

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.



From silos to synergies: *enabling collaborative approaches for the Transition*

Transition Team Programme



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Transition Team Programme

Area 1:

Fostering inter-departmental coordination & collaboration

Area 2:

Strengthening TT's mandate internally & externally

Area 3:

Building capacities and capabilities for the TT

Area 4:

Prototyping approach to Transition Team







not finished fading
on hold small up and running
not enough
restructuring
in transition
evolving
waiting cohesive present internal unclear prioritizing





Overall Objective

Foster a safe, collaborative space for peer-learning, reflection, and innovation, for city representatives involved in the Net Zero Mission to reflect on the **challenges and opportunities** related to Transition Team, governance models and collaborations practices more specifically in this session.

By :

- ***Introduce** a shared understanding of Mission governance, how and why it is crucial for climate action*
- ***Learn** from peer cities how diverse approaches support mission governance, and how they address challenges while improving collaboration and coordination across departments and stakeholders*
- ***Exchange on** how to practically assess gaps, strengths, & opportunities for better collaboration and effective governance*





Agenda

1. Welcome, Introduction, Agenda *[10 min]*
2. **Setting the scene** *[20 min]*
3. **Learning from on the ground** *[20 min]*
4. Q&A *[10 min]*
5. Break *[10 min]*
6. **Exchanging with each other** *[40 min]*
7. Closing *[10 min]*





Setting the scene:

Theoretical assumption and why they matter

20 minutes



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Learning from on the ground:

Experiences from cities

20 minutes



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Why Missions matter & the role of Transition Teams within them

NetZeroCities

Liisa & Lily



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Working within the Cities Mission: a deeper look



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Adaptation to climate change

Aiming to guide at least 150 communities through understanding climate risks, developing pathways for preparation, and implementing innovative solutions by 2030.



Cancer

Improving the lives of more than 3 million people by 2030 through prevention, cure and for those affected by cancer including their families, to live longer and better.



Climate-neutral and smart cities

Deliver 100 climate-neutral and smart cities by 2030 and ensure that these cities act as experimentation and innovation hubs to enable all European cities to follow suit by 2050.



A Soil Deal for Europe

Establish 100 living labs and lighthouses to lead the transition towards healthy soils by 2030.



Restore our Ocean and Waters

Protecting and restoring our ocean and waters through innovation and action by 2030.

“EU Missions are large-scale initiatives under Horizon Europe setting *clear, time-bound goals* that drive focused efforts towards some of our *greatest challenges*...

By *bringing together* researchers, policymakers, citizens, and stakeholders, EU Missions pool the necessary resources to *drive innovation and deliver concrete solutions* for societal benefit.”

[Source: European Commission](#)



OBJECTIVES OF THE EU CITIES MISSION

- 100 **climate-neutral** and **smart cities** by 2030
- Ensure that these cities act as **experimentation and innovation hubs** to put all European cities in a position to become climate-neutral by 2050

SELECTED CITIES

- 100 EU cities
- 12 cities from countries associated to Horizon Europe, the EU's research and innovation programme (2021-2027).



Cities from every Member State



Capital cities



Small, medium, large cities



Frontrunners and less prepared cities



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The core idea of a 'Mission'



After Mariana Mazzucato's *The Entrepreneurial State*, missions quickly entered the mainstream e.g. through the European Commission's Horizon Europe R&I funding programme.

They are an example of governments actively trying to **steer** (rather than being steered by) today's societal transformations.



Scope of the Mission

The EU Cities Mission will bring together local authorities, citizens, businesses, investors, and national and regional bodies to

1. Deliver 100 climate-neutral and smart cities by 2030
2. Ensure that these cities act as experimentation and innovation hubs to enable all European cities to follow suit by 2050

The Mission will deliver this through innovation, collaboration, and testing solutions in urban environments.

Source: [European Commission](#)





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Multi-actor, multi-level collaborative effort

Defined, ambitious collective goal

Experimentalist learning and pan-European exchange

Cities as the 'core' level for solution-seeking and organising actors around the challenge

Source: [European Commission](#)



Even very innovative cities experience challenges with fully seizing the opportunities of a Mission...

Feature of Missions	Opportunities	Challenges cities have in seizing them
Defined, ambitious collective goal	Clarity → Shared vision for climate neutrality, mobilising citizens and stakeholders around a bold target. Purpose → Long-term direction to anchor investments and policies.	Momentum → Sustaining ambition beyond electoral terms and over long periods of time (beyond a single project). Translation → Turning visionary goals into implementable city-level portfolios of actions.

Source: Adapted from Demos Helsinki: [*Missions for governance: Unleashing missions beyond policy*](#) (2022) to contextualise to EU Cities Mission



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Multi-actor, multi-level collaborative effort	Synergies → Aligning city departments, businesses, communities, and knowledge institutions. Leverage → Unlocking EU and national resources.	Vertical alignment → Navigating interests across city, regional, national, and EU levels. Horizontal alignment → Breaking down silos between city departments and local actors. Complexity → Managing misalignment and administrative burden.

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Cities as the 'core' level for solution-seeking and organising actors	Legitimacy → Cities closest to citizens, fostering trust, visibility, and societal buy-in. Leadership → Urban level as 'living labs' for systemic transformation.	Commitment → Securing cross-interest support to ensure continuity. Trust → Building durable alliances among diverse stakeholders. Fragmentation → Avoiding isolated flagship projects while ensuring systemic citywide change.

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Experimentalist learning and pan-European exchange	Agility → Room to pilot, test, and adapt new approaches in real-world contexts. Learning → Drawing from peer cities across Europe to accelerate innovation.	Evaluation → Lack of robust tools to assess pilots and track what works and doesn't. Scaling → Difficulty mainstreaming successful experiments beyond small projects. Absorption capacity → Limited time and resources to act on lessons from exchanges.



A high-angle photograph of a large, complex wooden maze. The maze is constructed from light-colored wood panels and has a winding, non-linear path. Several people, including adults and children, are seen at various points within the maze, illustrating the challenge of finding a way through. The lighting is warm and even.

**Seizing the
opportunities of
Missions**

**Overcoming these
challenges**



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**Seizing the
opportunities of
Missions**



***Reimagining
how cities work***

**Overcoming these
challenges**



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Reimagining the work of cities



Missions are an example of a new approach, born from necessity.



There is now understanding that the way we have governed is unsuitable for challenges such as climate, and has even worsened or driven them.

(siloed, top-down, focused on the short term, not drawing fully on the knowledge and coordinative potential of those beyond government)

This is why tweaking the way we do things (incrementalism) is ‘rearranging chairs’.

For cities to take a role in steering (rather than being steered by) today’s societal transformations, they need to intentionally seek ways to overcome challenges to a new approach to governance.

The Transition Team is the ‘engine’ that drives this forward.



Reimagining the work of cities



One way to simplify which is useful to think about this is the *internal* and *external* role and work of cities.



Internal
(how the city works
within the city
administration
itself)

Each requires intentionally considering how a city can work differently to **build new skills to work in new ways to seek new solutions**. This is a process of learning and different people can take different roles in this...

Cultural change:
'softer' governance of the culture, mindset, and capacities of the organisation and the people within it

Capacity for city ecosystem leadership:
the ways in which cities interact with and incentivise the broader city ecosystem (e.g. private actors)

Domain-specific governance:
'hard' governance of systems, processes, and strategies in specific key domains (e.g. city planning, mobility, energy)

Multi-level governance:
governance of collaboration between cities in different forms and for different purposes as well as city-national and city-EU governance

External
(how the city
administration
works with
others)

Source: Demos Helsinki's work on [climate governance in cities](#)



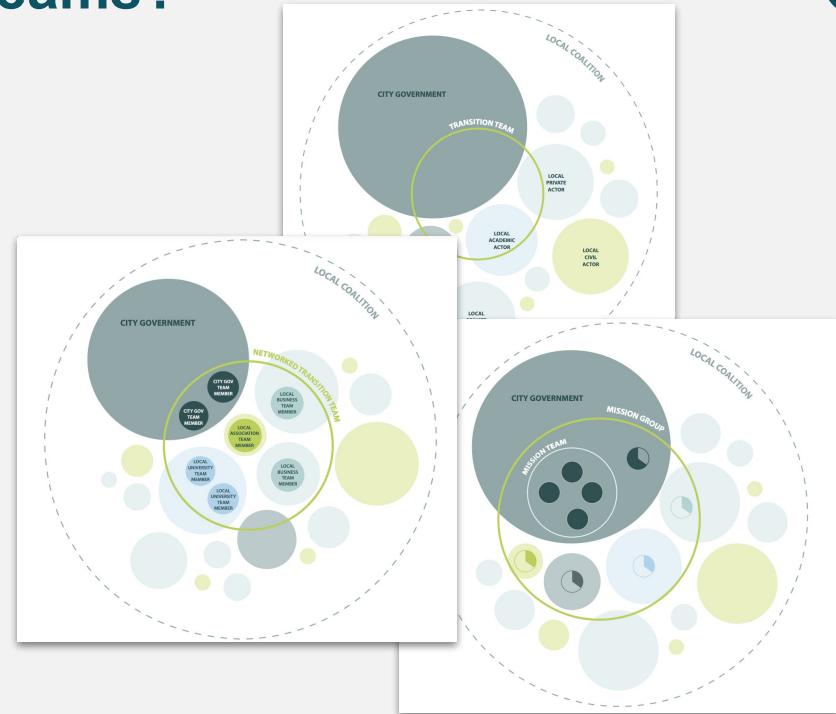
What is the Transition Team's role within this?

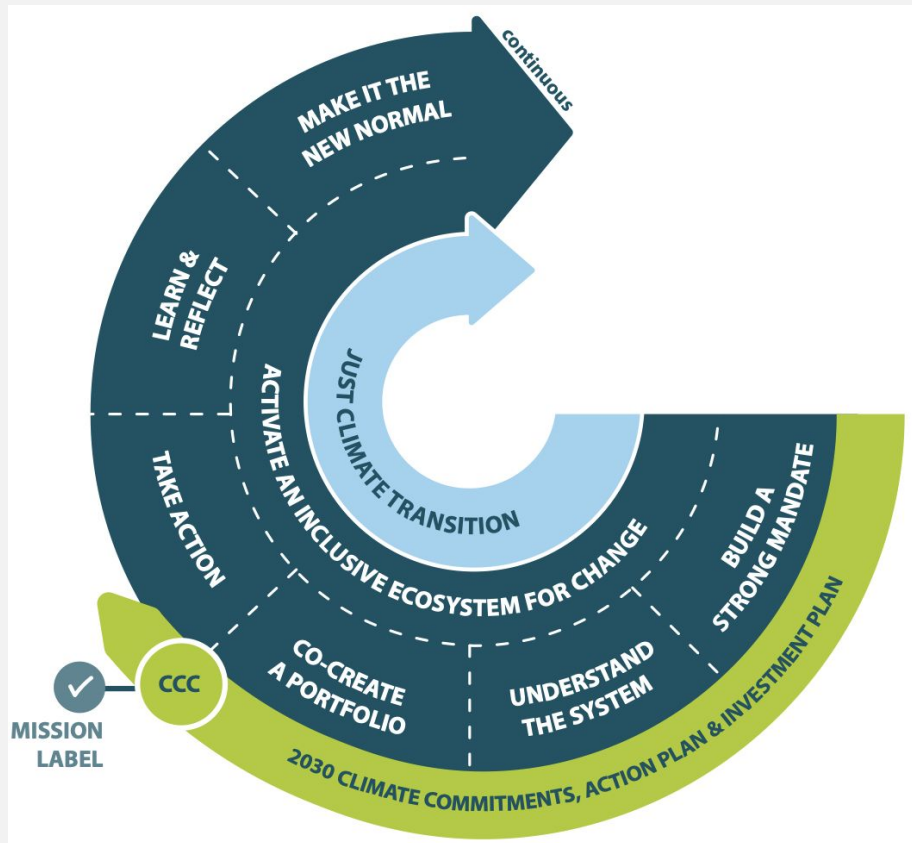




Recap: What are Transition Teams?

- They are cross-silo, inter-departmental groups.
- They come in many forms - one size does not fit all!
- They orchestrate city government's and other local actors' work towards the shared climate neutrality goal. Therefore, they have both an 'internal' and 'external' role.
- They are intermediaries to facilitate, coordinate and engage. They don't do everything.
- They include diverse skills to innovate and find solutions to complex challenges through collaboration.

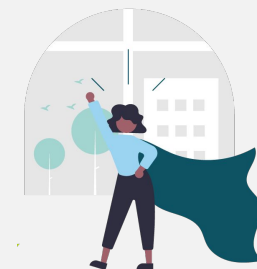




Transition Teams have a critical role in a city's journey to climate neutrality.

Without an effective Transition Team, a city's ambitions and will to act cannot be realised.

They act as the engine, coordinating vision, actors, and action to ensure implementation is driven forward, all actors play their role in the climate transition, and learnings are utilised for iteration.



Feature of Missions	Opportunities	Challenges cities have in seizing them	How do Transition Teams help this?
Defined, ambitious collective goal	Clarity → Shared vision for climate neutrality, mobilising citizens and stakeholders around a bold target. Purpose → Long-term direction to anchor investments and policies.	Momentum → Sustaining ambition beyond electoral terms and over long periods of time (beyond a single project). Translation → Turning visionary goals into implementable city-level portfolios of actions.	• Setting and clarifying a shared vision within the city and with stakeholders and citizens • Sustaining collaborative work towards the shared vision beyond electoral terms or single projects • Coordinating individual actions into city-level portfolios of action towards the vision
Multi-actor, multi-level collaborative effort	Synergies → Aligning city departments, businesses, communities, and knowledge institutions. Leverage → Unlocking EU and national resources.	Vertical alignment → Navigating interests across city, regional, national, and EU levels. Horizontal alignment → Breaking down silos between city departments and local actors. Complexity → Managing misalignment and administrative burden.	• Bringing together knowledge, skills, competences and mandates across municipal departments, companies, local communities, NGOs and knowledge institutions • Ensuring alignment of vision and action among actors to enable co-benefits and synergies
Cities as the 'core' level for solution-seeking and organising actors	Legitimacy → Cities closest to citizens, fostering trust, visibility, and societal buy-in. Leadership → Urban level as 'living labs' for systemic transformation.	Commitment → Securing cross-interest support to ensure continuity. Trust → Building durable alliances among diverse stakeholders. Fragmentation → Avoiding isolated flagship projects while ensuring systemic citywide change.	• By bringing together actors, enabling designing of city-level pilots and living labs that include relevant city departments, companies and local communities • Ensuring that all voices are heard, working together with local communities enabling just climate transitions
Experimentalist learning and pan-European exchange	Agility → Room to pilot, test, and adapt new approaches in real-world contexts. Learning → Drawing from peer cities across Europe to accelerate innovation.	Evaluation → Lack of robust tools to assess pilots and track what works and doesn't. Scaling → Difficulty mainstreaming successful experiments beyond small projects. Absorption capacity → Limited time and resources to act on lessons from exchanges.	• Creating learning mechanisms and arenas to learn from action, coordinating monitoring and evaluation, and enabling iteration based on lessons learned locally and in other cities • Finding and using avenues to scale up pilots at city level and share learning to other cities and levels of governance.





This webinar is a space for reflection, learning and iteration

We see cities running into similar bottlenecks and challenges in sparking collaboration. Sometimes despite the creation of well-functioning discussion fora, it can still be difficult to spark concrete collaborative action.

How can we, for instance, ensure internal mandate and internal and external collaboration? How can we help CCCs to go from plans to reality, and to iteration?

Let's discuss and support each other today!



Some examples of questions to ask when (re-)structuring transition teams



Is climate action **integrated into city's steering documents, budgeting and other key processes**? What is needed to make that happen?

Do all departments have **clear roles, responsibilities and accountabilities** in CCC implementation?

Does the team have the needed **process, collaboration and transition management skills**? If not, how can we achieve them?

How are individual projects and actions **coordinated into portfolios** that unlock synergies and co-benefits?

Do processes exist for continuous **monitoring, learning and iteration**? How is flexibility and adaptability ensured?







Umea

Lucas Röhliger



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UMEÅ

*One of the fastest growing
regions in Sweden*





Umeå – Mission city in northern Sweden





Thoughts on Transition team

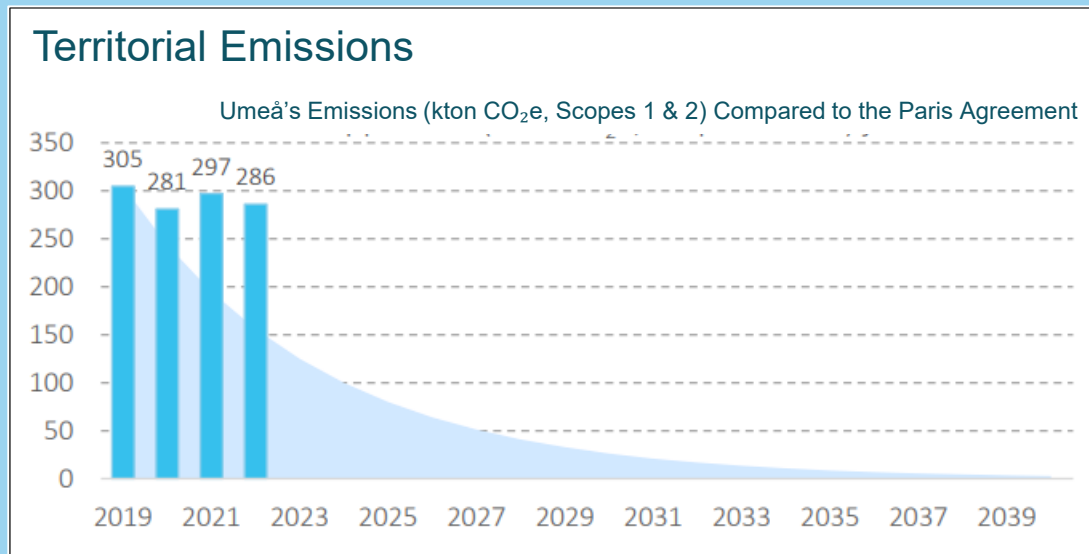
- We don't have one transition team, we have many
- Low hierarchy vs top down
- distribution of mandate and ownership of transition
- Self leadership
- Commitment to cooperation





However, the pace of transition is too slow...

We need to find new ways to advance
What are the barriers for implementation





Initiative: Stakeholder training "Leading transition together"





"I always thought that a space mission was 70% technology and 30% personnel. Today I know it's the other way round. When we have problems, it's very rarely technology, it's almost always interpersonal."

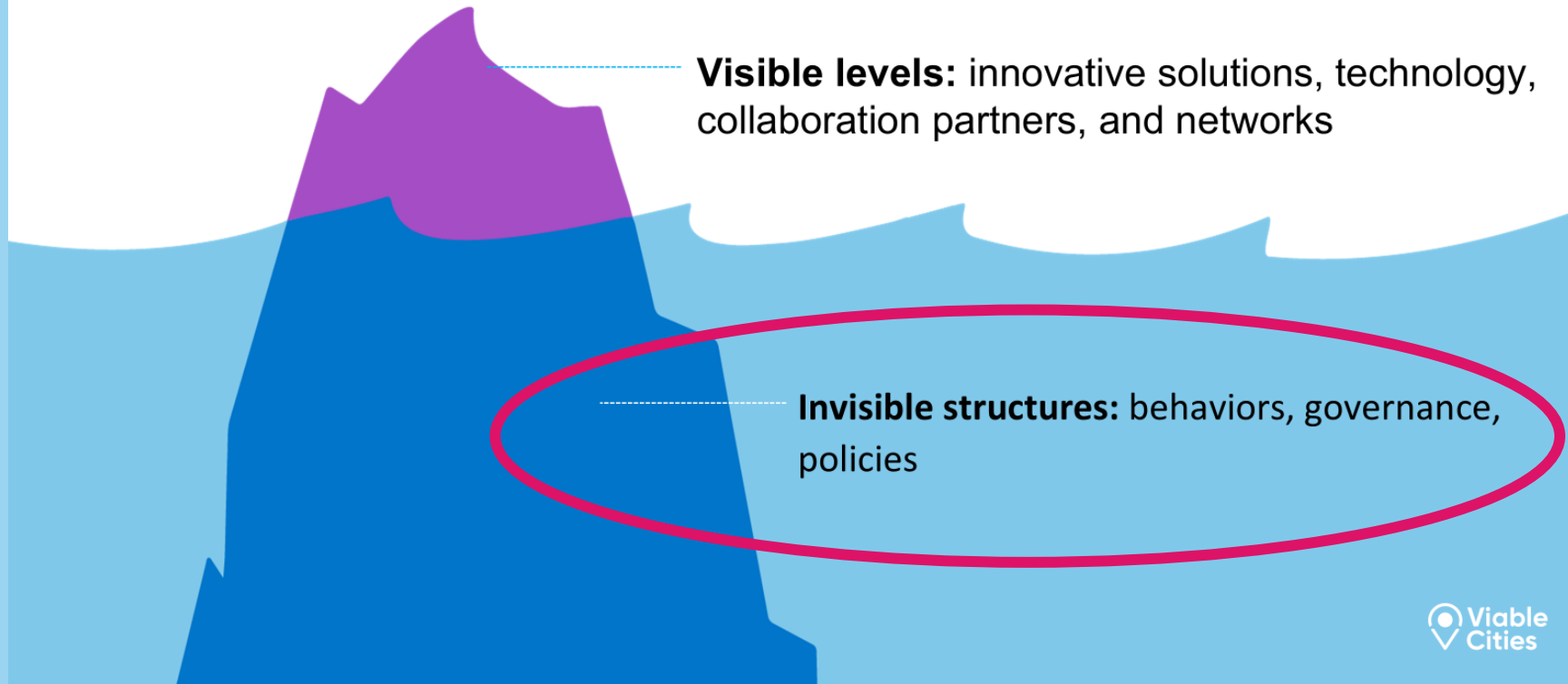
*Quote from Thomas Zurbuchen, Science Director of NASA until 2022.
from the book "leadership – The Human Impulses"*





System transformation - iceberg model

We need systemic change in society across multiple levels





Leading within and outside organisations



Att leda inom en organisation



Att leda mellan organisationer





Our approach

Stakeholder training

“Leading transition together”

- **Different training formats. For private and public stakeholders. In-person. Research based.**
- **Learning Objectives**
 - Strengthen ability to lead innovation/transition in the space between.
 - Establish common vocabulary.
 - Understanding systems and transformative processes as well as one's own role within the system.
- **Requirements:** Trust and openness of participants (psychological safety)
- **Methods for Learning**
 - Learning and reflection based on research and personal experiences.
 - focus on co creating, learning and growing together.





We need "Boundry spanners"

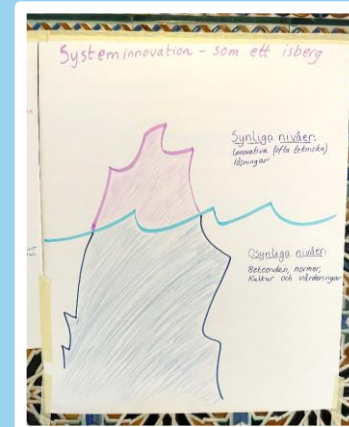
- who navigate between different domains—such as departments, professions, or stakeholder groups—to enable cooperation and shared understanding.
 - **Social Intelligence:** Builds trust, listens actively, mediates perspectives
 - **Empathy & Diplomacy:** Navigates diverse values and interests
 - **Communication:** Translates expert language, simplifies complexity
 - **Systems Thinking:** Connects patterns across silos
 - **Credibility:** Maintains trust across stakeholder groups
 - **Domain Knowledge:** Deep enough to translate meaningfully





“Leading transition together” Syllabus

- System thinking and transformation, transition
- Culture and Climate in organisations
- Leadership
- Collaboration and Leading in the In-Between Spaces
- Resistance and Friction – A Natural Part of Transition





Handbook: Design and replication of the program



Handbook in [Swedish](#) and English available on our website



Funded by
the European Union



Contact and links

Speaker:

Lucas Röhlinger

**Strategic development officer
Umeå municipality
Sweden**

- www.umea.se/ledaomstallning
- Handbook for learning and replication in Swedish and English



Funded by
the European Union



Other Cases from on the Ground

Guimarães, Valladolid, Lyon



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Guimaraes city profile :



Population: ~157,000 inhabitants (municipality level).

Climate & carbon reduction strategies:

- **Climate City Contract (CCC)**, Mission Label received in 2024.
- **Climate Pact:** central instrument, now with **150+ signatories** (companies & institutions across multiple sectors).
- Participation in EU projects (e.g. **URBACT Let's Go Circular**) to align industry, especially textiles, with decarbonisation.





Guimaraes Transition Team set up:

Actors involved:

- Key departments from the **City of Guimarães** (Environment, Urbanism & Planning, Mobility and Transport, Energy Efficiency, Green Areas initiator, Economic Development ...).
- **Landscape Laboratory** (science & innovation multidisciplinary research institution).
- **Private sector**: through progressive engagement of an increasing number of business, starting with front runners, SMEs + large corporations, key sectors textiles, construction, retail, transport, cutlery).
- **Civil society & parish unions**: emerging role in localising actions.
- **National/regional partners**: represented in ceremonies and Mission governance.

Role: work across key municipal departments and different external stakeholders to coordinate actions, foster collaboration, and ensure that all climate commitments are met according to a common Vision for climate transition



Which supportive infrastructure the city is adopting?



The Landscape Laboratory: (City Council + 2 local Universities from 2014)

is a **multidisciplinary hub** that act as an experimental laboratory for testing innovative solution on the ground in topic such as nature, biodiversity, circular economy, climate, and health. Their role progressively evolved to:

- Providing ongoing technical assistance for project development and delivery;
- Supporting capacity building for local businesses;
- Facilitating knowledge sharing and monitoring functions across stakeholder groups.

The Climate Pact: is a central mechanism (from 70 to 150 signatories) **for aligning local stakeholders with the municipality's climate goals**. It also promote **visibility & recognition** for business that join the Pact (use of "Guimarães 2030" logo, social media promotion, ceremonies, ambassador role).



Which concrete approaches/strategies the city is using ?

Stakeholder engagements via a structured on boarding process :

1. Initial visioning and meetings.
2. Launch ceremony of the Climate Pact.
3. Rapid Mass Engagement (RME) events to mobilise many companies quickly (later integrated into annual Green Week).
4. Dedicated business support team at the Landscape Lab.

Green Week: Flagship event for workshops, pact ceremonies, visibility, and now (2025) the Matchmaking Event linking promoters, technology providers, and investors to accelerate decarbonisation & circular projects.

Recognition & visibility incentives: Climate Pact logo, communication via city channels, ceremonies celebrating company participation (e.g., Pact labelling during Green Week 2024).

Integration with EU projects: URBACT Let's Go Circular — engaging local textile industry in circular economy pilots, leveraging external funding to incentivise participation.

Thematic workshops & co-creation: Focus on mobility, energy, waste — combining technical support with capacity building for companies.





Guimarães insights through the lens of Mission Features

1. Defined, ambitious collective goal

 *Shared vision anchored in long-term collaboration*

- Joint vision on climate neutrality co-led by City Council, Landscape Lab, and business sector.
- Climate Pact commitments and Green Week events turned ambition into a coherent portfolio.
- Evidence-based decision-making ensured continuity across strategies.

2. Multi-actor, multi-level collaborative effort

 *Distributed governance ecosystem*

- Transition Team mobilised 17,000 local businesses, municipal departments, NGOs, and academia.
- Landscape Lab acted as science-based hub for coherence, synergies, and co-benefits.
- Structured onboarding aligned symbolic and practical commitments from business sector.





Guimarães insights through the lens of Mission Features

3. Cities as the ‘core’ level for solution-seeking and organising actors

 *Municipality as convenor of pilots and living labs*

- Transition Team positioned as central broker for co-design.
- Matchmaking events and Green Week enabled collaboration across companies, communities, and institutions.
- Visibility, incentives, and fairness embedded into transition pathways.

4. Experimentalist learning and pan-European exchange

 *Adaptive, learning-oriented governance*

- Landscape Lab ensured continuous monitoring, learning, and capacity building.
- Peer-to-peer exchange fostered through regular stakeholder meetings and business knowledge transfer.
- Robust MEL framework under development to adapt to emergent challenges and scale impacts.





Valladolid City Profile:

Population: 300,000 inhabitants

Current Climate strategies:

- Climate City Contract
- Integrated Sustainable Urban Development Strategy (EDUSI)
- Covenant of Mayors for Climate & Energy commitments





Valladolid Transition Team set up:

Actors Involved :

- **Municipal & affiliated bodies:** Innovation & Sustainability Hub (IdeVa), Energy Agency(AEMVA),housing (VIVA), Water(Aquavall).
- **Private & civic stakeholders:** professional associations, business chambers, SMEs, civil society groups.
- **Regional partners & National platform:** CitiES 2030 (link to ministries, major corporations).

Role:

They evolved from a top-down coordinator, the Climate Mission Team - during CCC drafting- into a **distributed governance model** - during implementation - coordinated by the City Council, relying on municipal bodies and regional actors having the role of strategic enabler & funder.

This shift was **supported by clear mechanisms for public-private collaboration** such as cooperation agreements and subsidies



Which concrete approaches/strategies the city is using ?

Methods & Approaches Tested for broadening stakeholder engagement and sustain distributed governance

- **Commitment Forms** → structured, binding alignment of roles, actions, and responsibilities for broadening stakeholder engagement (regional partners)
- **Financial Incentives** → Decarbonisation Grants (€600k, 2023) & tailored SME support (€100k, 2024) linking funding to Mission participation.
- **Mission Ambassadors scheme** → engaged 160+ affiliated entities by 2024; annual gatherings foster continuity.
- **Outreach evolution** → from information-sharing via intermediaries → to direct dialogue and partnership with businesses & civil society.
- **Cross-departmental coordination** through IdeVa acting as broker for public-private partnerships.
- **Participatory Events & Training** led by IdeVa (group sessions, monitoring meetings, tailored follow-ups).
- **Data Management systems** → track stakeholder participation, feedback, and adapt engagement strategies.



Valladolid insights through the lens of Mission Features

1. Defined, ambitious collective goal

 *Shared vision anchored in Climate City Contract*

- Commitment forms linked to CCC set clear roles/responsibilities for regional partners.
- Financial incentives (e.g. €600k decarbonisation grants) turned ambition into actionable portfolios.

2. Multi-actor, multi-level collaborative effort

 *Distributed governance ecosystem*

- City Council coordinates through affiliated bodies (IdeVa, AEMVA, VIVA, Aquavall).
- 160+ Mission Ambassadors engaged (businesses, NGOs, associations).
- Collaboration formalised via agreements and subsidies to align local–regional–national action.



Valladolid insights through the lens of Mission Features

3. Cities as the 'core' level for solution-seeking



Municipality as enabler and convener

- IdeVa acts as broker for public–private partnerships.
- Participatory events and training opened direct dialogue with SMEs and civil society.
- Co-designed pilots address energy efficiency, waste, water, and mobility at city scale.

4. Experimentalist learning and pan-European exchange



Adaptive, learning-oriented governance

- Data systems track stakeholder participation and adapt outreach.
- Grants tied to Mission activities tested innovative incentive models.
- Participation in CitiES 2030 and EU projects supports scaling and cross-city learning.



Lyon city profile:



Population: 518,635 inhabitants

Climate and Carbon strategy plans:

- **PCAET** – Plan Climat Air Énergie Territorial (2020–2030) of Métropole de Lyon: aims for –55% GHG emissions vs 1990 by 2030; update under preparation for 2026–2031.
- **SDE** – Schéma Directeur des Énergies (2019): energy masterplan aligned with the PCAET (district heating, renewables, recovery, efficiency).
- **ZFE-m – Low-Emission Zone** (since 2020, expanded 2024–2025): progressive restrictions on polluting vehicles across Lyon/Villeurbanne/Caluire to cut transport-related emissions.
- Plan de Mobilité des Territoires Lyonnais (PMTL, 2025): **mobility plan** integrating decarbonisation of transport and modal shift targets.
- **Municipal Energy Sobriety Plan** (since 2022): five axes for reducing municipal energy use; achieved >10% reduction in first year.





Lyon Transition Team set up:

Actors Involved

- **The City of Lyon as an** initiator, convenor, facilitator, and guarantor of legitimacy
- **Agora members:** Private sector actors (large & small), public institutions at local & regional levels, NGOs/civil society, research & higher education institutions, youth representatives.
- **Pilot entities & programmes:** “Climate Hall Lyon 2030” (including the School of Resilience), local stakeholders in priority neighbourhoods, “third place” venues, off-site programming.





Lyon Transition Team set up:

Role:

Agora Lyon 2030 is a multi-actor consultative Transition Team / platform established early 2023

- **Membership:** Over 170 organisations (businesses, public institutions, NGOs, research, youth representatives, civil society) participate.
- **Mandates:** 1) Co-develop the Lyon 2030 Climate Pact — collective roadmap toward climate neutrality. 2) Define individual cooperation & commitment agreements between each Agora member and the City.
- **Dynamics:** The Agora is adaptive — membership evolves year by year; working groups form around priority topics. It acts both as strategy co-creator and policy advisory body.



Which concrete approaches/strategies the city is using ?



<i>Agora Working Groups & Cross-Sector Experiments</i>	Stakeholders co-designing solutions, joint working groups on themes (energy, mobility, etc.). Helps align public and private actors, generates shared ownership.
<i>Cooperation & Commitment Agreements</i>	Each member signs up to tailored commitments under the Lyon 2030 Pact. Encourages accountability and alignment with City's climate neutrality goals.
<i>Collective Visioning via the Climate Pact</i>	A co-created roadmap defining shared priorities and courses of action. Helps build consensus, clarify values like sobriety, and give direction
<i>Policy Advisory Role / Consultative Space</i>	Agora is consulted by the City for environmental planning and decisions. The City formally adopted the first Climate Pact in September 2023.



Which supportive project the city is implementing ?



Pilot: Climate Hall Lyon 2030

- A “third place” & off-site programming accessible in all boroughs (especially priority / disadvantaged neighborhoods).
- **School of Resilience:** knowledge, training, experimentation with citizens/researchers.
- **Workshops, exhibitions,** replicating innovations (efficient buildings, low-carbon mobility etc.) through local partners.
- **Participatory / Storytelling & Narrative Approaches** - Using storytelling, public narratives to engage citizens, making climate transition more relatable. Workshops & off-site events to build awareness and capacity.
- **Network & Capacity Building** - Bringing together associations, local NGOs, academia, businesses and enabling skills development, awareness programmes, training events.



Lyon insights through the lens of Mission Features



1. Defined, ambitious collective goal

 *Shared vision anchored in the Lyon 2030 Climate Pact*

- Agora Lyon 2030 co-developed the Climate Pact as a collective roadmap toward neutrality.
- Over 170 organisations signed tailored cooperation & commitment agreements with the City.
- Pact adopted by City Council in Sept 2023, turning shared vision into recognised policy.

2. Multi-actor, multi-level collaborative effort

 *Distributed governance ecosystem*

- Agora brings together businesses, NGOs, academia, youth, public institutions.
- Transition Team functions as consultative platform and policy advisory body.
- Dynamic membership and thematic working groups ensure inclusivity and adaptability.



Lyon insights through the lens of Mission Features



3. Cities as the 'core' level for solution-seeking

Municipality as convener and facilitator

- City of Lyon acts as guarantor of legitimacy, initiator, and enabler.
- Agora working groups co-design solutions on energy, mobility, and other priorities.
- Cooperation agreements embed accountability across public, private, and civic actors.

4. Experimentalist learning and pan-European exchange

Adaptive, learning-oriented governance

- Pilot "Climate Hall Lyon 2030" and School of Resilience serve as living labs for experimentation, training, and citizen engagement.
- Storytelling and participatory approaches foster capacity and awareness across all boroughs.
- Network-building and replication of local innovations strengthen scaling and adaptive governance.





Key Lessons

- **Institutionalising participatory platforms:** The Agora Lyon 2030 shows how a stable, consultative structure can anchor legitimacy and enable diverse actors to co-own the neutrality pathway.
- **City endorsement strengthens credibility:** By officially adopting the Climate Pact in 2023, the City turned stakeholder dialogue into recognised policy, reinforcing trust and accountability.
- **Balance inclusivity with adaptability:** The evolving membership and working groups keep the Agora dynamic and open, while ensuring new actors can join and contribute to shaping priorities.
- **Cooperation agreements align diverse actors:** Tailored commitments allow private, public, and civic stakeholders to engage at their own capacity, yet remain connected to a shared roadmap.
- **Vision must be matched with delivery structures:** Co-creation fosters ambition and ownership, but translating collective vision into financed, measurable actions requires stronger operational and monitoring systems.
- **Support mechanisms are crucial for equity:** To keep all actors on board—especially SMEs, grassroots, and less-resourced organisations—technical and financial assistance should accompany commitments.





Q&A :

10 minutes



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Exchanging with each other:

Peer exchanges and discussion in breakout room

40 minutes



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Guidelines for initial discussion: 10 min

Think about the introductory part and the cases presented: Umeå

How do the example resonate with your local context?

- Have you faced similar challenges?
- Which solutions have you adopted?

If some of the presented solutions serve as inspiration..

- What would you need to adapt for them to be effective in your context?
- Which gaps and barriers would you need to overcome?
- Which opportunities already in place could you leverage?





Guidelines for initial discussion: 30 min

Taking the assumption that you are re-structuring your Transition team

- Why are you re-structuring?
- What emergent need for re-structuring ? What has not worked or need further adaptation ?
- How are your restructuring your team?

In depth questions to ask yourself when re-structuring

- Do all the departments have clear roles, responsibilities and accountabilities in CCC implementation ?
- Does the team have the needed process, collaboration and transition management skills ? If not, how can we achieve them?
- Is climate action integrated into city's steering documents, budgeting and other key processes? What is needed to make that happen?
- How are individual projects and actions coordinated into portfolios that unlock synergies and co-benefits?
- Do processes exist for continuous monitoring, learning and iteration ? How is flexibility and adaptability ensured?





Assess and map challenges and opportunities : 30 min

Instruction:

- **Assess and map your challenges and opportunities in restructuring your TT (15 min)**

Taking the assumption that you are restructuring your Transition Team :

- Choose a key challenge you may have in these efforts (we will map this in Miro)
- Think about gaps and opportunities you need to consider?

2. Find actionable steps and strategy to address most recurrent challenges (15 min)

- Let's focus on few recurrent challenges we have mapped (use the Miro for visualising them) :
- Which methods, structure, good practices we can adopt ?
- Who need to be involved ?
- What are the next steps that need to be taken? Think about missing resources, skills or blind spots that need to be considered?





Wrap up & Closing

10 minutes



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Plenary Restitution

- What emerged in your group discussion?
- Which interesting topic/strategies you have discussed?
- What have you learned today?
- What would you like to deep dive next?





Thank you !

We see each other on the 7 October for the 3rd Session on Mandate -The Power to act

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