

NET ZERO CITIES



EU MISSION PLATFORM

CLIMATE NEUTRAL AND SMART CITIES



Funded by
the European Union



Think of **one or more words** that come to mind when you hear the word '**mandate**'. Please type them into **Mentimeter**.

Add as many as you would like!





What words comes to mind when you think of ‘mandates’?

empower priority ability legitimacy
power to act
allowance trust authority responsibility
democratic duty management anchoring commitment
empowerment





Power to act: Strengthening the mandate

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 for
Municipal officials

Area 4:

Prototyping
Transition Team
from scratch





cross-organisational engaging-politicians
stakeholder-management silos
governance-integration evolving effectiveness-of-the-team
mandate-of-the-tt unclear
cross-political-mandate populism
engagement
engaging-finance communication how-to-support-transition
resistance governance success-criteria
decision-making internal leading-change
influence transition-capacity fading
change-management common-indicators value-creation
tt-mandate-vs-council
story-telling sustaining-mandate





Objective

Foster a dedicated safe, collaborative space for peer-learning, reflection, and innovation focused on the **challenges & opportunities** related to Transition Teams' mandates. We will focus on exploring **what enables or constraints Transition Teams' authority and permission to act**: execute, coordinate and influence action and decisions across departments and sectors to advance their mission, and **how to navigate these boundaries**.

- *Introduce a shared understanding of mandate, how strengthen, and why it matters*
- *Explore how we can practically assess gaps, strengths, & opportunities for mandates*
- *Learn from the experiences of peer-cities that are navigating mandate challenges & how they strengthen & embed the mandate within city processes and governance structures*





Agenda

1. Welcome, Introduction, Agenda *[10 min]*
2. Setting the Scene *[15 min]*
3. Reality check - Learning from the practice *[25 min]*
4. Break *[10 min]*
5. Let's explore solutions *[50 min]*
6. Closing *[10 min]*





Setting the scene

[15 minutes]



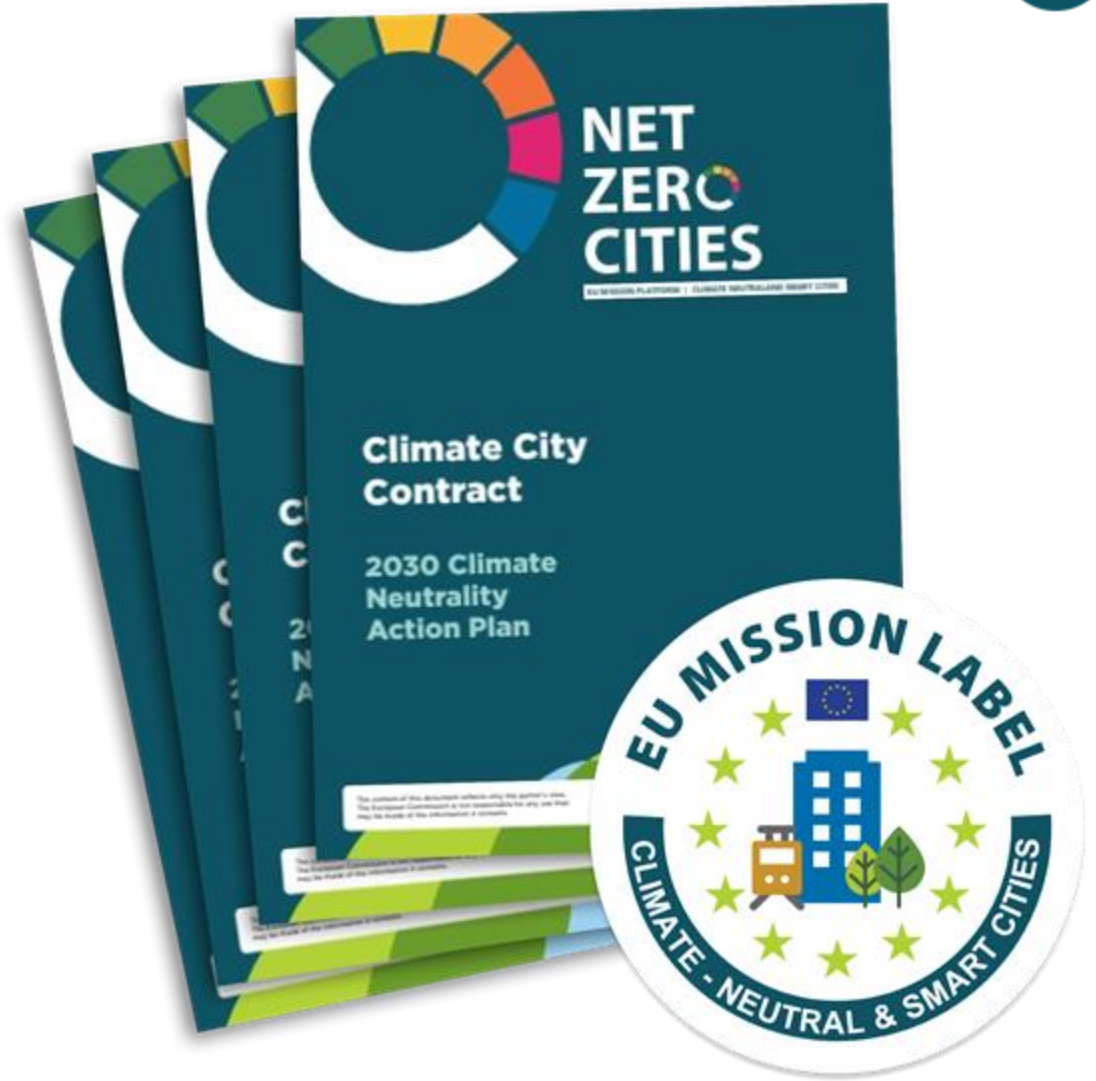
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Mandates in Mission Cities

Where they stand

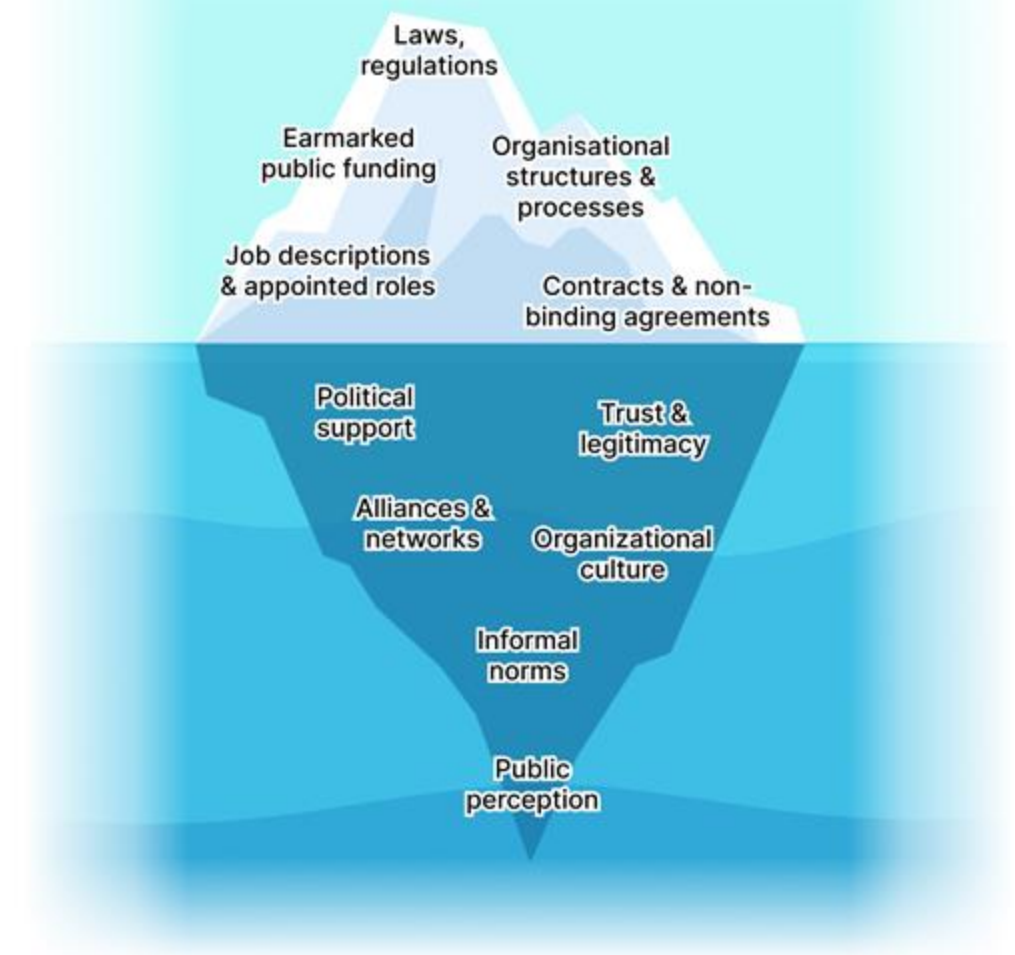
- **Mission Cities** are building from strong foundations:
 - *Climate City Contracts (CCC)*
 - *Action & Investment Plans*
 - *EU Mission Label*
- **Yet challenges remain.**
Mandates can still be fragile, contested, or not sufficiently embedded, limiting their ability to consistently drive climate action





Understanding mandates

- Not only **formal granted authority**, they are shaped both **formally & informally**
- **Dynamic & flexible**, often extending beyond what is written in documents. They are **interpreted** and **assumed**
- Even with **formal mandates**, cities may encounter challenges if power is fragmented or limited
- **Soft power & influence** can be just as important in moving things forward

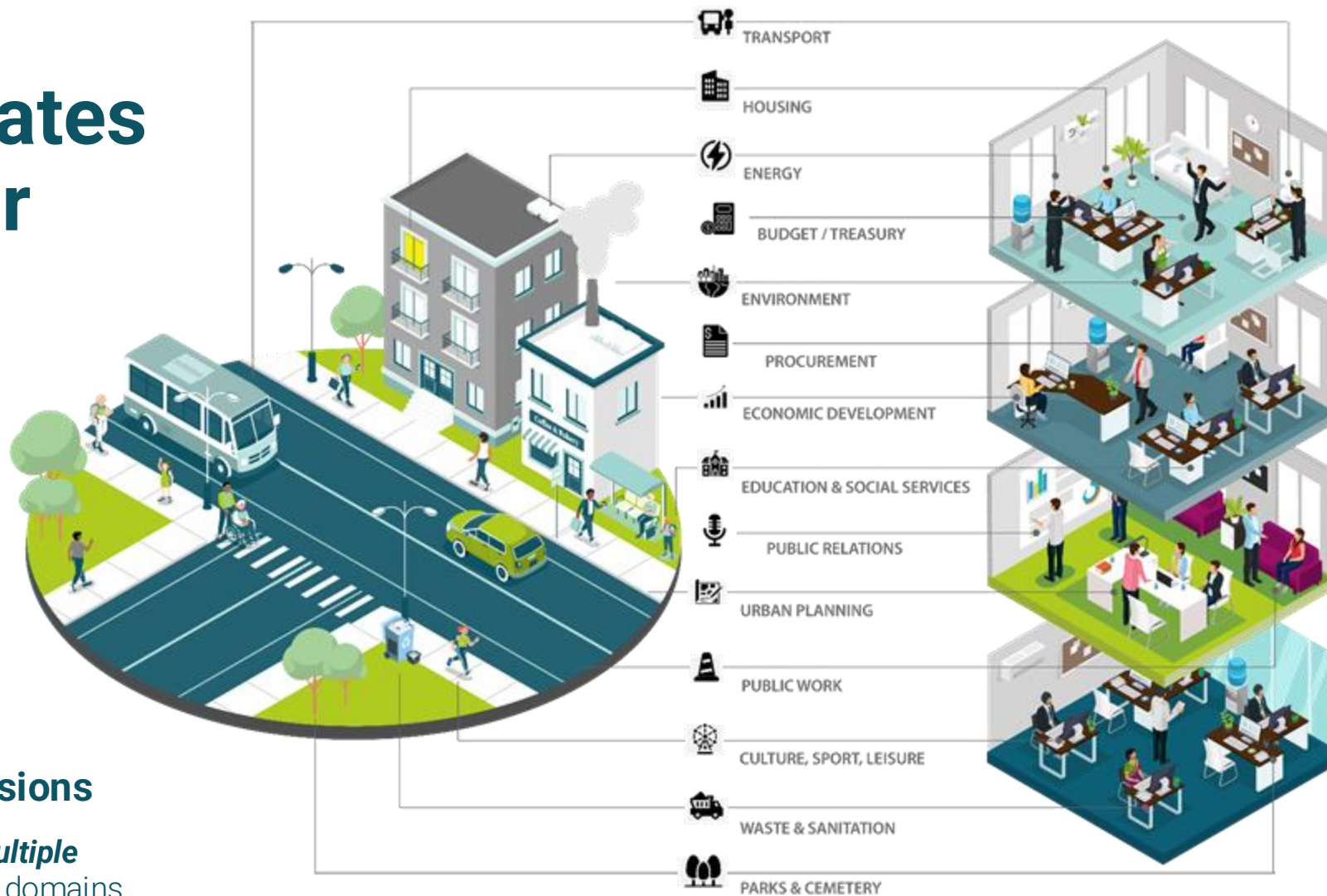


Why mandates matter



Urban emissions

Arising from **multiple interconnected** domains



Municipal administration

Designed to deliver public services.

Fragmented, functional & delivery-focused.



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POLITICS · DEFENSE Europe

Is the EU's Green New Deal about to be killed off and replaced by defense spending?

BY ALEX LEDSON

April 15, 2025 at 1:00 AM EDT



European defense giants like BAE have seen their share prices soar in 2025.

KHALED DESOUKI/AFP VIA GETTY IMAGES

AP Sign in

CLIMATE

EU suspends anti-greenwashing legislation as far-right influence grows



European Commission President Ursula von der Leyen addresses the audience during the NATO defense forum on the sidelines of the NATO summit in The Hague, Netherlands, Tuesday, June 24, 2025. (AP Photo/Matthias Schrader)

BY SAMUEL PETREQUIN

Updated 7:13 PM CEST, June 25, 2025

The Guardian



Climate crisis

'A war of the truth': Europe's heatwaves are failing to spur support for climate action

Voters may feel hotter summers are 'too much' but they appear to tolerate roll-back of policies to stop global heating

Ajit Niranjana and Elsie McDowell

Fri 4 Jul 2025 17:44 CEST



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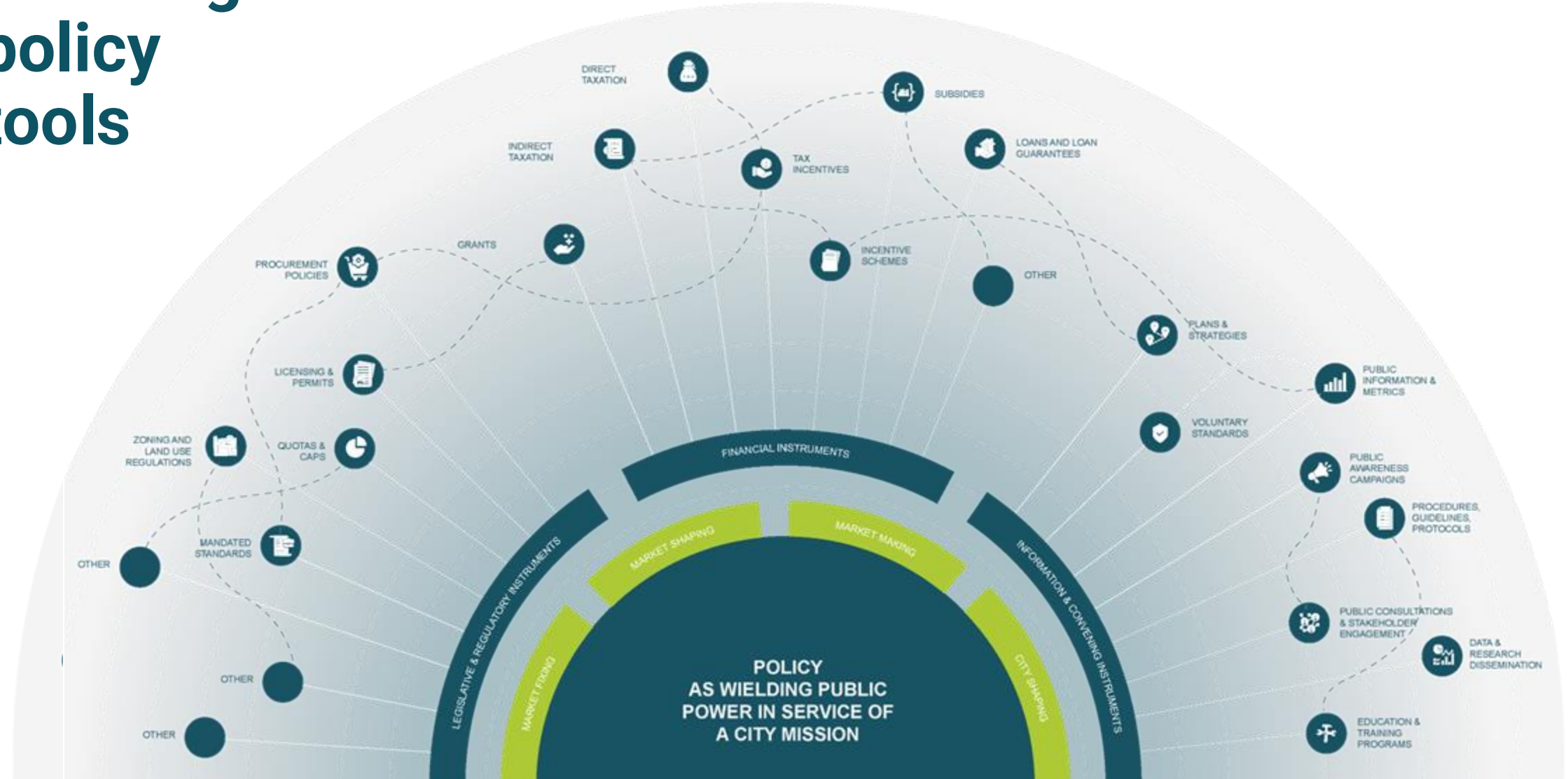


Mandate levers

- Just as mandates can be weakened, they can be **strengthened & reinforced**
- For example, backing from **high-level decision-makers** is a powerful lever:
 - *Paris doubled bicycle use in one year (2022 - 2023)*
 - *Over 20 years of continued political leadership (1999–2019), Pontevedra reduced traffic by 97% and emissions by 70%*
- Mandates can also draw support from other **institutional & relational** sources



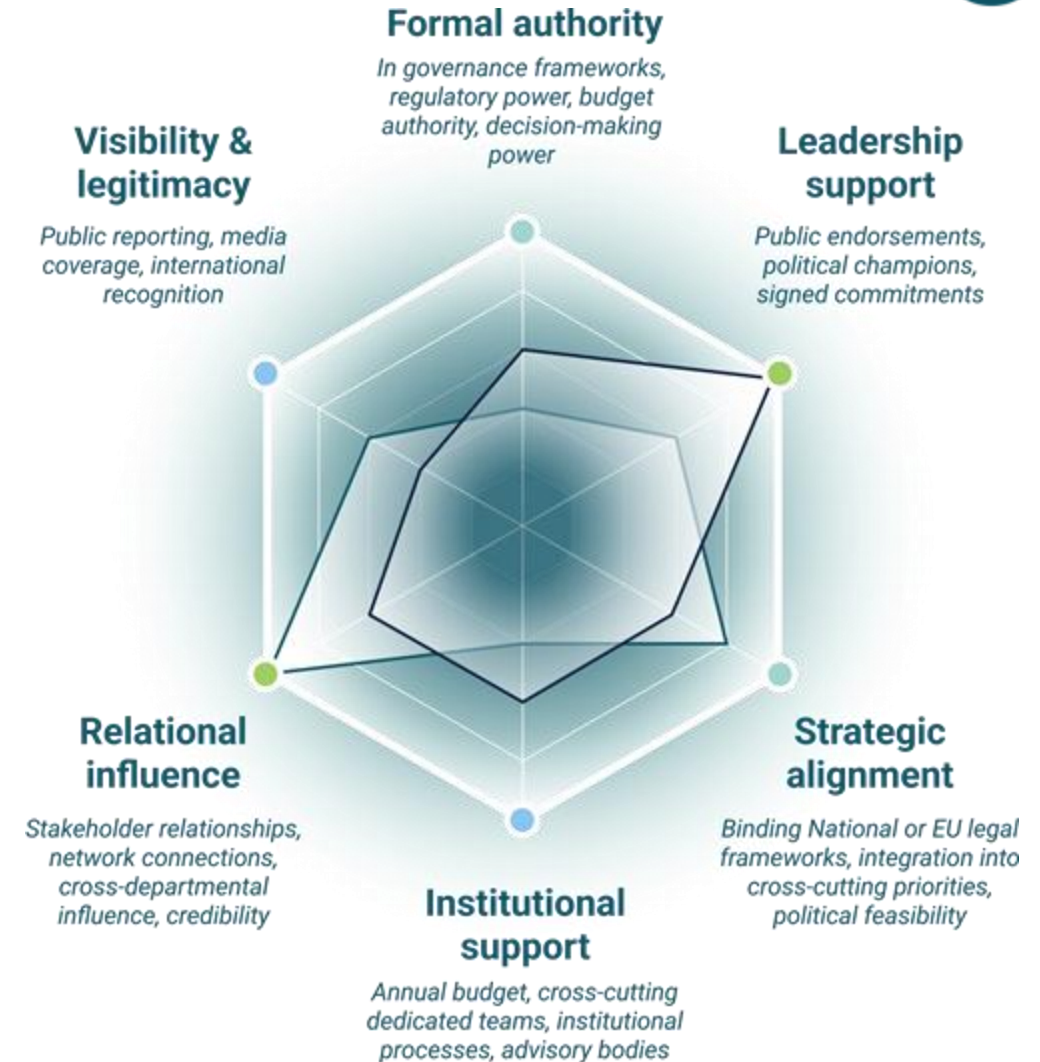
Wielding policy tools





Assessing mandates

- Mandates may seem abstract, but we can **assess them & map their boundaries**.
- Understanding where they are or may be falling short **enables strategic intervention** to shape and strengthen them.
 - ***Where is it strong, and what can I leverage or lean on to move things forward?***
 - ***Where is it falling short, and what gaps do I need to strengthen or address?***
 - ***What external factors could affect it, what risks and opportunities should you be aware of?***





Strengthening mandates

Cities may be at different stages. These are some ways approaches that can help **build** → **grow** → **embedding** mandates.

1. *Leveraging Political and Institutional Support*
2. *Building Strong Networks and Coalitions*
3. *Co-Creating Strategic Alignment and Shared Priorities*
4. *Demonstrating Consistency & Reliability in Action*
5. *Making Results Visible and Relevant*
6. *Seizing Discretionary Opportunities*





Leveraging Political and Institutional Support

Backing from key decision-makers or influential actors in the ecosystem can strengthen the mandate's legitimacy and open doors to influence priorities, mobilise resources, and secure support.



Between 2022 and 2023, with the support of Mayor A. Hidalgo and significant infrastructure investment, Paris doubled cycling numbers



Build

Identifying and engaging supportive *high-leverage* actors (e.g., city council member, senior officials), who can be *empowered to champion* for the mandate. Lay the groundwork for support.



Grow

Mobilise initial supporters to deepen buy-in and secure early commitments, even if not formalised yet. e.g., support letters, public endorsements, or participation in key discussions.



Embedding

Institutionalise support by ensuring the mandate is secured by formal commitments and embedded in regular processes, such as budgeting or review cycles, or long-term city plans.

→ *Stakeholder mapping, climate education workshops, pitch decks, engagement plans, support letters*





Building Strong Networks & Coalitions

Networks and coalitions expand the mandate's reach by building accountability and amplifying advocacy power. Through them, cities can gain a broader base of support, coordinate priorities, and unlock untapped capacity.



National Platforms like Viable Cities or CitiES2030 allow cities to strengthen their bargaining power to advocate for enabling policies, coordinate priorities and resources & hold each other accountable [\[link\]](#)



Build

Identify stakeholders aligned with climate goals (peers within or in other cities, NGO's, community groups), or leverage networks to form early, informal coalitions around a shared mission.



Grow

Empower the network with clear shared goals and mission, structured engagement processes, or by facilitating joint initiatives that demonstrate demand and support for climate action.



Embedding

Embed linkages to formal city governance processes through mechanisms for sustained collaboration (e.g. participation in steering groups, accountability processes).

→ *Stakeholder mapping, [multi-]stakeholder agreements (e.g. Local Green Deals), ecosystem governance frameworks.*





Co-Creating Strategic Alignment and Shared Priorities

Mandates are co-constructed through ideas & discourse. Through the process of co-creating the climate agenda, cities can align the mandate with strategic goals, creating shared priorities and expectations around climate action.



Build

Identify adjacent goals between climate and local priorities (e.g., economic growth, energy security), and leverage participatory processes to help stakeholders identify connection points and co-create and co-create a shared agenda around the mandate.



Grow

Raise visibility and support by engaging relevant networks and trusted champions across sectors. Leverage trusted voices (e.g., political figures, business leaders, sector experts) to anchor the mandate and reinforce strategic alignment with broader goals.



Embedding

Embed shared strategic goals by integrating climate metrics into adjacent sectorial mandates, and planning frameworks, ensuring climate action is part of the broader city strategy, linking it to other critical priorities

→ *Alignment mapping, agenda setting tool, strategic communication plans, Integrated climate frameworks*





Demonstrating Consistency & Reliability in Action

Mandates are strengthened through practice. By actively exercising available powers and delivering results, legitimacy is built through action and outcomes. Leverage even small actions to demonstrate capability, engage stakeholders, and anchor collaboration.



Barcelona's climate shelters integrate climate adaptation, heat mitigation, & social resilience, while supporting decarbonisation



Build

Identify small, integrated pilots that can engage multiple stakeholders and departments (e.g., public space, mobility, urban greening) as entry points to build initial collaboration..



Grow

Build on successful projects, e.g. expanding or replicating them. Use early successes to attract more support and engage additional stakeholders.



Embedding

If scalable, institutionalize successful projects by integrating them into core municipal operations and planning, ensuring that resources are allocated through annual budget cycles.

→ *Portfolio mapping, tactical pilots*





Making Results Visible & Relevant

The mandate holds value for stakeholders only when they can recognize the clear, tangible benefits it offers. When the outcomes are visible and relevant to their needs (e.g. cost savings, or eased processes), they are more likely to support the mission.



Build

Map co-benefits within the portfolio, identifying how climate actions create value across sectors. Cross-match these with relevant stakeholders to identify initiatives that align with their priorities and demonstrate the broader value of climate action.



Grow

Regularly communicate progress and outcomes to broaden awareness, highlighting their alignment with the city's wider priorities to keep them visible and relevant to city goals.



Embedding

Formalise co-benefits in institutional processes such as KPIs, review cycles, or annual reporting, ensuring outcomes remain tracked, assessed, and included in decision-making.

→ *Impact assessment tools, dashboards, communication strategies, co-benefit indicators, public reporting.*





Seizing Discretionary Opportunities

In situations where formal rules or processes are undefined, gaps create opportunities for innovation and testing. By taking proactive action, teams can shape new processes, redefine existing roles, and introduce innovative solutions that can be formalised over time.



Energy communities are a pioneering solution in regions where formal legislation is still evolving, testing decentralized models of energy production and consumption 



Build

Identify gaps in internal processes or regulations that hinder climate action, and explore operational alternatives or pilot solutions within current conditions to test new approaches.



Grow

Leverage early wins to establish temporary processes or mechanisms that shape formal processes, laying the groundwork for permanent solutions over time.



Embedding

Use lessons from successful pilots to inform local policies and higher-level regulations, creating an enabling environment for scalable climate action.

→ Policy mapping, process mapping, decision flowcharts, feedback loops, policy briefs





Recap

- ***Mandates are dynamic and relational***, shaped through practice and influenced by the context in which we operate.
- ***To make mandates resilient*** to changing conditions and external pressures, it is critical to embed them within institutional structures and processes.
- ***Mandates can be acted upon***. By understanding the strengths and gaps in a mandate and recognizing the levers available, mandates can be actively reinforced.
- ***Building, growing, and embedding*** the mandate is an ongoing process requiring consistent action, strategic engagement and collaboration, and clear communication of the mission's value.





Reality check

- Learning from practice and real-world experience

Anette Olovborn, city advisor and ex Head of Environment Strategy Department, Huddinge, Sweden

Juliet Leonette, Process manager Climate Neutral Lund 2030



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Why mandate matters?

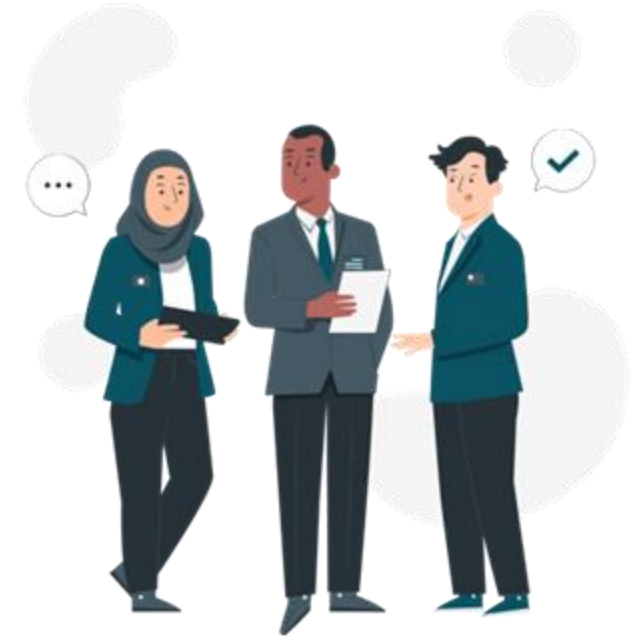
- time is running out, action is crucial
- we need **action** - we change things when we **do** (or don't do) things
- mandate 's needed to have agency to act





Get a mandate or assume a mandate?

- Enlarge the “job description”: include building collaborations, translate goals to actions, support managers and politicians with your expertise in climate transition
- Be proactive - do not wait for assignments, you are empowered to **translate set goals** and directions into necessary actions, and **lead the work getting there**





How do we build mandate for the transition?

- **Identify co-benefits and (re)frame the climate transition** by linking it to your city's priorities and values (eg improved public health, cost reductions)
- Break down goals to actions and assign **responsibility for actions to relevant actors** (departments)
- **Embed climate work** into existing and regular city planning and governance processes, eg budgets and operational plans
- **Build on existing success** stories and win-wins
- Identify and build **structures** that support the transition





Identify structures that can support (or impede) the mission and the transition

- Identify key functions (rather than individuals) that affect the system's conditions and ability to change, and to maintain the normal
 - steering documents - goals, plans, strategies, programmes
 - processes, routines
 - formal organisation and authority structures
- These functions can either support and/or enable change, or impede and slow down
- The functions can also establish, support, increase the impact and the scaling of efforts and maintain the desired change and the new normal





Leading the transition is very much about building relationships and foster collaboration

- Everything we do happens inside a system of **people** (ex: your municipality, a neighbourhood)
- Leading in a complex system requires building relationships - no one can do it alone
- collaboration builds meaning, purpose and belonging



Transition teams job: Create prerequisites for change

- Increase others' motivation, ability and opportunity to change

Motivation

(incl habits and feelings)

- **Awareness - Interest - Inspiration**
Show what can be done
- **Value/gain**
“This could be good for me/us”
- **Understand purpose and consequences**
- “This could solve problem X / provide value Y / reduce or avoid unwanted effect Z for us, our residents, and be good for the planet”
- **Meaning** - Shared mission
- **Belonging** - Be part of a movement

Ability

- **Knowledge**
about solutions (what to do) and processes (how to do it)
- **Capability**
capacity to do or act eg mental and physical ability, experience
- **Competence**
a combination of knowledge and capability

Opportunity

- **Resource: Time**
Space in calendars and operational plans
- **Resource :Budget**
Space in operational and investment budgets
- **Mandate**
Entrusted and allowed to act
- **Social acceptance**
Norms that support change
- **Permission**
Rules/laws/policies that support change



Why collaboration matters

- The transition requires system-wide change - no department can achieve this alone
- Collaboration across departments can lead to shared resources, knowledge and coordinated procurement, reducing costs





Governance structures that support collaboration and shared agency

Cross-Departmental Working Groups

Teams built around adjust: around specific areas of work or projects that require cross departmental cooperation, bringing together technical experts from relevant departments to solve specific challenges.

Climate Steering Committee

Cross-departmental leadership group that has decision-making authority for climate actions and budget allocation.





The Process

- from plans to practice, anchoring and embedding the mission into operations

Lund 1000 years of history ...

- One of the oldest cities in Scandinavia
- Today 130 000 inhabitants
- One of the top-ranking universities in the world
- Part of the Greater Copenhagen area with over 4 million inhabitants



**By 2030 Lund is climate-neutral and fossil-fuel-free
and the city is adapted to a changing climate.**



A fossil fuel free organisation



99%



WWF One Planet City Challenge

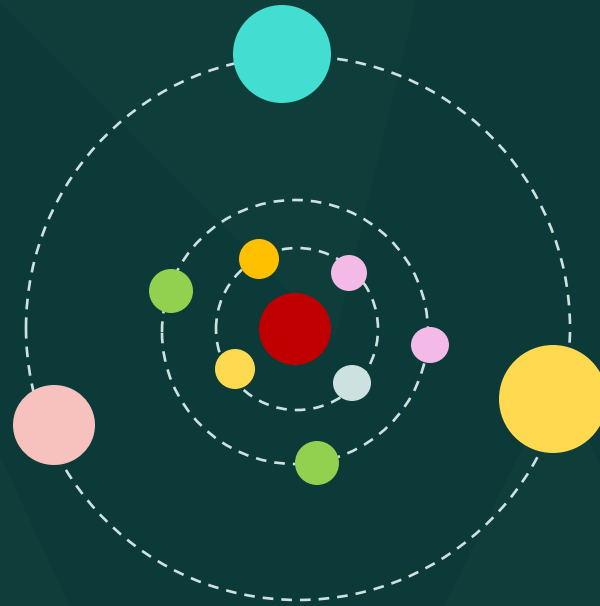




Lund Innovation District



Lund Climate City Contract



June-September 2024

GOAL

Lunda
Eko

STRATEGIES

Energy plan

LundaMats III

Parking norms

Bicycle plan

Travel guidelines

Vehicle Guidelines

Waste plan

Carbon budget

Plan for carbon-neutral
and circular construction

District plans

Climate package

PROJECTS

CoAction Lund

Climate-neutral
city 3.0

CoPilot

CoGovernance

Inclusive climate
transition

.....



Climate City Contract

ACTION PLAN

1. Transport and mobility
2. Agriculture and sustainable land use
3. Circular economy and sustainable consumption
4. Net zero construction
5. Energy
6. Carbon sinks

INVESTMENT PLAN

cost
co-benefits

Commitments

collaboration

goals, strategic priorities, processes

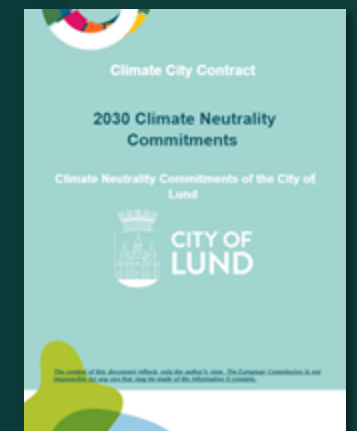
co-benefits

6 prioritized areas for transition

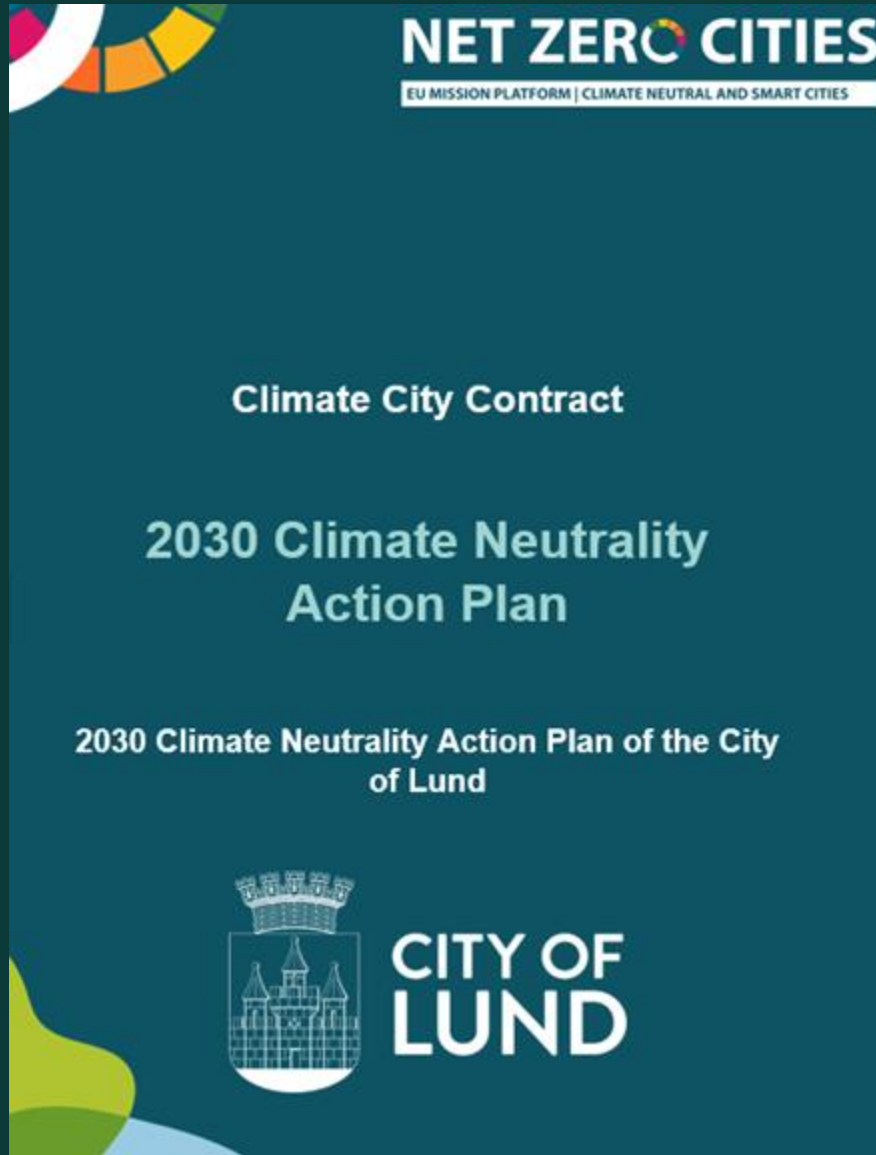
80% reduction in emissions from 2010 levels

Climate positivity by 2045

consumption-based target of 1 tonne CO₂/capita by 2050



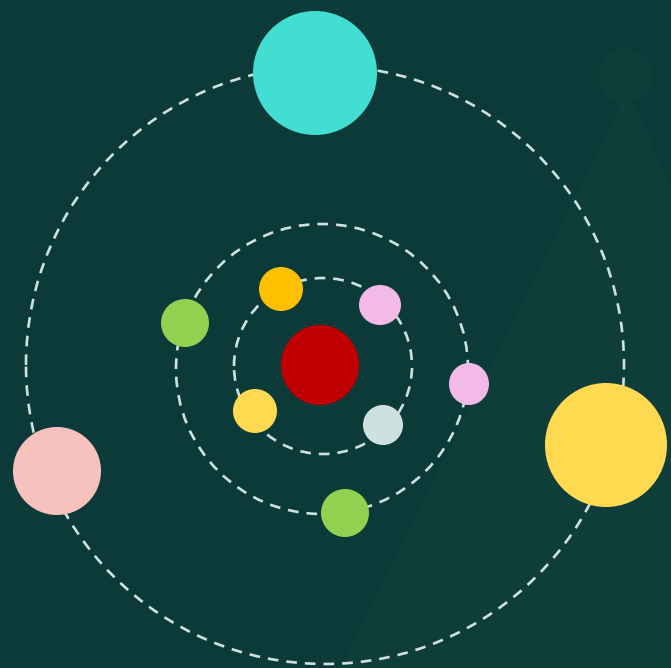
Action plan



List of actions and activities

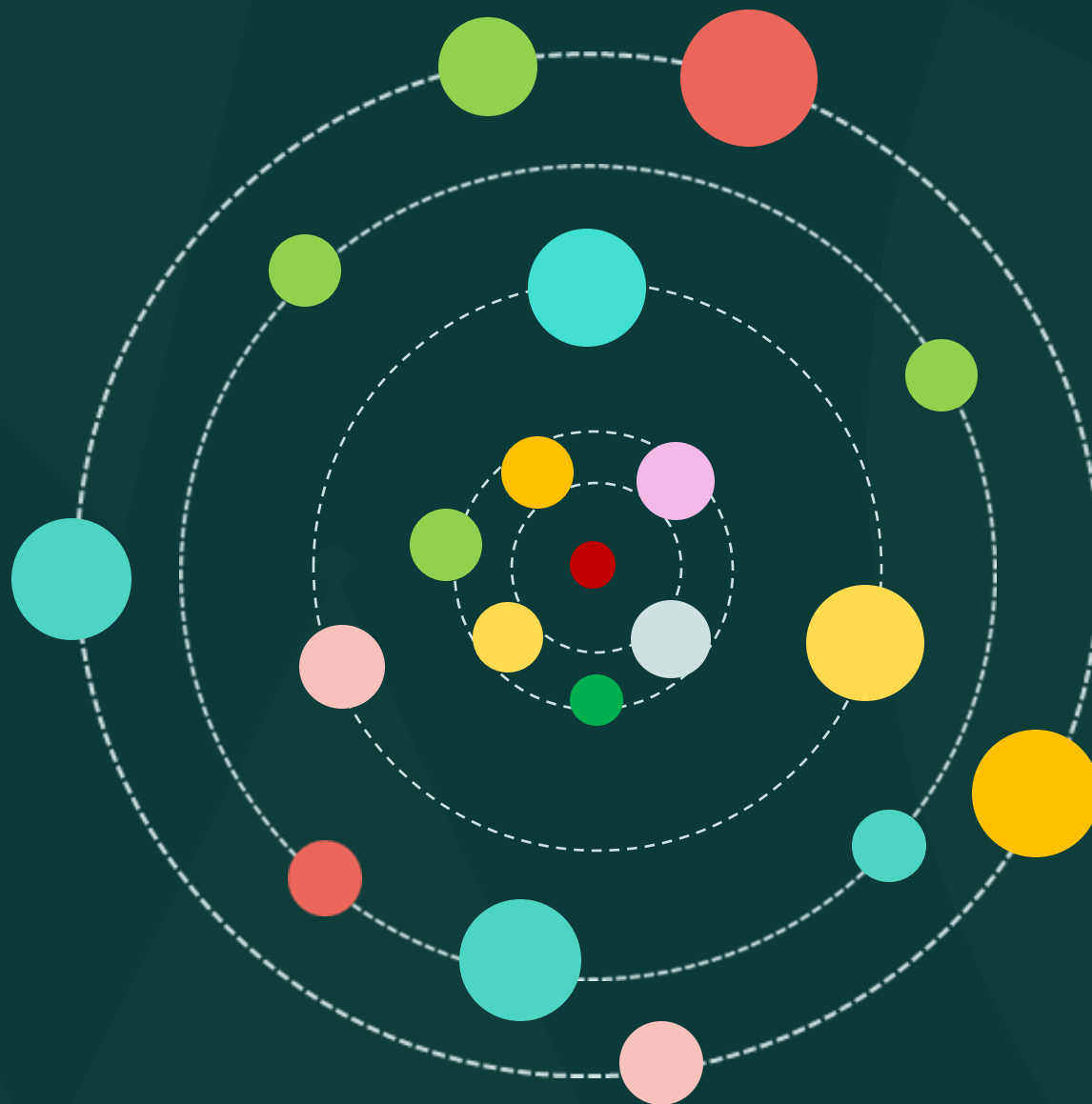
1. Transport and mobility (11)
2. Agriculture and sustainable land use (4)
3. Circular economy and sustainable consumption (5)
4. Net-zero construction(6)
5. Energy (6)
6. Carbon Sinks (3)

Overall (2)



Team

Tour



What departments
are not yet
involved?

How do we learn
faster?

What should we
stop doing?

How do we map
our portfolio?

How do we scale
proven solutions?

How do we get our
climate actions into
ordinary budgets?

How do we
onboard more
people and spread
ownership?



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Portfolio mapping

Mapping climate actions, actors & assets

A workshop series with Lund.
May 2025

Maria Klint, Strategic Designer
Dark Matter Labs
maria@darkmatterlabs.org



MISSION
Lund is
climate neutral
by 2030

Energy
Buildings
Transport
Industry
Waste
Nature

Why

Portfolio mapping is both a tool and a process that aims to create a **better understanding** of the portfolio and to **keep the portfolio alive** by iterating it to achieve the best possible impact.

1. Without a **portfolio logic**, resources such as money, time, materials, people (burnout) will run out.
2. Keeping the entire system and your portfolio in your head at all times is an **exhausting** task or even impossible. Portfolio mapping can be a tool to help you **zoom in and out** of your portfolio, allowing you to spot gaps and connections.
3. The mapping will also help to **engage stakeholders**, by showing them how they are part of the system and to **coordinate efforts and investments** where relevant.

Context



Unpack the Action Plan



Unpacking the Climate City Contract Action Plan

- 37 Actions
- 6 Domains

Portfolio mapping
Place all the pieces on the table and start sorting.

Elements of a portfolio

Actions: The specific interventions we implement in the system, including experiments, programs, and initiatives designed to create change

Actors: Key stakeholders, partners, and alliances whose participation, expertise, and buy-in are crucial for successful implementation

Assets: Both enabling and constraining conditions and resources that shape what's possible



Workshop serie 2025

Workshop 1: Actions

En pathway at a time.

What actions are we taking/planning to achieve our short/long term results (Early & Late outcomes)?

Who is responsible?

Workshop 2: Actors

Stakeholder mapping per action.

Which actors enable the measures?

What is the status of each actor's involvement?

Workshop 3: Radical scenarios

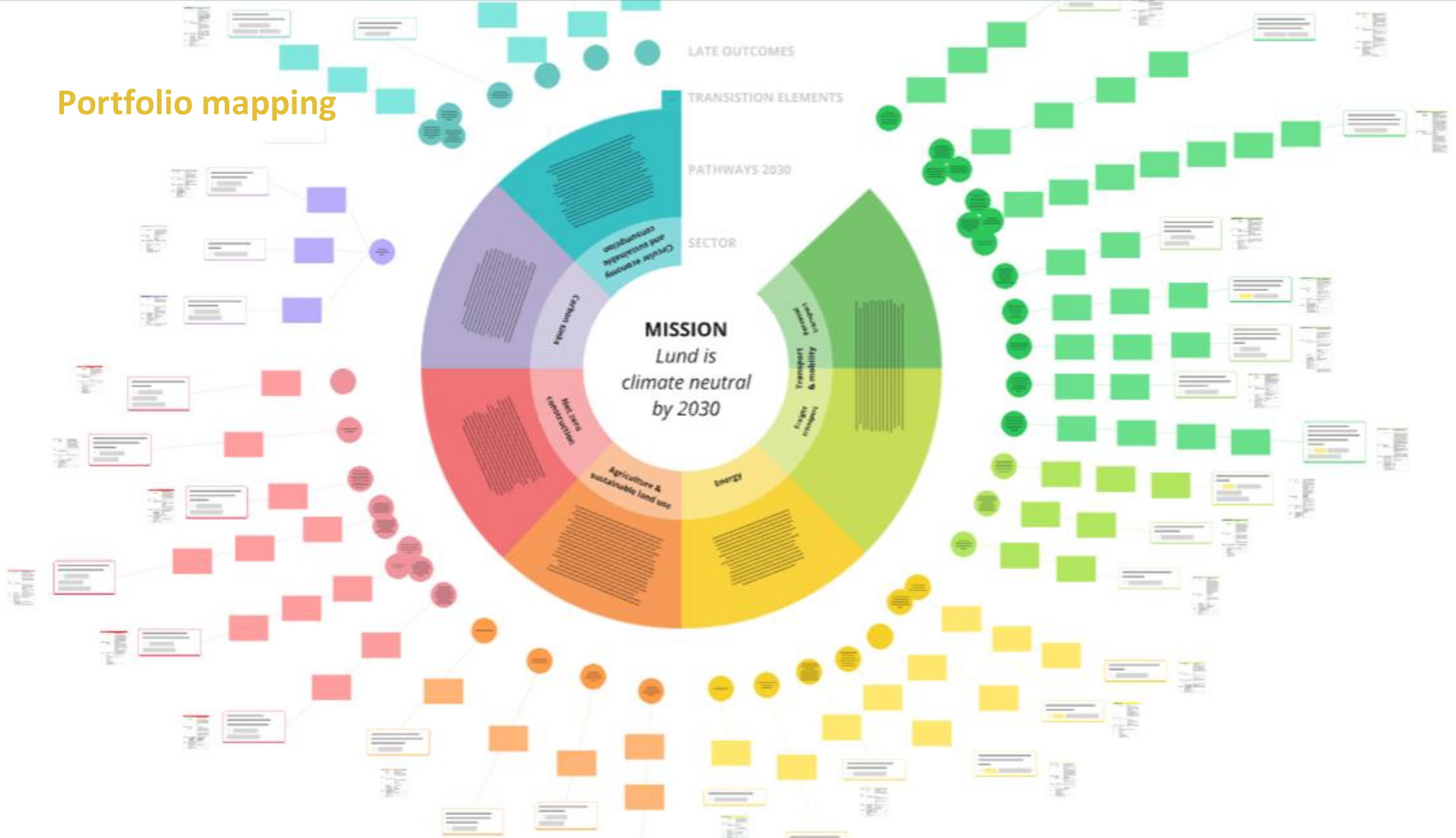
Larger workshop to explore and co-create a more radical future scenarios and identify new actions or actors.

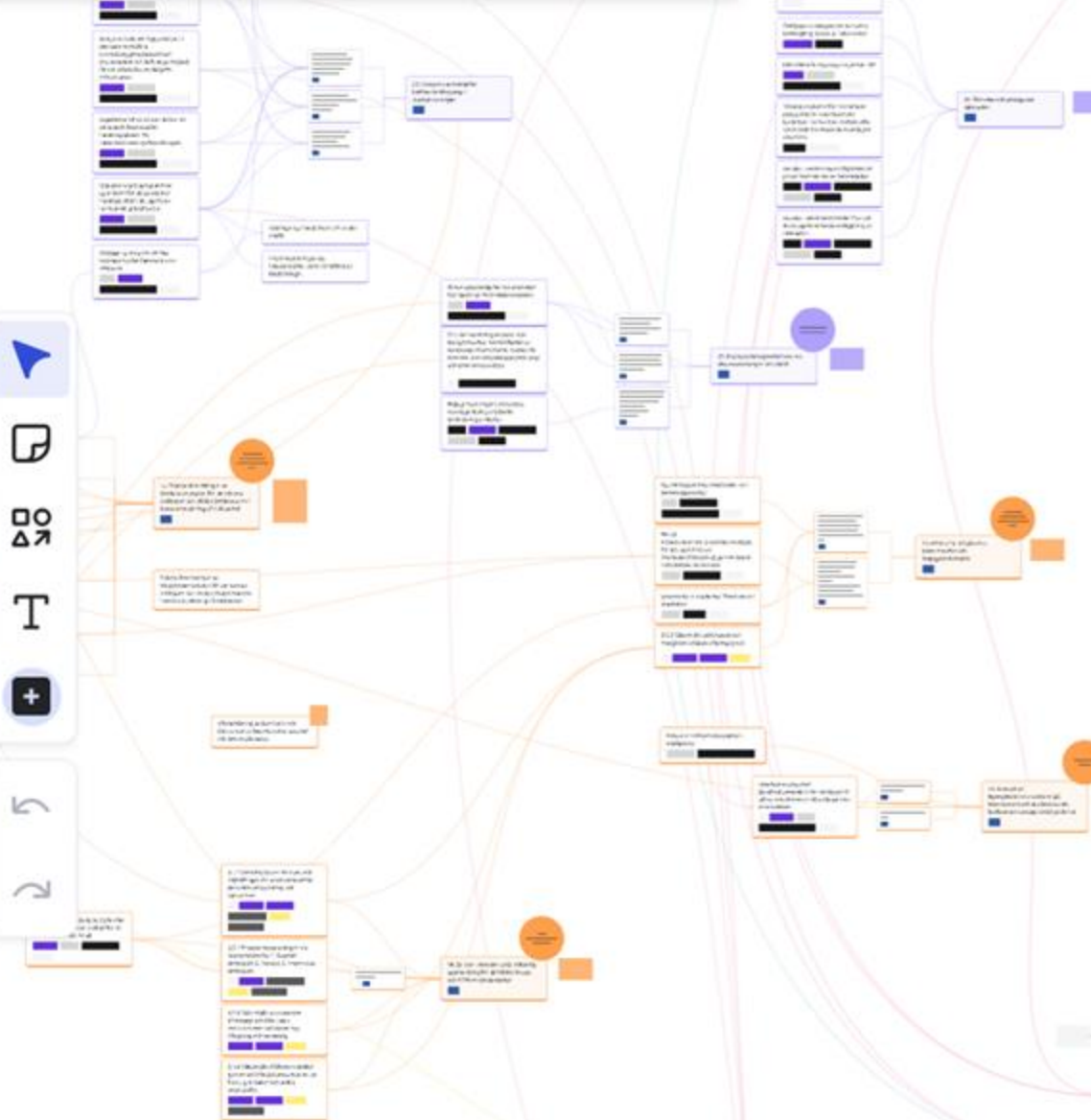
Workshop 4: Assets/enabling conditions

What enabling conditions are required to succeed with each measure, or goal?



Portfolio mapping



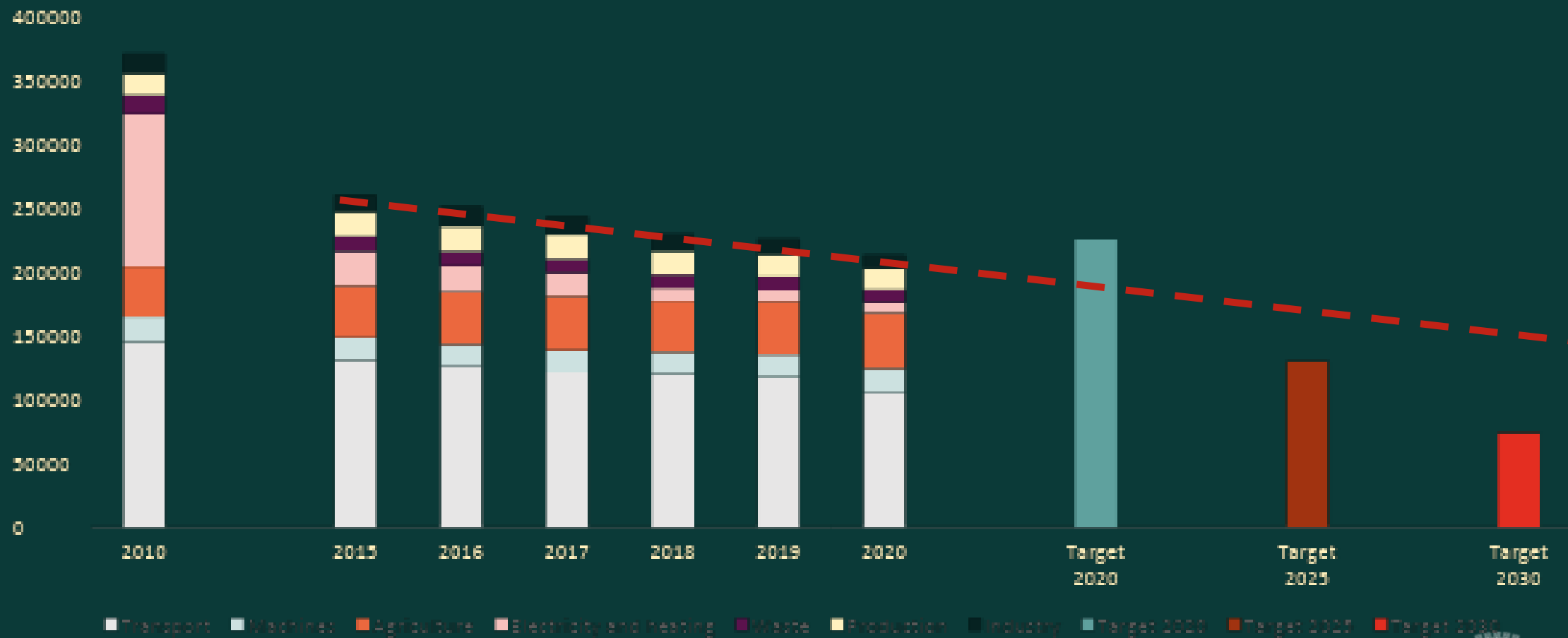


Portfolio mapping - collaborate, translate goals to actions, assign responsibility

Timeline

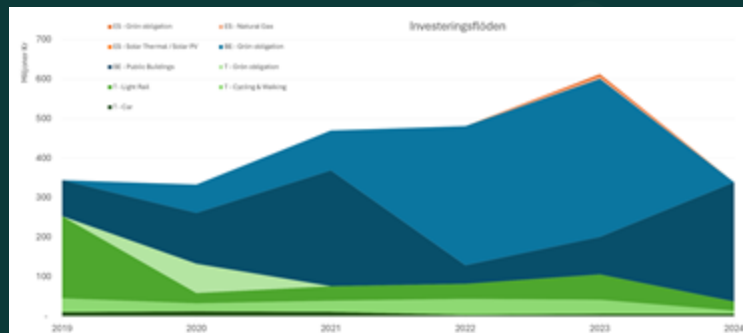


GHG emissions (ton CO2 – e)



Portfolio management

Analysis and follow-up



Needs assessment and planning

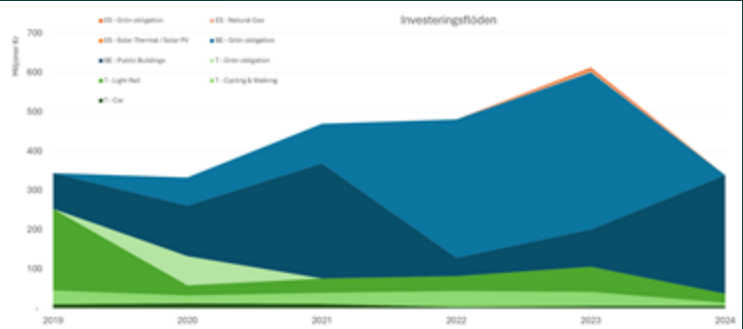


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1/20/2018	Bank of America	Transfer to Checking	250.00		1/20/2018		250.00	250.00	Transfer to Checking
1/25/2018	Bank of America	Transfer to Savings	250.00		1/25/2018	250.00		250.00	Transfer to Savings
1/30/2018	Bank of America	Transfer to Checking	250.00		1/30/2018		250.00	250.00	Transfer to Checking
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7/22/2018	Bank of America	Transfer to Savings	250.00		7/22/2018	250.00		250.00	Transfer to Savings
7/27/2018	Bank of America	Transfer to Checking	250.00		7/27/2018		250.00	250.00	Transfer to Checking
8/2/2018	Bank of America	Transfer to Savings	250.00		8/2/2018	250.00		250.00	Transfer to Savings
8/7/2018	Bank of America	Transfer to Checking	250.00		8/7/2018		250.00	250.00	Transfer to Checking
8/12/2018	Bank of America	Transfer to Savings	250.00		8/12/2018	250.00		250.00	Transfer to Savings
8/17/2018	Bank of America	Transfer to Checking	250.00		8/17/2018		250.00	250.00	Transfer to Checking
8/22/2018	Bank of America	Transfer to Savings	250.00		8/22/2018	250.00		250.00	Transfer to Savings
8/27/2018	Bank of America	Transfer to Checking	250.00		8/27/2018		250.00	250.00	Transfer to Checking
9/2/2018	Bank of America	Transfer to Savings	250.00		9/2/2018	250.00		250.00	Transfer to Savings
9/7/2018	Bank of America	Transfer to Checking	250.00		9/7/2018		250.00	250.00	Transfer to Checking
9/12/2018	Bank of America	Transfer to Savings	250.00		9/12/2018	250.00		250.00	Transfer to Savings
9/17/2018	Bank of America	Transfer to Checking	250.00		9/17/2018		250.00	250.00	Transfer to Checking
9/22/2018	Bank of America	Transfer to Savings	250.00		9/22/2018	250.00		250.00	Transfer to Savings
9/27/2018	Bank of America	Transfer to Checking	250.00		9/27/2018		250.00	250.00	Transfer to Checking
10/2/2018	Bank of America	Transfer to Savings	250.00		10/2/2018	250.00		250.00	Transfer to Savings
10/7/2018	Bank of America	Transfer to Checking	250.00		10/7/2018		250.00	250.00	Transfer to Checking
10/12/2018	Bank of America	Transfer to Savings	250.00		10/12/2018	250.00		250.00	Transfer to Savings
10/17/2018	Bank of America	Transfer to Checking	250.00		10/17/2018		250.00	250.00	Transfer to Checking
10/22/2018	Bank of America	Transfer to Savings	250.00		10/22/2018	250.00		250.00	Transfer to Savings
10/27/2018	Bank of America	Transfer to Checking	250.00		10/27/2018		250.00	250.00	Transfer to Checking
11/2/2018	Bank of America	Transfer to Savings	250.00		11/2/2018	250.00		250.00	Transfer to Savings
11/7/2018	Bank of America	Transfer to Checking	250.00		11/7/2018		250.00	250.00	Transfer to Checking
11/12/2018	Bank of America	Transfer to Savings	250.00		11/12/2018	250.00		250.00	Transfer to Savings
11/17/2018	Bank of America	Transfer to Checking	250.00		11/17/2018		250.00	250.00	Transfer to Checking
11/22/2018	Bank of America	Transfer to Savings	250.00		11/22/2018	250.00		250.00	Transfer to Savings
11/27/2018	Bank of America	Transfer to Checking	250.00		11/27/2018		250.00	250.00	Transfer to Checking
12/2/2018	Bank of America	Transfer to Savings	250.00		12/2/2018	250.00		250.00	Transfer to Savings
12/7/2018	Bank of America	Transfer to Checking	250.00		12/7/2018		250.00	250.00	Transfer to Checking
12/12/2018	Bank of America	Transfer to Savings	250.00		12/12/2018	250.00		250.00	Transfer to Savings
12/17/2018	Bank of America	Transfer to Checking	250.00		12/17/2018		250.00	250.00	Transfer to Checking
12/22/2018	Bank of America	Transfer to Savings	250.00		12/22/2018	250.00		250.00	Transfer to Savings
12/27/2018	Bank of America	Transfer to Checking	250.00		12/27/2018		250.00	250.00	Transfer to Checking
1/2/2019	Bank of America	Transfer to Savings	250.00		1/2/2019	250.00		250.00	Transfer to Savings
1/7/2019	Bank of America	Transfer to Checking	250.00		1/7/2019		250.00	250.00	Transfer to Checking
1/12/2019	Bank of America	Transfer to Savings	250.00		1/12/2019	250.00		250.00	Transfer to Savings
1/17/2019	Bank of America	Transfer to Checking	250.00		1/17/2019		250.00	250.00	Transfer to Checking
1/22/2019	Bank of America	Transfer to Savings	250.00		1/22/2019	250.00		250.00	Transfer to Savings
1/27/2019	Bank of America	Transfer to Checking	250.00		1/27/2019		250.00	250.00	Transfer to Checking
2/2/2019	Bank of America	Transfer to Savings	250.00		2/2/2019	250.00		250.00	Transfer to Savings
2/7/2019	Bank of America	Transfer to Checking	250.00		2/7/2019		250.00	250.00	Transfer to Checking
2/12/2019	Bank of America	Transfer to Savings	250.00		2/12/2019	250.00		250.00	Transfer to Savings
2/17/2019	Bank of America	Transfer to Checking	250.00		2/17/2019		250.00	250.00	Transfer to Checking
2/22/2019	Bank of America	Transfer to Savings	250.00		2/22/2019	250.00		250.00	Transfer to Savings
2/27/2019	Bank of America	Transfer to Checking	250.00		2/27/2019		250.00	250.00	Transfer to Checking
3/2/2019	Bank of America	Transfer to Savings	250.00		3/2/2019	250.00		250.00	Transfer to Savings
3/7/2019	Bank of America	Transfer to Checking	250.00		3/7/2019		250.00	250.00	Transfer to Checking
3/12/2019	Bank of America	Transfer to Savings	250.00		3/12/2019	250.00		250.00	Transfer to Savings
3/17/2019	Bank of America	Transfer to Checking	250.00		3/17/2019		250.00	250.00	Transfer to Checking
3/22/2019	Bank of America	Transfer to Savings	250.00		3/22/2019	250.00		250.00	Transfer to Savings
3/27/2019	Bank of America	Transfer to Checking	250.00		3/27/2019		250.00	250.00	Transfer to Checking
4/2/2019	Bank of America	Transfer to Savings	250.00		4/2/2019	250.00		250.00	Transfer to Savings
4/7/2019	Bank of America	Transfer to Checking	250.00		4/7/2019		250.00	250.00	Transfer to Checking
4/12/2019	Bank of America	Transfer to Savings	250.00		4/12/2019	250.00		250.00	Transfer to Savings
4/17/2019	Bank of America	Transfer to Checking	250.00		4/17/2019		250.00	250.00	Transfer to Checking
4/22/2019	Bank of America	Transfer to Savings	250.00		4/22/2019	250.00		250.00	Transfer to Savings
4/27/2019	Bank of America	Transfer to Checking	250.00		4/27/2019		250.00	250.00	Transfer to Checking
5/2/2019	Bank of America	Transfer to Savings	250.00		5/2/2019	250.00		250.00	Transfer to Savings
5/7/2019	Bank of America	Transfer to Checking	250.00		5/7/2019		250.00	250.00	Transfer to Checking
5/12/2019	Bank of America	Transfer to Savings	250.00		5/12/2019	250.00		250.00	Transfer to Savings
5/17/2019	Bank of America	Transfer to Checking	250.00		5/17/2019		250.00	250.00	Transfer to Checking
5/22/2019	Bank of America	Transfer to Savings	250.00		5/22/2019	250.00		250.00	Transfer to Savings
5/27/2019	Bank of America	Transfer to Checking	250.00		5/27/2019		250.00	250.00	Transfer to Checking
6/2/2019	Bank of America	Transfer to Savings	250.00		6/2/2019	250.00		250.00	Transfer to Savings
6/7/2019	Bank of America	Transfer to Checking	250.00		6/7/2019		250.00	250.00	Transfer to Checking
6/12/2019	Bank of America	Transfer to Savings	250.00		6/12/2019	250.00		250.00	Transfer to Savings
6/17/2019	Bank of America	Transfer to Checking	250.00		6/17/2019		250.00	250.00	Transfer to Checking
6/22/2019	Bank of America	Transfer to Savings	250.00		6/22/2019	250.00		250.00	Transfer to Savings
6/27/2019	Bank of America	Transfer to Checking	250.00		6/27/2019		250.00	250.00	Transfer to Checking
7/2/2019	Bank of America	Transfer to Savings	250.00		7/2/2019	250.00		250.00	Transfer to Savings
7/7/2019	Bank of America	Transfer to Checking	250.00		7/7/2019		250.00	250.00	Transfer to Checking
7/12/2019	Bank of America	Transfer to Savings	250.00		7/12/2019	250.00		250.00	Transfer to Savings
7/17/2019	Bank of America	Transfer to Checking	250.00		7/17/2019		250.00	250.00	Transfer to Checking
7/22/2019	Bank of America	Transfer to Savings	250.00		7/22/2019	250.00		250.00	Transfer to Savings
7/27/2019	Bank of America	Transfer to Checking	250.00		7/27/2019		250.00	250.00	Transfer to Checking
8/2/2019	Bank of America	Transfer to Savings	250.00		8/2/2019	250.00		250.00	Transfer to Savings
8/7/2019	Bank of America	Transfer to Checking	250.00		8/7/2019		250.00	250.00	Transfer to Checking
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9/2/2019	Bank of America	Transfer to Savings	250.00		9/2/2019	250.00		250.00	Transfer to Savings
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9/27/2019	Bank of America	Transfer to Checking	250.00		9/27/2019		250.00	250.00	Transfer to Checking
10/2/2019	Bank of America	Transfer to Savings	250.00		10/2/2019	250.00		250.00	Transfer to Savings
10/7/2019	Bank of America	Transfer to Checking	250.00		10/7/2019		250.00	250.00	Transfer to Checking
10/12/2019	Bank of America	Transfer to Savings							

Process

Analysis & follow-up

Planning & Roadmaps



Category	Project Name	Location	Start Year	End Year	Investment (SEK)	CO2 Savings (t/yr)	Other Benefits
Energy	...	...	...	...	...	...	...
Buildings	...	...	...	...	...	...	...
Industry	...	...	...	...	...	...	...
Transport	...	...	...	...	...	...	...
Land Use	...	...	...	...	...	...	...



Finansieringsbudget (Miokr)	Budget 2024	Budget 2025	Plan 2026	Plan 2027
Den löpande verksamheten				
Arets resultat	-72	125	195	92
Justerings för avskrivningar mm	443	488	493	498
Justerings för försäljning, exploatering		-45	-45	-45
Justerings för avskrivningar	258	50	9	20
Medel från den löpande verksamheten	629	617	647	564
Investeringar				
Nettoinvesteringar	-1 099	-1 095	-1 179	-1 424
Medel från investeringsverksamhet	-1 099	-1 095	-1 179	-1 424
Finansiering				
Uppföring/amortering	470	478	532	860
Medel från finansieringsverksamhet	470	478	532	860
Förändring av likvida medel	0	0	0	0

Investeringens syfte						Kostnad i SEK, per år, investering respektive drift					
Nr	Beskrivning	Ägare/ Aktörstyp	Huvud- och delansvarig	Direkta effekter Co2 minskning (ton)	Många fler	2026		2027		2028	
						Investering	Drift	Investering	Drift	Investering	Drift
	KP										
	KS										
	KOMBU										
	NS										

City's Financial & operational plan

Climate budget



Juliet.leonette@lund.se



Questions?



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Time for a pause

[5 minutes]





Let's explore solutions

Alexandra Anghel
[50 minutes]



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Instructions

Step 1 - Let's map key challenges [15 min]

- Please share **one or two key mandate-related challenges** you are currently facing - Think about real situations or barriers you are experiencing
 - *What is a specific mandate-related issue that's hindering progress for your mission?*
- Collectively **prioritise challenges around 2-3 themes and patterns**, to focus on in groups.
- Choose **which theme/ cluster is more relevant or pressing** to you.



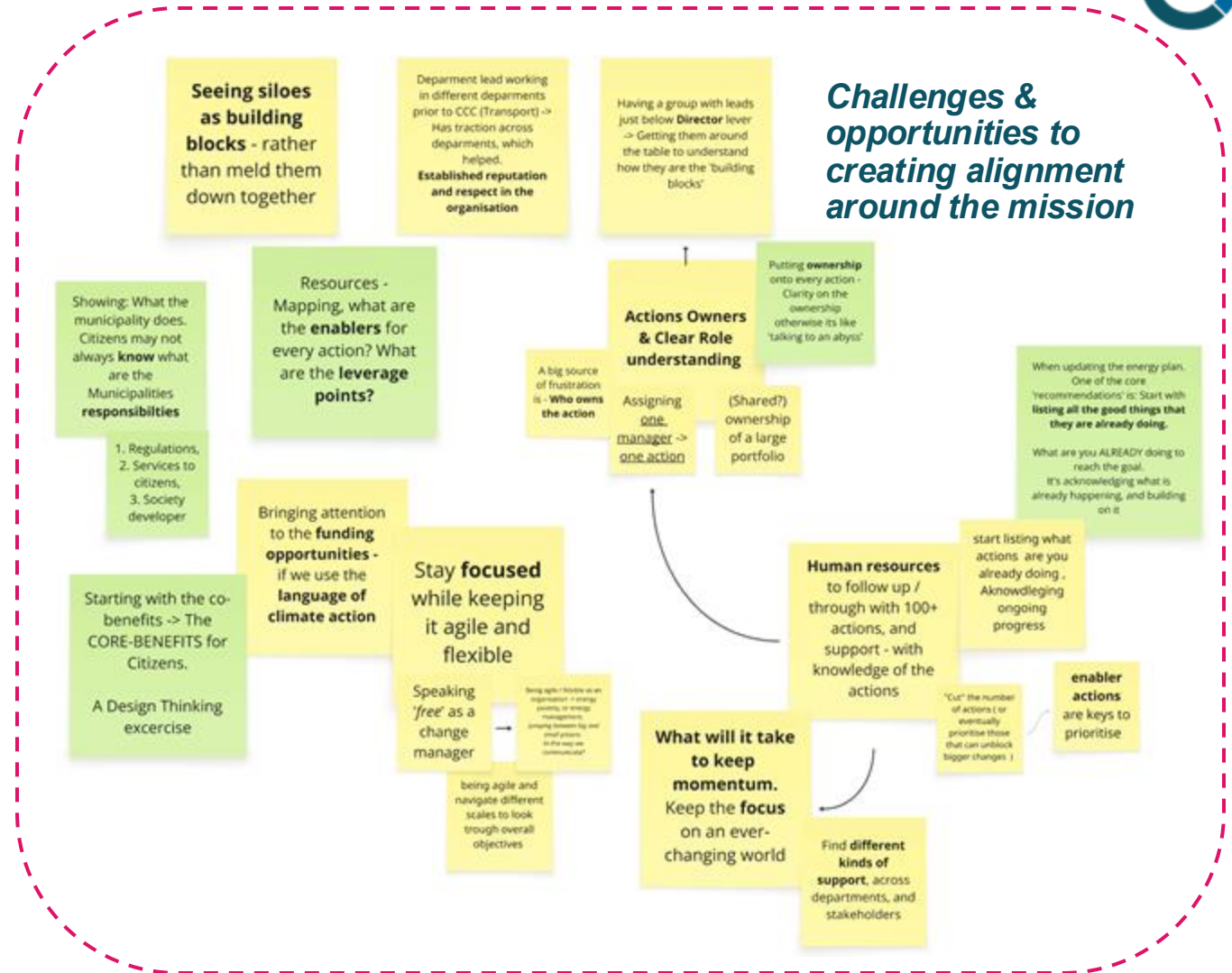


Instructions

Step 2 - Discussing alternatives for action [25 min]

- Quick round of introductions
- **Share your experience** with the group:
 - *How are you navigating this challenge? What worked and what didn't?*
- Collaboratively **brainstorm practical solutions**. Focus on actionable, immediate steps you can take.
 - *What are other steps or actions you can take when you return back to your city?*
 - *What resources, support, or conditions would you need to make this happen?*
- Pause and take a moment to **reflect** on the ideas generated
 - *Which of these solutions resonate with your city's current context?*
 - *Are there any potential barriers that might prevent these from working?*







Plenary

What is one thing you can do and have the freedom to act on now?





Closing

[10 minutes]

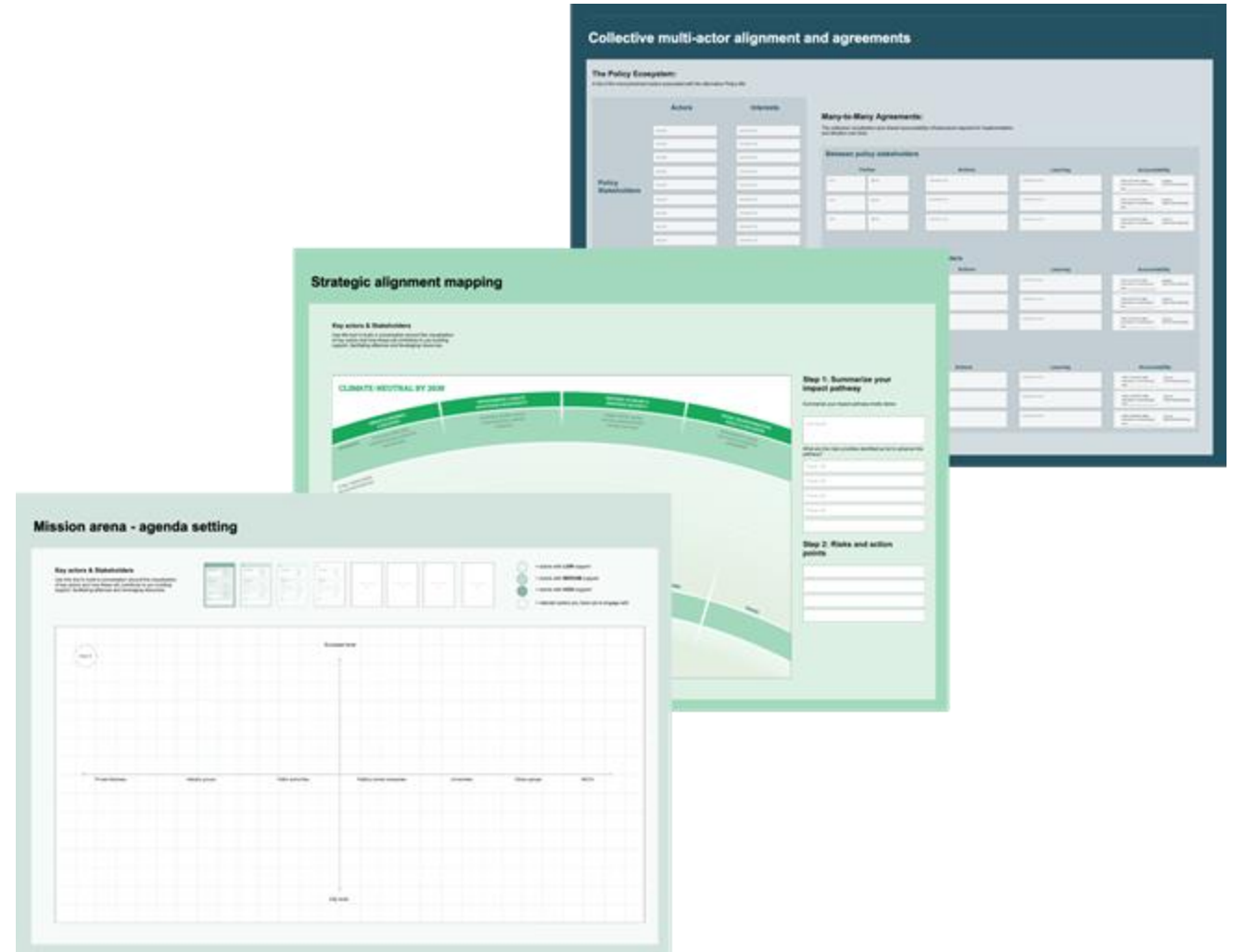


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Tools

- Stakeholder mapping
- Climate narrative co-creation
[Tips & Canvas]
- Multi-actor alignment
- Action portfolio mapping
- Mission agenda setting
- Strategy alignment tool





Interested in exploring further?

If there is a specific topic you would like to continue exploring with peer cities and dive deeper into, ***let us know!*** We can will organise the peer-to-peer space to explore this together with other Transition Teams.

Tailored support? We would be excited to explore with you:

- **Diagnostic & mapping:** Gain a clearer understanding of your team's current challenges and opportunities.
- **Navigating alignment:** Identify and align the mission with shifting priorities within your city
- **Strategy co-design:** Collaborate with your team and colleagues to develop short-term and long-term strategies to position and advance the mission.
- **Embedding the mandate:** Exploring opportunities to formalise climate within governance and operational structures.

Feel free to reach out to us directly, or through your City Advisor





Get in touch!

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- Marcial Silva Mercado: marcial@darkmatterlabs.org
- Anette Olovborn: anette@darkmatterlabs.org
- Alexandra Anghel: alex.a@darkmatterlabs.org





See you in the next session!

Area 1:

Fostering inter-departmental coordination & collaboration

Area 2:

Strengthening TT's mandate internally & externally

Area 3:

Building capacities for Municipal officials

Area 4:

Prototyping Transition Team from scratch

21st of October

[Registration link](#)



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