symbolic level, encouraging strategic thinking over a medium-term horizon.



**Download:**  
**[City as Studio canvas](#)**





# City as Studio



1 Start here:



**Short-term measures**

**Long-term measures**

**Co-benefits & other direct impacts**

**Read all about it!**

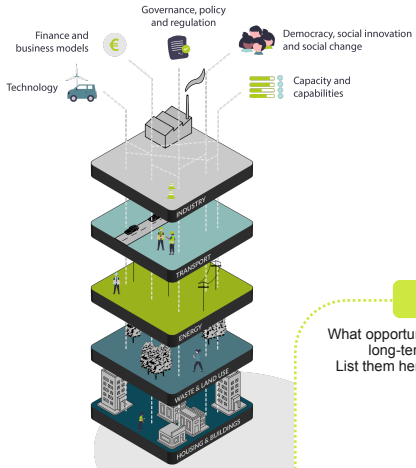
1. Pick a sector for your headline.
2. Think of a headline about your city which you would like to read in a newspaper in 2030. The headline could pick up on a particular angle - for example: *'No-one left cold this winter: historic threshold crossed as final home is modernised.'*

Choose your sector focus and move it to the box:

MOBILITY & TRANSPORT	ENERGY SYSTEMS	WASTE & CIRCULAR ECONOMY	BUILT ENVIRONMENT	GREEN INFRASTRUCTURE & NATURE-BASED SOLUTIONS
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NEWS

In terms of barriers and opportunities, think about what kinds of difficult conversations might need to be had with key stakeholders, what mind-shifts might need to be required, what new ways of organising or doing might be required, what resources (physical, human and financial) might be required.



**Identifying barriers**

What barriers might potentially impact on the short and long-term measures you have identified above? List them here and then place them next to the measures.

**Identifying opportunities**

What opportunities might potentially arise from the short and long-term measures you have identified above? List them here and then place them next to the measures.

**How could it be resourced?**  
 What kind of new co-operation models would you need?  
 What new possibilities does the CCC offer?  
 (stakeholders, private co-operation etc.)

**Reflections:**  
 What are the hard discussions and decisions to get through?  
 What has to change in the current city (the system)?



# Building a Transition Team





# Building a Transition team

## Core objective:

To enable city teams to consider the skills, capabilities and resources required in order to deliver the transition to climate neutrality, and how these might be sourced/shaped in the context of a range of different governance models.

The workshop will explore governance options to identify which reflect local conditions/cultures and ways of working, and how to approach current gaps in governance/resourcing.

There are two options here for this workshop – each with a different canvas, including one with a focus on Building a Transition Team in the context of a Just Transition.

## What the workshop will deliver

- A clearer understanding of current skills, expertise, knowledges and ways of working within the current team
- An appreciation of what the known gaps are in terms of these core competencies and the priorities for addressing these;
- An understanding of the role of external stakeholders, citizens, arms-length agencies, and other levels of government in the transition
- A contextualisation for existing governance structures and a potential pathway for moving to a different governance model if this is required.

This workshop builds on the concepts outlined in the [Transition Team Playbook](#).



**Download:**  
[Transition Team canvases](#)



# Understanding the Transition Team



1 Who should be involved in the transition team - both internal and external to the municipality?

2 Are there any gaps or constraints?  
Are there any departments or stakeholders missing from the team?

3 How does or how should the transition team work together to advance climate action?  
What works well?  
Are there any obstacles?

6 What specific skills gaps exist in the Internal Transition Team?  
How can these be addressed?  
How can NZC help?

4 How will the transition team design and deliver your Action Plan? How can the CCC be most effective as a tool for guiding the team's work?

5 What are the mechanisms for the internal Transition Team to work together?  
What are the mechanisms for the wider Transition Team to work together?

7 What does success look like for your internal and external Transition Team?  
How can gaps and constraints be overcome?

# Building a transition team in the context of a just transition



## 1 What model have you adopted for your Transition Team?

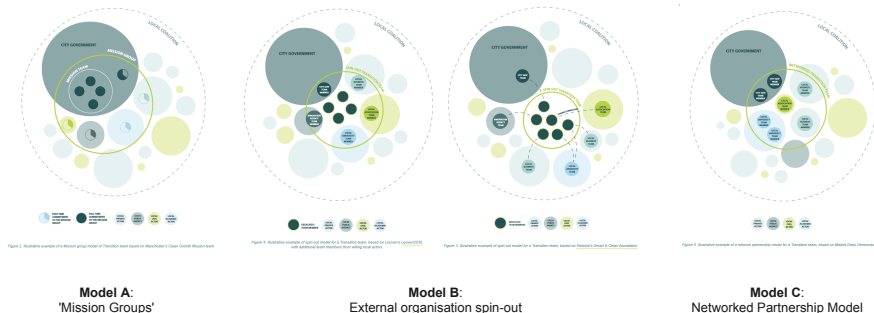
Please describe or draw your Transition Team model.

## 2 Key risks to the success of the Transition Team

For example, concentration versus dispersal of power; inertia versus desire for action; balancing skills and knowledge.

## 3 How to centre inclusion in the transition process and how can the transition team be a driver for this?

Transition Team models





# Exploring uncertainty





# Exploring uncertainty

## Core objective:

This workshop will explore the key strategic risks and uncertainties to the city in its journey to climate neutrality and what approaches and levers are available to meet these. The workshop will focus on the known uncertainties and risks.

## What the workshop will deliver

- A clear understanding of the strategic uncertainties inherent for the city in the programme;
- A demonstration of the systemic nature of the impacts of addressing uncertainties and risks as they emerge (for example the impact of rising energy prices) drawing on principles of resilience as a guidestick;
- An appreciation of why this approach is distinct from a traditional risk assessment approach.



**Download:**

**[Exploring uncertainty canvas](#)**



# Exploring uncertainty



1

List uncertainties related to your path to climate neutrality (e.g. work plan assumptions, critical path needs, external pressures, etc)

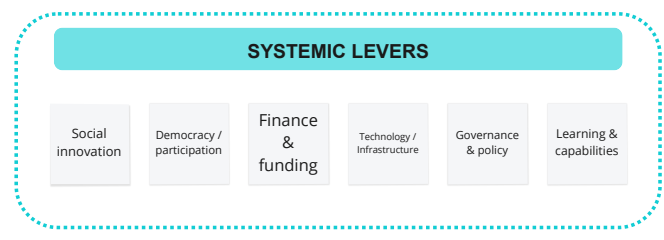
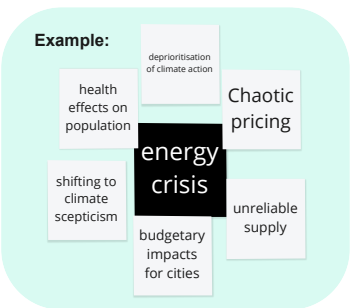
2

Identify the potential impacts of these uncertainties and cluster around.

3

Consider strategies or mitigation measures to address the uncertainties.

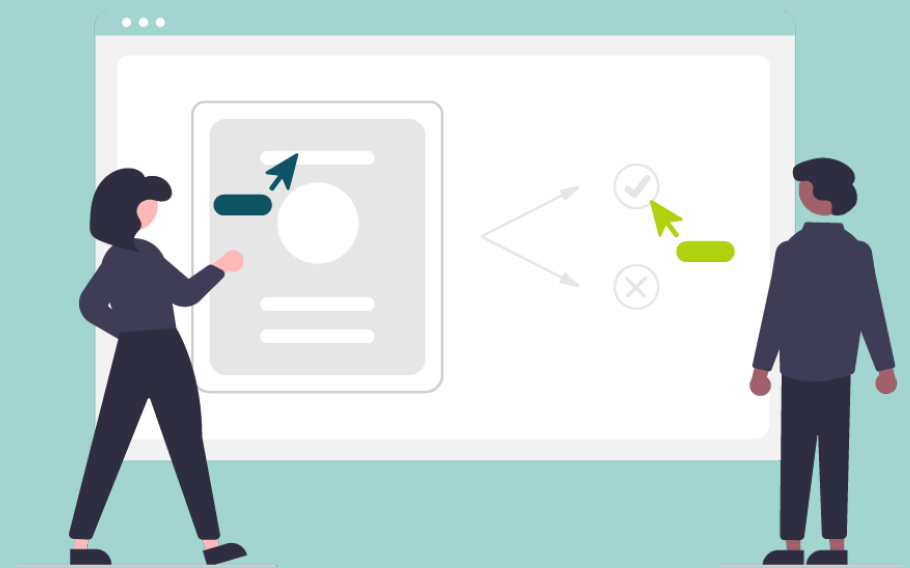
Assess how the strategies connect to the systemic levers and qualities of resilient systems.







# Stakeholder Impact Mapping



# Stakeholder Impact Mapping



## Core objective:

To help city participants determine which stakeholders have the potential to have the greatest impact on GHG reductions, and which stakeholders have the potential to have the most influence on others in relation to GHG reductions.

## This workshop will deliver

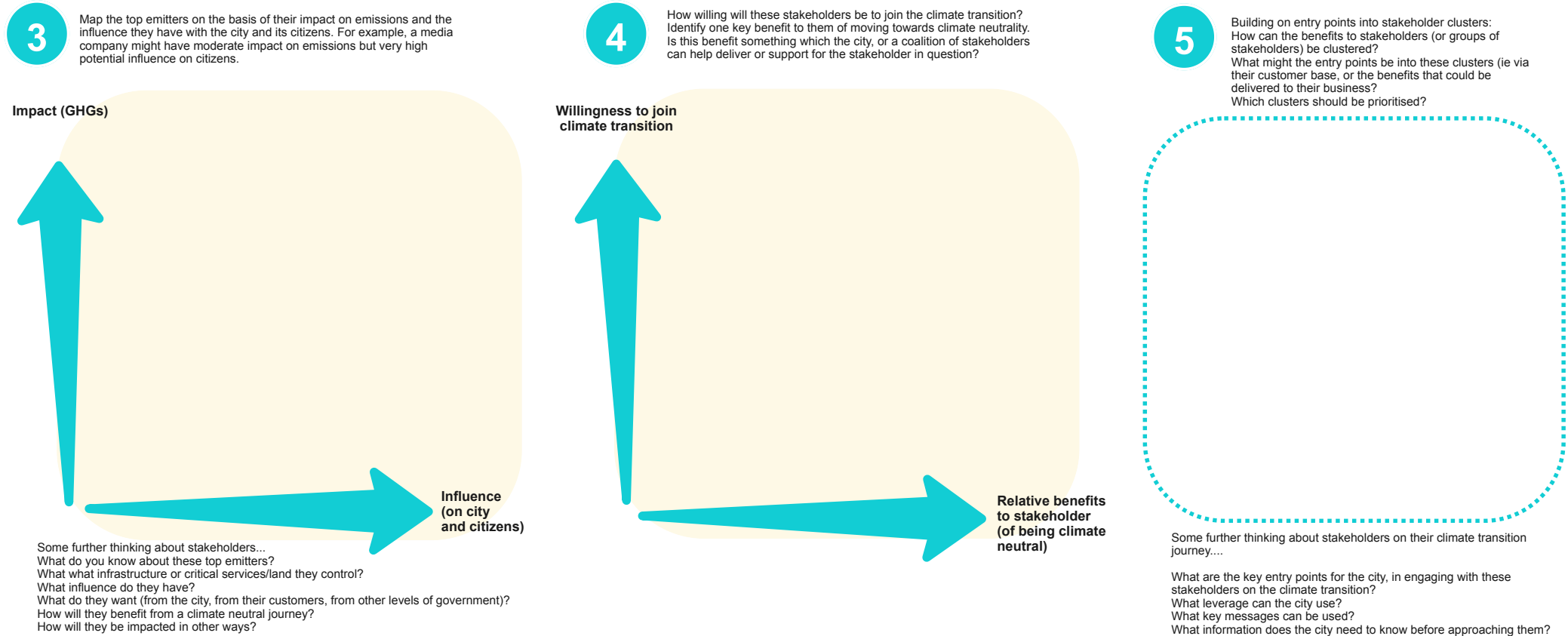
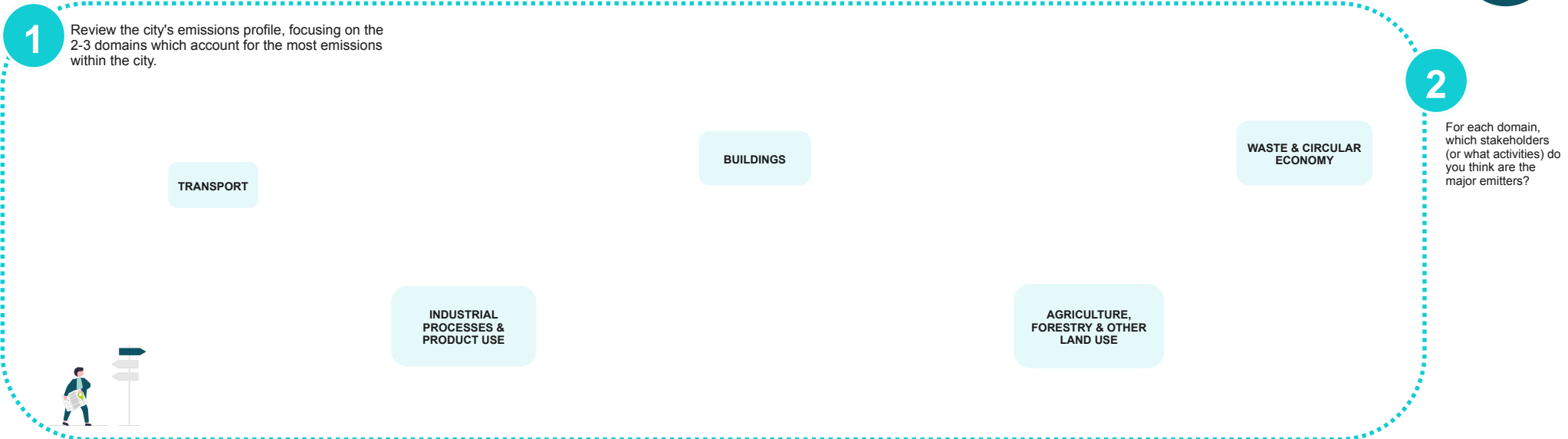
- A clear understanding of the top ten stakeholders across the city's emissions profile with the greatest contributions to those emissions
- A way to strategically estimate the relevant influence of those top emitters directly on their own emissions and on others' emissions (for example their customers)
- An appreciation of the key entry points for dialogue with each of the key stakeholders on the role they play in achieving climate neutrality in 2030.



Download:  
[Stakeholder Impact Mapping](#)  
[canvas](#)



# Stakeholder impact mapping





# Financing the Transition



# Financing the Transition



## Core objective:

This workshop helps the city team to explore thinking around financing the transition, including known sources of finance and potential next steps for financing and partnerships.

## This workshop will deliver

- An exploration of the potential municipal sources of funding for decarbonisation
- An overview of existing mechanisms the city has to stimulate private investment towards decarbonisation
- An understanding of the city's internal capacity to develop and implement a funding strategy for climate neutrality and to capture more involvement.
- An exploration of who should be involved in this work.
- Identifying connections to key aspects of the Climate City Contract Investment Plan.



**Download:**

**[Financing the Transition canvas](#)**



# Financing the transition



## Identified resources

## Next steps for funding strategy and engagement

Note: Connects to Investment Plan (IP) module A2 & IP-C1

1 What are the main municipal funding sources for decarbonisation?

E.g. Municipal budget

e.g. Analyse ways of increasing green budgeting in the annual municipal budgets

e.g. Create a green bond

2 What are the existing mechanisms your City has to stimulate private investment towards decarbonisation?

e.g. municipal green bonds

E.g. free public transport

E.g. Tax incentives

e.g. increase support to home renovation

Note: Connects to modules IP-A2, IP-A3 & IP-B2

3 What's the City's internal capacity to develop and implement a funding strategy for climate neutrality and to capture more investment? Who do you need to involve?

e.g. City financial department

e.g. organise a training in project financing

Note: Connects to modules IP-A3 and IP-C1 & IP-C3. B2



# 3. Links and acknowledgements

## Links:

To access the canvases in PDF form:

- [Horizon Mapping canvas](#)
- [City As Studio canvas](#)
- [Building a Transition Team in the context of a Just Transition canvas](#)
- [Exploring uncertainty](#)
- [Stakeholder Impact Mapping](#)
- [Financing the Transition](#)

For more about how SNAP was developed and used with cities in the The EU Mission – 100 Climate-Neutral and Smart Cities by 2030, read the report:

[Support Needs Assessment Report.](#)

## Acknowledgements:

The SNAP Playbook was produced by:  
Ed Synnott, Jane McLaughlin and Keira Webster.

SNAP was co-designed by: Ed Synnott, Jane McLaughlin, Keira Webster, Anna Huttunen, Svea Heinemann, Vlatka Berlan Vlahek, Jakob Stolt, Julie Delcroix, Francisco Gonçalves, Nilofer Tajuddin, Alvaro Soldevila, Bob D'Haeseleer, with co-design support from Joost Beunderman, Eugénie Cartron, Adriana O'Phelan, Anthony Zacharzewski, Thomas Osdoba, Francesca Rizzo, Julio Lumbreras, Thomas Haddock, Alicia Carvajal Rowan, and many others across the NetZeroCities consortium. Thank you all.

**Thank you also to the incredible city teams who have used SNAP and given their feedback to help to shape these resources.**





# Get in touch with NetZeroCities!



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