



Welcome to the session

*Developing a transition team,
mapping and activating the ecosystem*

The session starts at **9:15 CEST**

If you have any questions about the Online Planning Lab, feel free to ask us directly or post them in the chat.



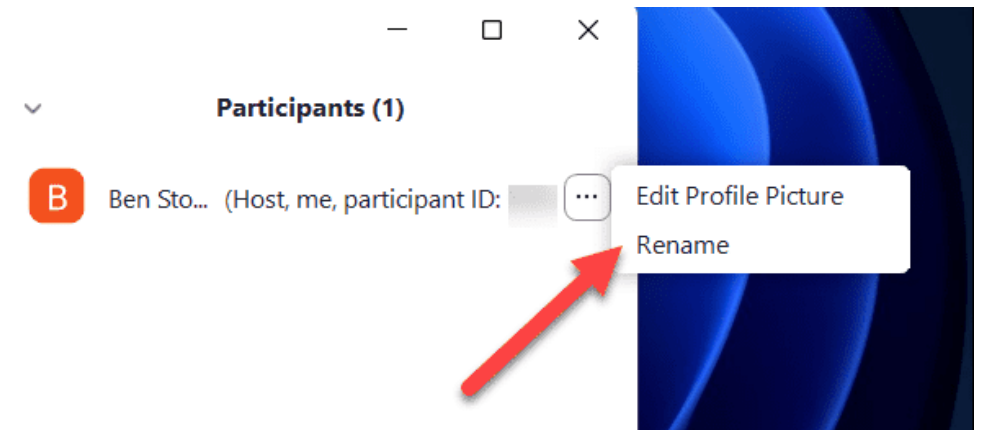
In the meantime, get comfortable and grab a coffee or tea until we begin!





Renaming

- In the meeting controls toolbar, click on **Participants**. 
- Hover your mouse over your name, then click **More** or the **ellipsis icon**.()
- Click **Rename**. A pop-up box will appear.
- In the pop-up box, enter your display name.
- Click **Change**.

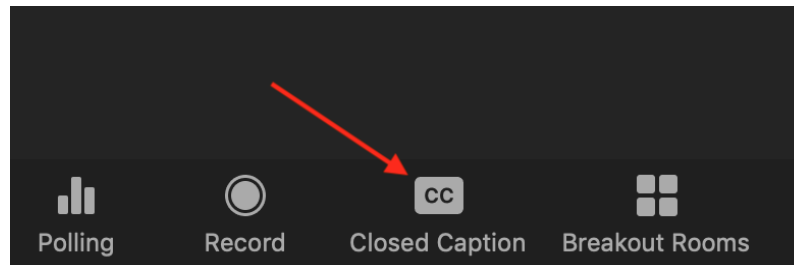




Activating Closed Captions

- In the meeting controls toolbar, click the **Show captions** icon. ()
- Captions will automatically appear above the meeting controls toolbar.

***Caption language:** Please do not change the spoken language of the meeting, as captions will change for everyone.





Design Your City's Net Zero Strategy: Online Planning Lab

NetZeroCities online course for all cities

September 16th- December 11th 2025





30/09/2025

Module N°2 - Core Session

Transition Team

How can we develop capacity to work on the climate transition, go beyond working in silos
and collaborate with the city's stakeholders?





<https://netzerocities.app/resource-4501>

MODULE 1	Core The NetZeroCities program, service offering, systemic approach, what works for Mission Cities	Spotlight 1 NetZeroCities Orientation	Spotlight 2 Shaping Climate Narratives		Spotlight 3 Climate City Contracts	
MODULE 2	Core Developing a transition team, mapping and activating the ecosystem	Spotlight 1 Transition team & climate leadership	Spotlight 2 Engaging the private sector		Spotlight 3 Citizen engagement for systemic climate action	
MODULE 3	Core Developing the city's action plan for climate neutrality	Spotlight 1 Reporting and MEL	Spotlight 2 Co-Designing a Climate Portfolio		Spotlight 3 Using NetZeroPlanner to Support Climate Planning, MEL, and Implementation Management to Achieve Net Zero Goals	
MODULE 4	Core Levers of change: Technical solutions, social innovation and multi-actor collaborations	Spotlight 1 Passive solutions to reduce energy demand in buildings	Spotlight 2 Systemic energy transition at buildings, districts and city level	Spotlight 3 Data-driven approaches to energy transition in buildings and districts	Spotlight 4 Mobility	Spotlight 5 Scope 3 and other emission domains
MODULE 5	Core Increase finance knowledge of the public administration & learn about options to finance projects	Spotlight 1 Preparing a pipeline of projects for external financing	Spotlight 2 Different investor groups and the key priorities and returns profiles for each and instruments		Spotlight 3 Financing the ambition: Learning from Mission Cities	
MODULE 6	Core Multilevel governance, national platforms and policy strategies	Spotlight 1 Policy and regulations innovation	Spotlight 2 Public procurement – national specificities		Spotlight 3 Just transition	





Housekeeping



Stay muted unless you are invited to speak.



Raise your hand before speaking.



Stay engaged: We invite you to keep your camera on.



Use the chat for questions and to introduce yourself.



Change your Zoom name to include your city.



Activate Closed Captions to keep up with the speakers.



Participation

This course is intended for all EU (and Horizon affiliated countries) cities with a population above 50.000 that do not yet have a climate Action Plan

- It's open to any municipality as well as to consultants, experts, regional authorities, etc.
- The course guides cities into developing a climate action plan | No funding available for participating cities
- This course is NOT for students
- After each session, facilitators remain online for Q&A

26 online sessions
of which 6 are core
sessions

Tuesday 9.15-11.00 and
Thursday 13.15-15.00

Participation is **free**





Certification

Free

Municipalities that **attend all 6 core sessions** will obtain a certificate of attendance for the city issued by the NetZeroCities project

30€

Participants who **attend all 6 core sessions can obtain** a certificate of attendance issued by **Universidad Politecnica de Madrid**



Online ceremony on December 11th 2025

In-person ceremony at the City Conference in Turin May 2026





Recordings and activities

- All participants who sign up for the program receive an email **after each module with the video recording** of the sessions and additional useful information.
- Before joining each session, you will be requested to agree with the course privacy policy, provide **permission for recording** and details of your municipality or profile to be able to issue the attendance certificates.
- The program is structured into **six modules**, each offering 4-6 hands-on sessions led by expert practitioners and cities. Each session will have an interactive component, in which you can share your questions and experiences.

Q: Can you participate in single sessions?

A: Yes! If you sign up for the course, you will receive communications and links to all the sessions. All sessions are held on Zoom (online). All participants who sign up for the program receive an email after each module with the video recording of the session and additional useful information.

Q: What is the level of English proficiency required?

A: Participants can ask questions in their own (European) language in the chat.

DISCLAIMER: Before joining each session, you will be requested to agree with the course privacy policy, provide **permission for recording** and details of your municipality or profile to be able to issue the attendance certificates.





Sign-up and Portal Group

What should you do now?

There is **no deadline** for applying to the course. All sessions are held on Zoom, and you can join the Zoom meeting through the link provided in this email or in the course program page on the NetZeroCities portal.

1. **[SIGN UP NOW](#)** for Zoom sessions and **ADD** them to your **CALENDAR**
2. Read carefully the [online pages for each session](#) and **register** in advance for each of the sessions on the Zoom platform.
3. Join the dedicated group for this course to interact with other participants: [Design Your City's Net Zero Strategy: Online Planning Lab](#)





Faculty

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Nupur Prothi



Vaneshree Naidoo



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Alexandru Buftic



Marcial Silva



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9:15	Welcome & Check-in
9:25	What is a Transition Team & First steps to build one
9:55	Stories from Mission Cities: Beatriz García-Moncó Piñeiro (Vitoria-Gasteiz), Ádám Varga and Sára Tóth (Budapest)
10:25	Coffee Break
10:30	Group Reflection & Discussion in Plenary
10:55	Check-Out & Outlook





Lecturers



Gabriella Doci
TNO



Aurora González-Adalid
Democratic Society



Alex Anghel
Dark Matter Labs



Daniela Amann
Democratic Society



Please write in the chat

- What do you hope to learn in this session?



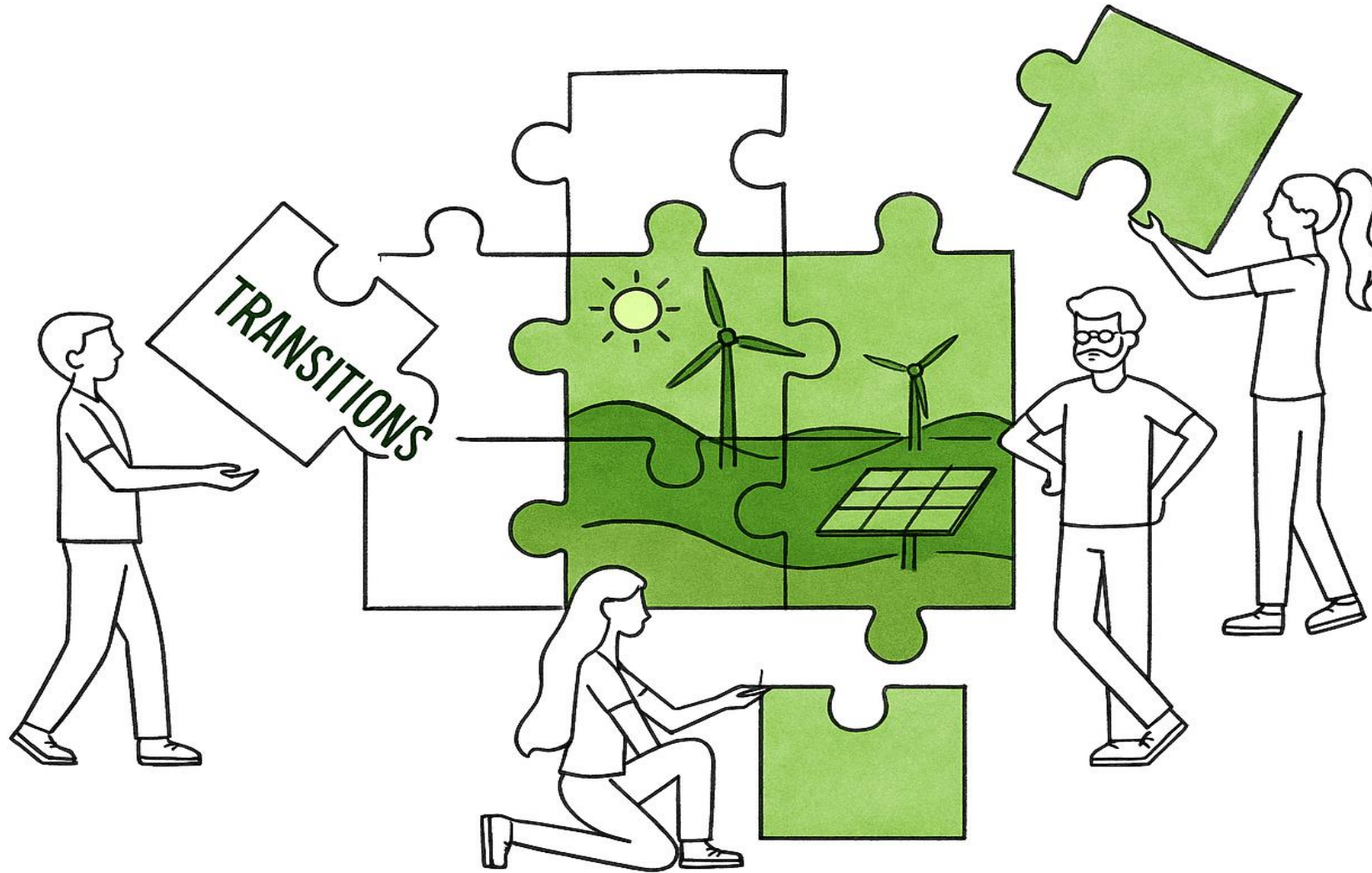


What is a Transition Team

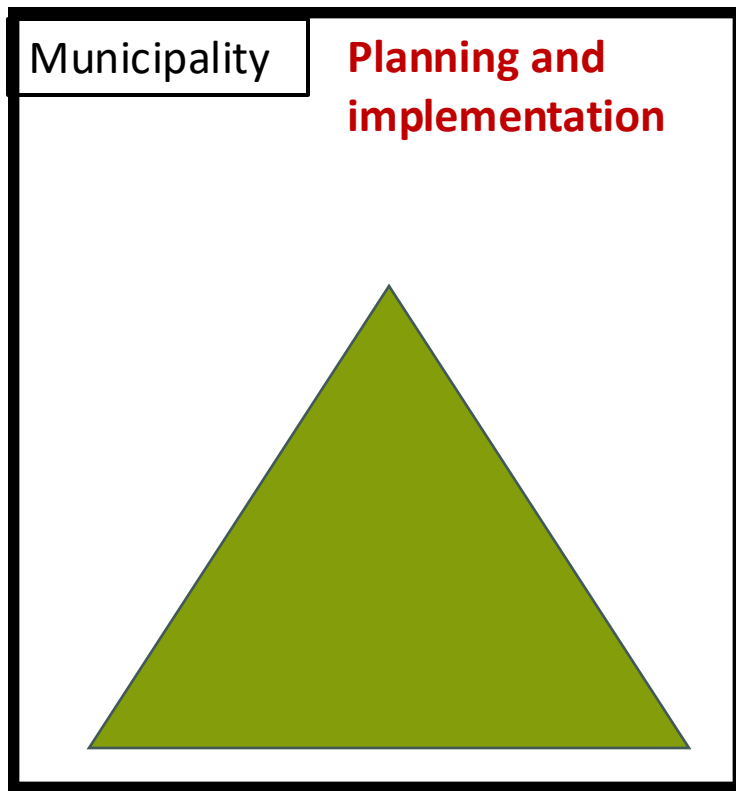




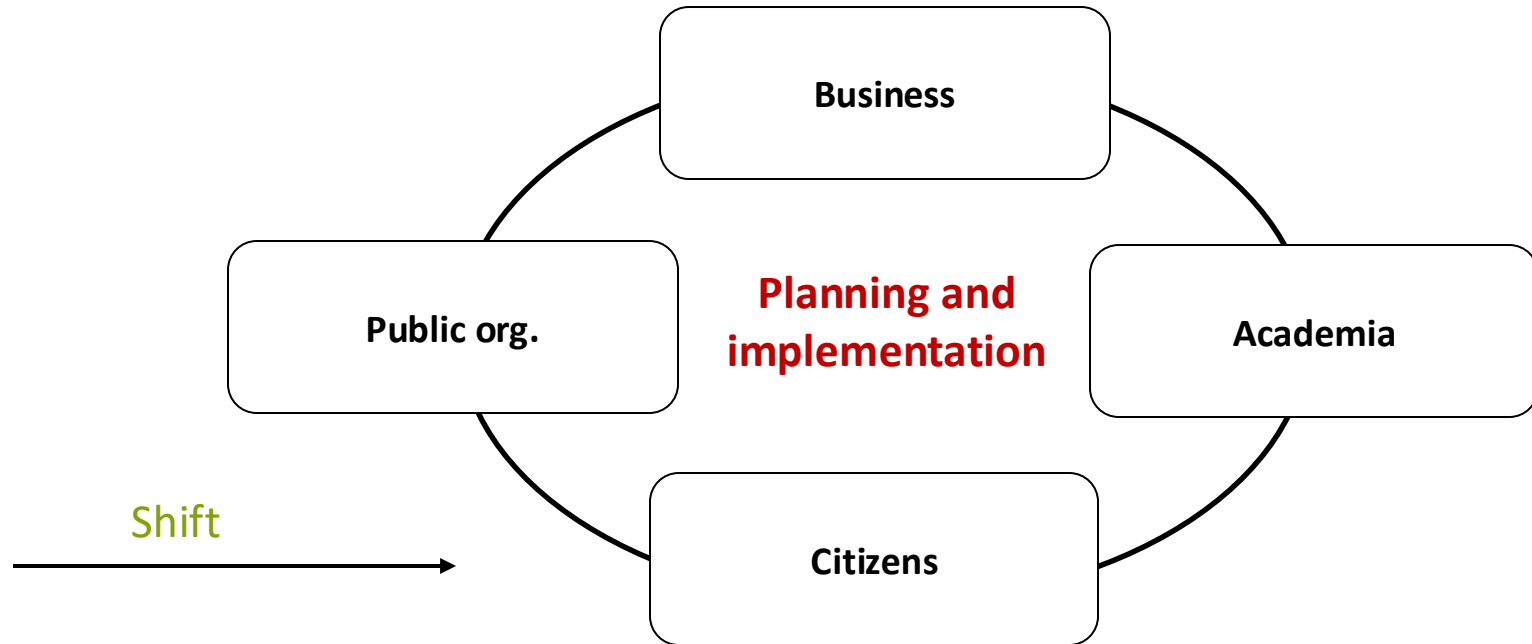
Transitions are collective efforts



Shift to a new governance model



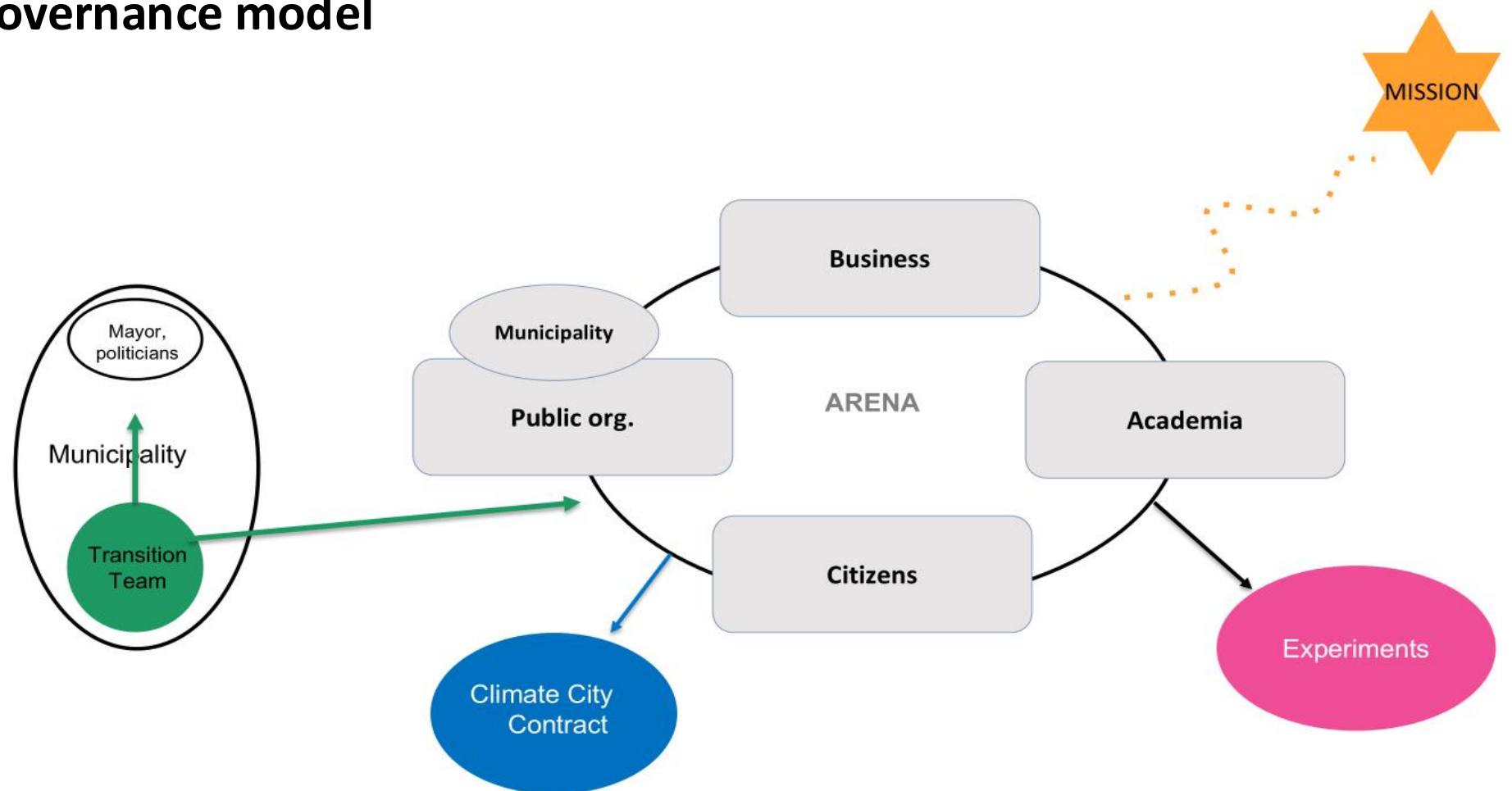
Traditional governance

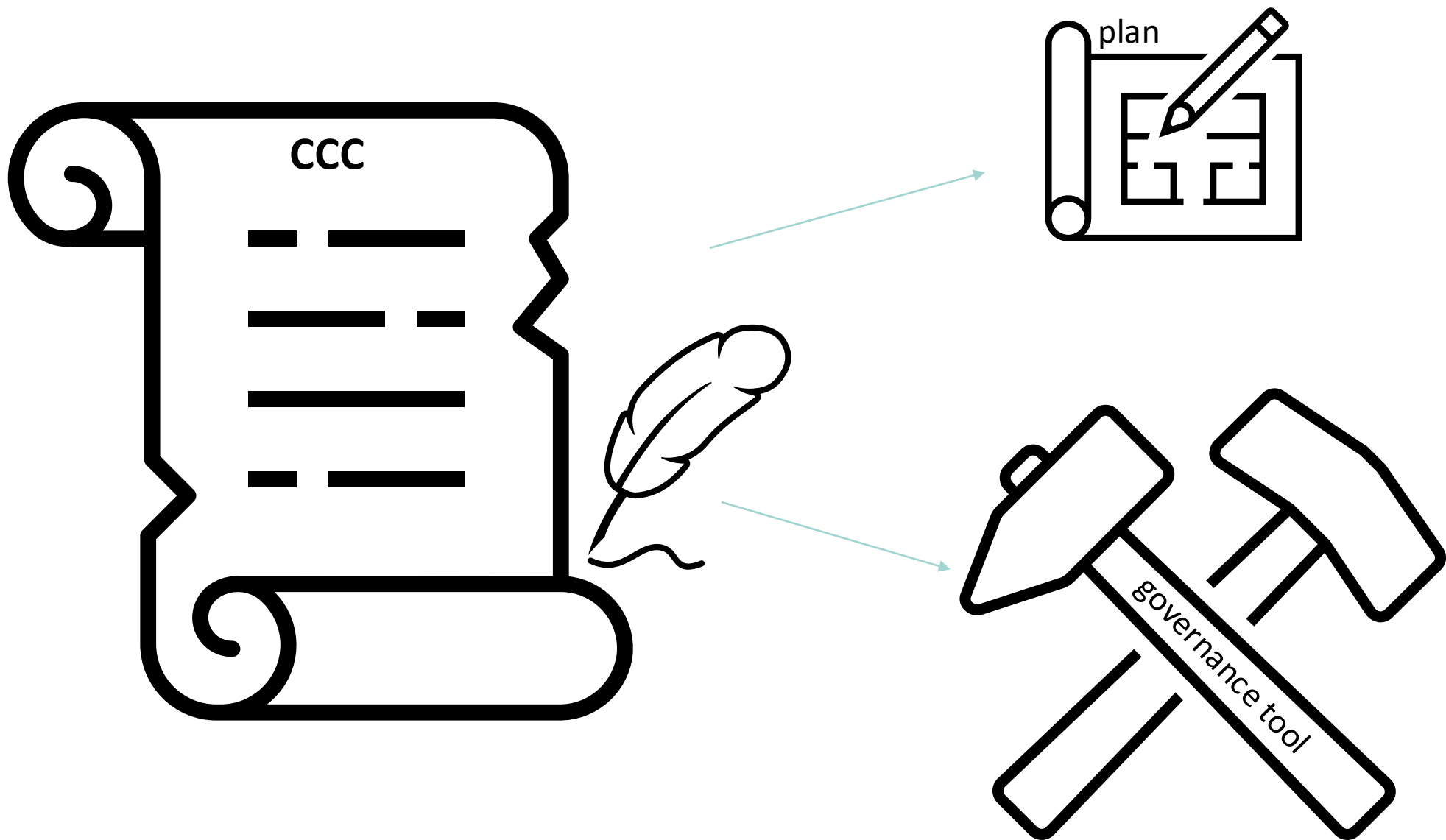


Shared governance

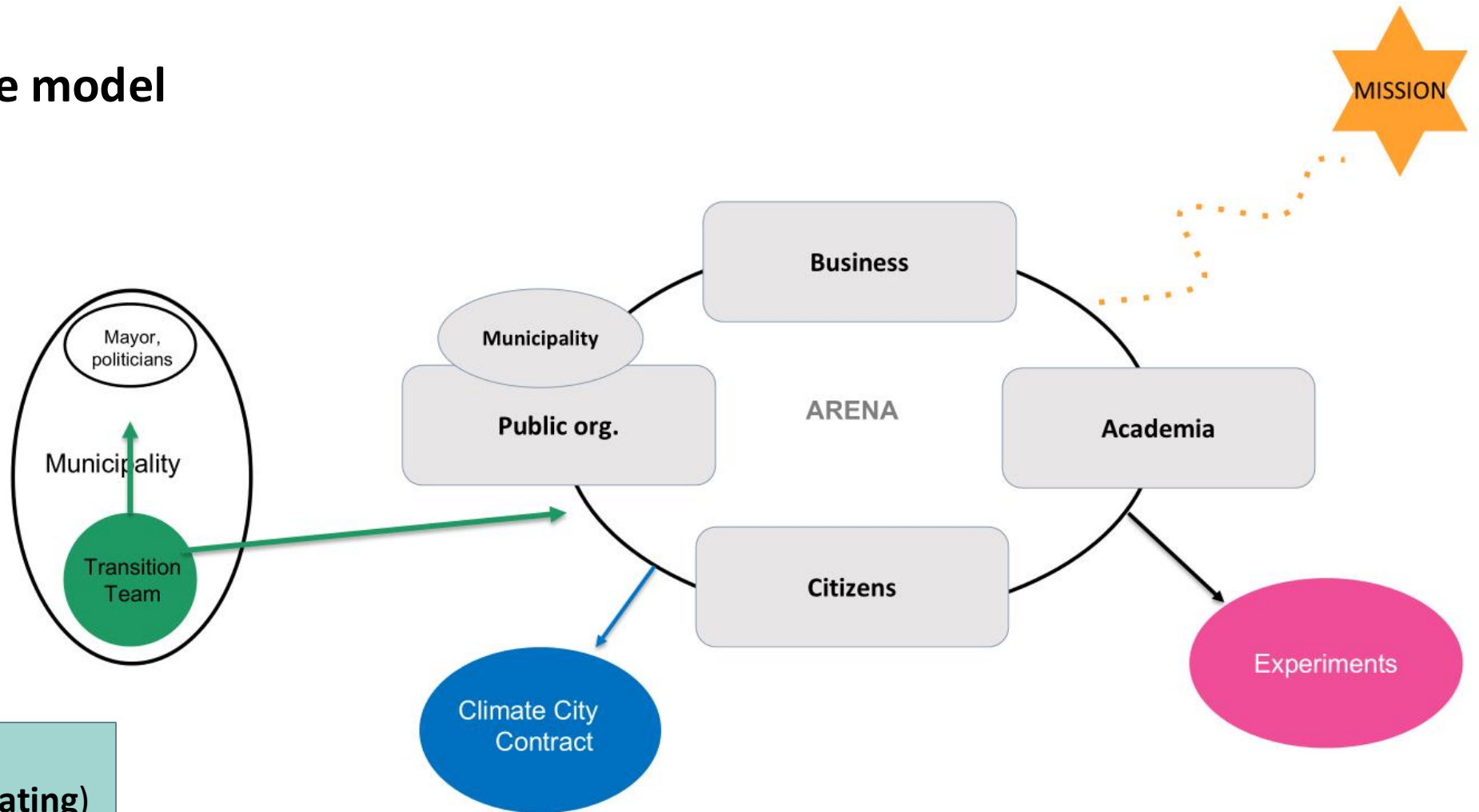


CCC governance model





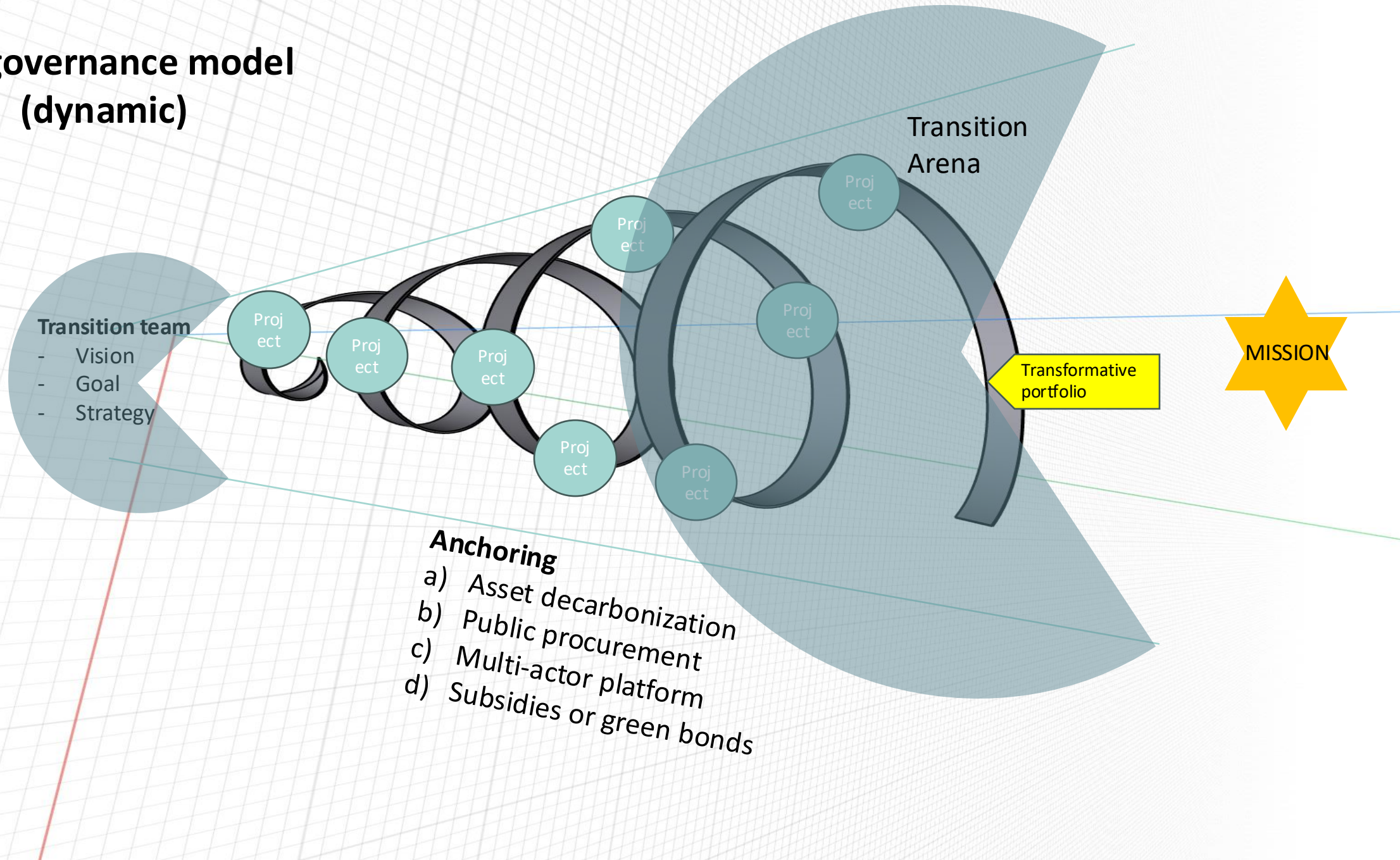
CCC governance model



Flexible model

- 1) Function (**coordinating**)
- 2) Function (**co-creating**)
- 3) Function (**anchoring**)
- 4) Function (**learning**)

CCC governance model (dynamic)



Designing the transformative portfolio of decarbonization projects

The Challenge for the Transition Team:

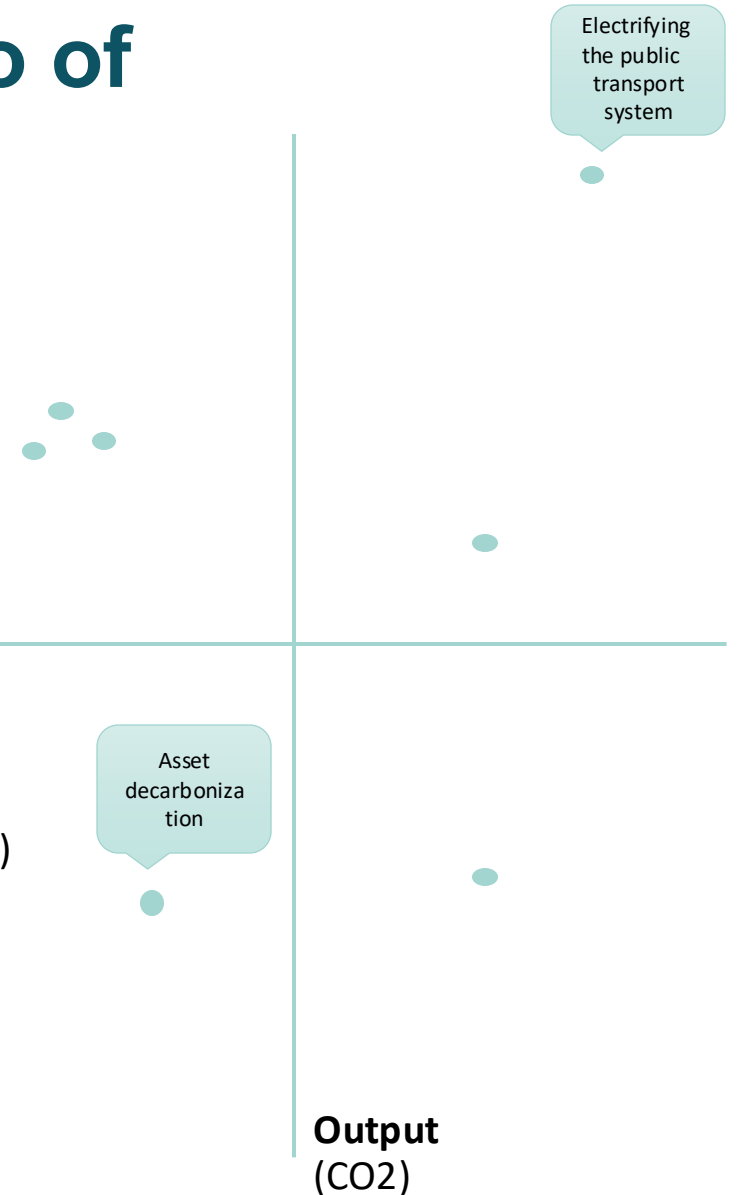
- Limited **financial & human resources**
- Need to **maximize impact with minimal input**

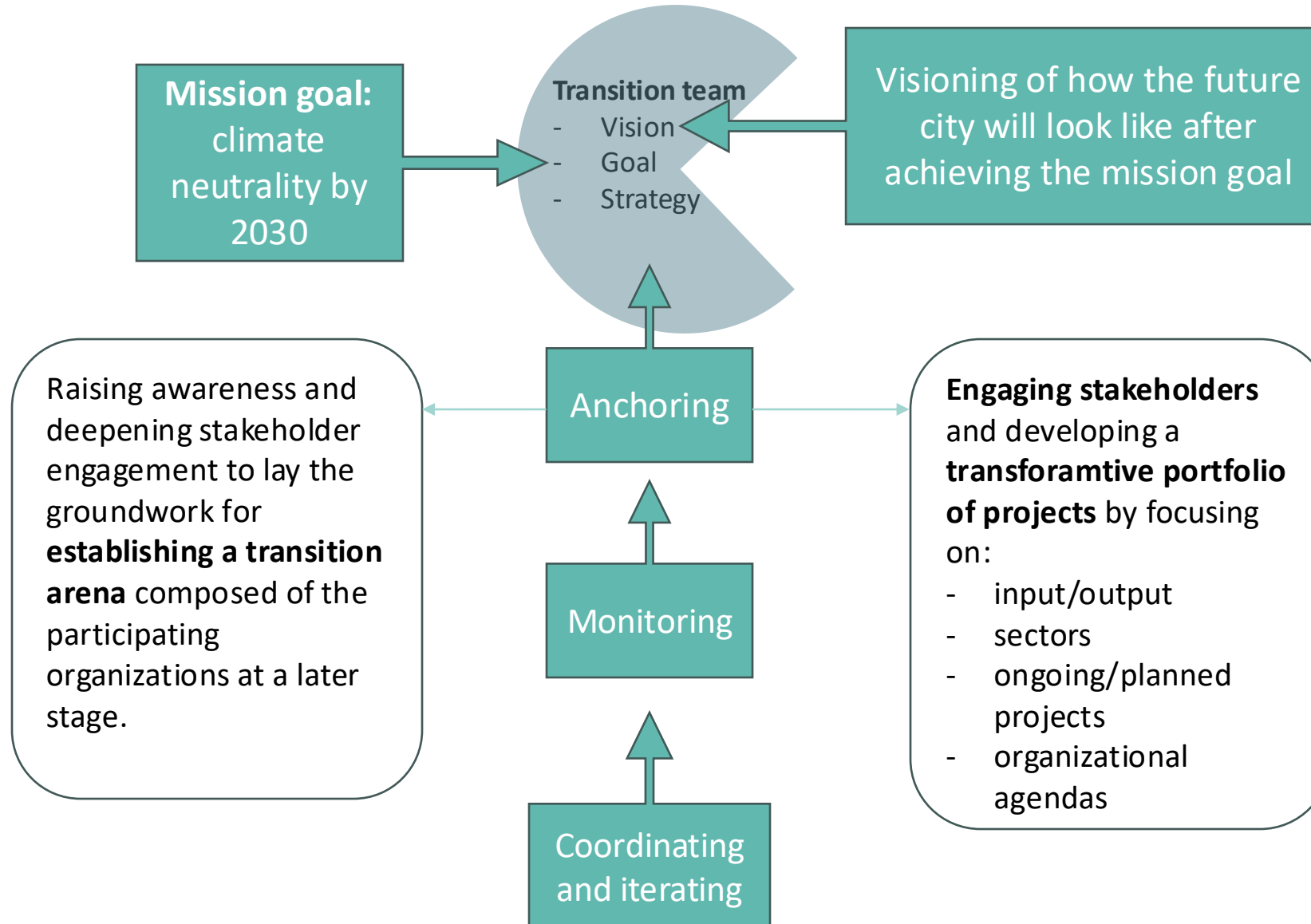
Therefore, when they design the transformative portfolio of decarbonization projects they need to select and support projects:

- That have a high CO2 output
- That require low financial or human resources input from the municipality or promise to have high output
- That don't replicate but complement each other
- That together cover all the emitting sectors in the city

Input
(financial,
human
resources)

Output
(CO2)







The main role of the **Transition Team** is to fulfill the **coordination function**, which is broadened beyond basic facilitation. It is responsible not only for **organizing processes** but also for **formulating a clear mission-oriented strategy**. This includes:

- identifying which quadruple helix stakeholders to engage,
- determining priority sectors,
- and aligning various decarbonization projects with both each other and the overarching climate neutrality goal.

To do so, the **Transition Team** also needs to **involve all departments of the municipality** in the planning and implementation and engage them to the process.





Transition Team design

- **Framework**
 - Within the municipality
 - Municipal + external experts
 - Only external experts
- **Mandate**
 - Access to decision makers within the municipality
 - Mandate to act on behalf of the municipality
- **Skills**
 - Project coordination
 - Process design
 - Strategy development
 - Knowledge about municipal/business processes
 - Business development
 - MEL
- **Network**
 - to main stakeholder groups





Roles and tasks

- **Processes**
- **Communication**
- **Decision-making**
- **MEL**



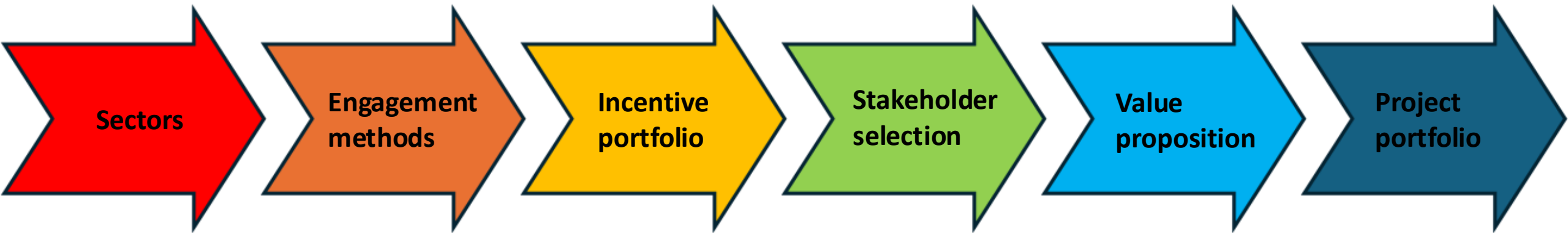


Goal setting and visioning

- **Define**
 - Climate neutrality and how a climate neutral city would look like
 - Target year
 - Scope (1,2,3)
 - Sectors to address
 - What ongoing plans/projects of the municipality can be utilized



Designing an engagement strategy and a transformative portfolio





How to Build a Transition Team (Internally)?

Start small. Build steadily. Change from within.





The reality check: *You can't transform what you don't see clearly.*



Stop and understand the whole system before acting

- Before defining actions, map what's already happening and who's involved.
- Municipalities already have projects, teams, mandates. Many are relevant to climate, even if not labelled so.
- Make visible the internal and external actors: departments, allies, blind spots.
- **Why it matters:** Avoid overlaps, unlock synergies, and spot systemic barriers.
- **How to activate it:** Use the CCC as a catalyst for honest cross-departmental conversations



Reprogram What You Have!



Shift mandates.

Change the lens, not the people.

housing → energy poverty; procurement → low-carbon markets.

Value the intangible. What informal knowledge, care practices, or trust bonds are sustaining your work?

- If we only manage what's quantifiable, we ignore what truly matters.

Why it matters: Many breakthroughs come from what we don't track—yet rely on.

How to activate it: reframe one existing group as part of Transition Team.





Connect. It's about weaving



You don't need all the power—just the right connections.

- Find departments who share your challenges: housing, urban planning, social services, etc.
- Identify overlaps: housing ↔ social services, planning ↔ health.
- Establish recurring moments to coordinate and share learnings.

Why it matters: No one team can deliver the transition alone. Weave an internal network and structure collaboration beyond silos.

How to activate it: Organize a 1-hour connection workshop. Form a small cross-departmental “Transition Team” to steer the CCC.





Focus on relationships: Don't wait for perfect conditions. Start where you are.



Transitions are sustained through trust

- Collaboration requires empathy, listening, and trust.
- Relational work isn't "extra"—it's foundational.

Builds legitimacy by empowering existing teams.

- The CCC is not just a technical document—it's a shared commitment. Normalise climate as shared task, not niche.

Why it matters: Strong relationships are your most resilient infrastructure.

How to activate it: Embed small routines of mutual support and reflection in your work culture.

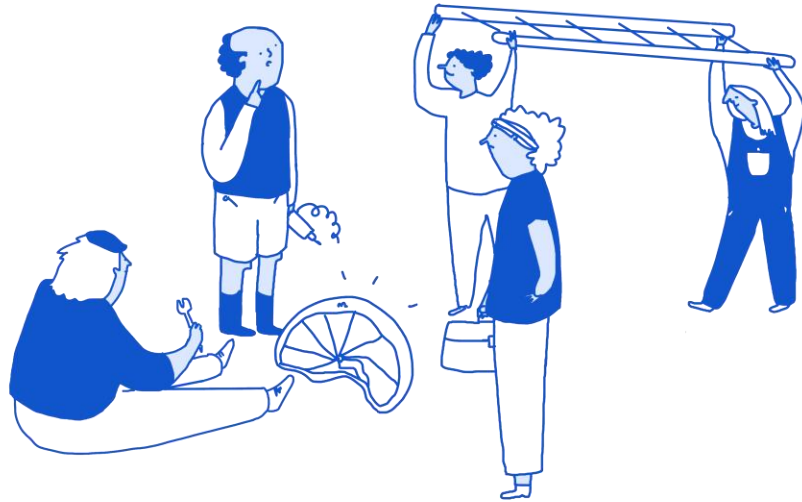




Act From What's Possible and Learn on the Go: Don't wait for perfect conditions. Start where you are.

Start with something small but symbolic

- Don't wait for the perfect plan—start, test, adjust.
- Use the CCC to include pilot actions that inspire and open paths.
- Choose visible, relatable actions that connect with everyday needs.



Why it matters: Doing builds credibility, learnings—and invites others in.

How to activate it: Document and celebrate each pilot to spread confidence and knowledge.





Celebrate and normalize progress: Sustain, celebrate and embed change



Create the conditions that make the new normal possible.

- What isn't celebrated gets lost.
- Acknowledge your internal efforts—and share them publicly.
- Align rules, resources, and incentives with your CCC goals.

Why it matters: Institutionalizing change requires cultural shift.

How to activate it: Host a “Climate Contract Day” to highlight stories, progress, and key players.





Start small. Build steadily. Change from within





Stories from Mission Cities





Group reflection





Group reflection

- Is there a dedicated team working on the transition in your city? How does it work?
- What is one key insight you gained from the Mission Cities examples or input? How can you apply this insight to building your city's transition team?





Check out & Outlook





Key take aways

- **A Transition Team is essential** – it coordinates strategy, aligns projects, and engages stakeholders across sectors toward climate neutrality.
- **Start small, grow momentum** – use everyday moments to build mandate, connect allies, and gradually shape a strong transition team.
- **Engage stakeholders through vision and ownership** – co-create a shared mission, foster collaboration, and anchor the transition across the city.





Outlook

MODULE 2

Spotlight 1

Transition team & climate leadership

How might we strengthen our role in leading the climate transition through building a stronger mandate and fostering collaboration across teams?

Spotlight 2

Engaging the private sector

How might we engage the private sector in the city's climate actions?

Spotlight 3

Citizen engagement for systemic climate action

What makes effective citizen engagement for long-term climate action?





Contacts

Do you have any question or do you want to learn more about this? Don't hesitate to get in touch with us!

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Get in touch with NetZeroCities!



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Developing a transition team, mapping and activating the ecosystem

Module 2: Core Session



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Developing a transition team, mapping and activating the ecosystem

Module 2: Core Session

