

# NET ZERO CITIES



Francesca Rizzo  
Politecnico di Milano – Department of Design

**EU MISSION PLATFORM**

**CLIMATE NEUTRAL AND SMART CITIES**



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



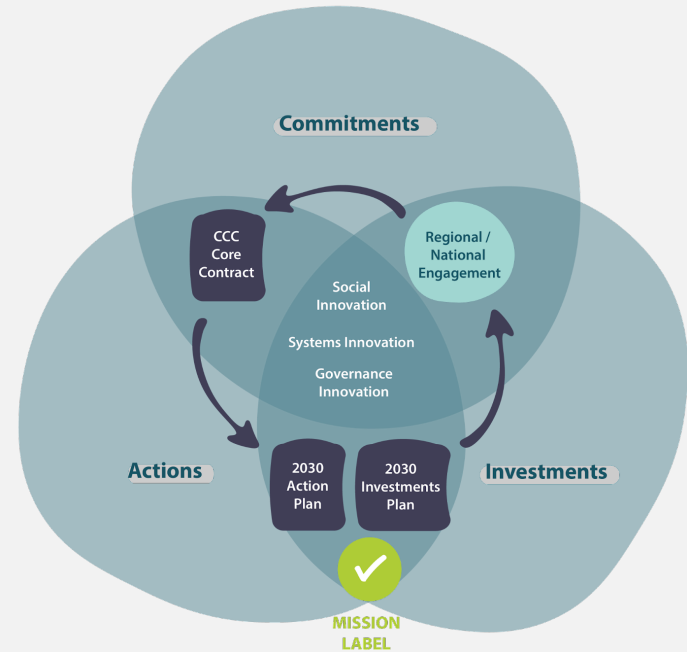
# The Climate city Contract



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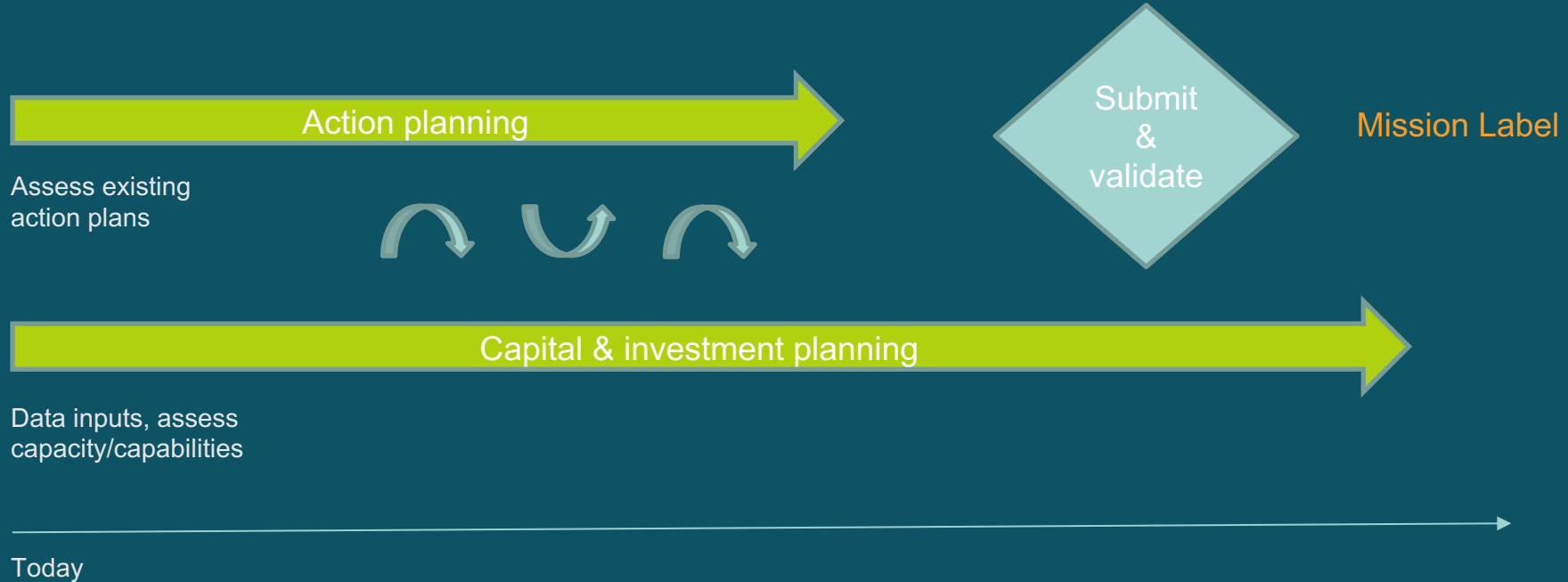
Cities Mission Climate City Contract






# Action & Investment planning

Parallel, overlapping and interacting processes





# Climate City Contract Core Contract



**NET  
ZERO  
CITIES**

**City X  
2030 Climate City  
Core Contract  
[Template]**

DRAFT

Date

Public Document Version N°X

**1 2030 Climate City Contract**

**What is the Climate City Contract in this context?** This is the place to write about the origin and purpose of the Contract and to describe its elements: Commitments, Actions and Investments. It should include background information about the EU Mission for the Climate Neutral and Smart Cities and the city's ambition to achieve climate-neutrality by 2030 with support from the whole city ecosystem, including local and regional/national stakeholders and citizens. The contract should benefit from concepts like co-creation, multi-actor, systemic, demand-driven, citizens engagement, innovation. It should answer: What is a City X Climate City Contract, why is it being created and how can it enable the city to build on what is already doing, what opportunity does it create? What general agreements are set forth in the contract?

**2 Contract Signatories**

Here is where to list the Contract Signatories who are making specific concrete commitments to achieve the ambition set forth in the 2030 Climate City Contract: City X, City X's Development Agency, University of City X, important company/utility provider in City X, local SME in City X, civic coalition in City X, Stakeholder 4, Stakeholder 5, Stakeholder 6, Stakeholder 7, Stakeholder 8, Stakeholder 9, Stakeholder 10, etc.

**3 Endorsers (Optional)**

This sub-section can be used to list stakeholders who are not able to make specific concrete commitments to achieve the ambition set forth in the 2030 Climate City Contract at the time of signing, but would like to publicly express support for the city's initiative and course of action. The long-term goal is to enable and encourage Endorsers to become Signatories over time.

**4 City X's 2030 Shared Ambition**

**What the city will do.**

This is where the City's shared ambition for 2030 climate neutrality can be articulated, bringing together policy objectives from various sectors and linking to local/regional/national/EU corporate priorities, social justice, inclusion, biodiversity, circular economy, digitalisation, pandemic recovery, etc., as well as links to European policies and initiatives (e.g., European Green Deal, Green City Accord, Zero Pollution Action Plan, New European Bauhaus, etc.). The shared ambition is developed in collaboration with local stakeholders and citizens to ensure that the journey to 2030 climate neutrality is shared.

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**5 2030 Climate-Neutrality Strategy (Pathway)**

**How the city will generally achieve the ambition.**

Summary of the 2030 emissions gap (including baseline) and the Strategic Pathway that the City currently plans to follow to achieve the 2030 Shared Ambition. (This data analysis and pathway work for this section is developed as part of the Climate City Contract process and will be articulated in more detail in the Action Plan.) Note any shared governance arrangements or new inclusive collaboration models to deliver the strategy.

**6 City X 2030 Commitments**

**How the City and Signatories will contribute to achieving the ambition.**

Short introduction to the 2030 Action Plan and Investment Plan. This section documents the concrete implementation commitments for a one-to-two-year horizon that link to the ambition and portfolio in the 2030 Action Plan (Annex 1) and the 2030 Climate Investment Plan (Annex 2). The Commitments can be amended and/or updated on the monitoring cycle for accountability amongst Signatories and the public, and contribute to learning. The goal is to grow or sharpen the commitment in each review cycle.

**6.1 High-Level Commitment 1: Internal Governance**

Short description of a high-level commitment to accelerate the transition to 2030 climate neutrality. One example could be a commitment to implement a new internal governance structure that prioritises a more systemic approach to city-led climate action (reducing silos).

**6.2 High-Level Commitment 2: 2030 Community Campaign**

Short description of a high-level commitment to accelerate the transition to 2030 climate neutrality. One example could be to launch a city-wide communication and engagement campaign about the Mission to engage all community members in the ambition.

**6.3 High-Level Commitment 3: Household Budget for 2030**

Short description of a high-level commitment to accelerate the transition to 2030 climate neutrality.

**6.4 High-Level Commitment 4: Social Innovation Incubator**

Short description of a high-level commitment to accelerate the transition to 2030 climate neutrality. One example could be to collaborate with University of City X, City X Business Development Programme, and the City X Social Services to establish a Social Innovation Incubator to encourage mission-oriented entrepreneurship.

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**7 2030 Signatory Commitments**

**7.1 City X Development Agency**

The City X Development Agency has committed to refurbishing its entire residential portfolio to the XXV Energy Standard by 2045. As part of the 2030 Climate City Contract, the Agency will work with the city to identify refurbishing 50% of the most energy-poor properties within the city to the XXV Energy Standard by 2030 to help meet Action X in the 2030 Action Plan (Annex 1).

**7.2 University of City X**

The University of City X has an adopted Climate Action Plan for its facilities and operations with a target of 2050. The University commits to working with the city administration and other stakeholders to adjust its organisational strategies and actions to align with the City's objectives to achieve climate neutrality by 2030.

**7.3 SME in City X**

A general commitment can be articulated here, listing particular cooperative partnership or objectives. Specific commitments linked to portfolio actions can be listed below.

**7.3.1 NetZero Mobility**

**NetZero Mobility** Inc. will expand operations by 35% to include more electric mobility solutions throughout the City X municipality, focusing on transit-poor areas of the city. (Link to Action X in the 2030 Action Plan)

**7.3.2 Circular Business and Industry**

**NetZero** Inc. will collaborate with the University of City X, as part of the Horizon Europe research grant on battery material recovery to expand the refurbishment market potential in the City X region. (Link to achieve Action X in the 2030 Action Plan.)

**7.4 Important company/utility provider in City X Commitment(s)**

Summary of commitments that link to the 2030 Action Plan (Annex 1) and the 2030 Climate Investment Plan (Annex 2). Subheadings can be used, if desired. Alternative two-year horizon commitments to the 2030 objective that are revisited and adjusted on the monitoring cycle.

**7.5 Stakeholder 5 Commitment(s)**

Summary of commitments that link to the 2030 Action Plan (Annex 1) and the 2030 Climate Investment Plan (Annex 2). Subheadings can be used, if desired. Alternative two-year horizon commitments to the 2030 objective that are revisited and adjusted on the monitoring cycle.

**7.6 Stakeholder 6 Commitment(s)**

Summary of commitments that link to the 2030 Action Plan (Annex 1) and the 2030 Climate Investment Plan (Annex 2). Subheadings can be used, if desired. Alternative two-year horizon commitments to the 2030 objective that are revisited and adjusted on the monitoring cycle.

**8 Contract (Signatures)**

We agree on the joint commitments as formulated in City X's 2030 Climate City Contract. The contract has been prepared within the framework of EU Climate Neutral and Smart Cities Mission initiative and will be updated on a (yearly) (24-month) basis until 2030.

Mayor of City X

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President, City X Development Agency

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Provost, University of City X

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CEO, SME City X

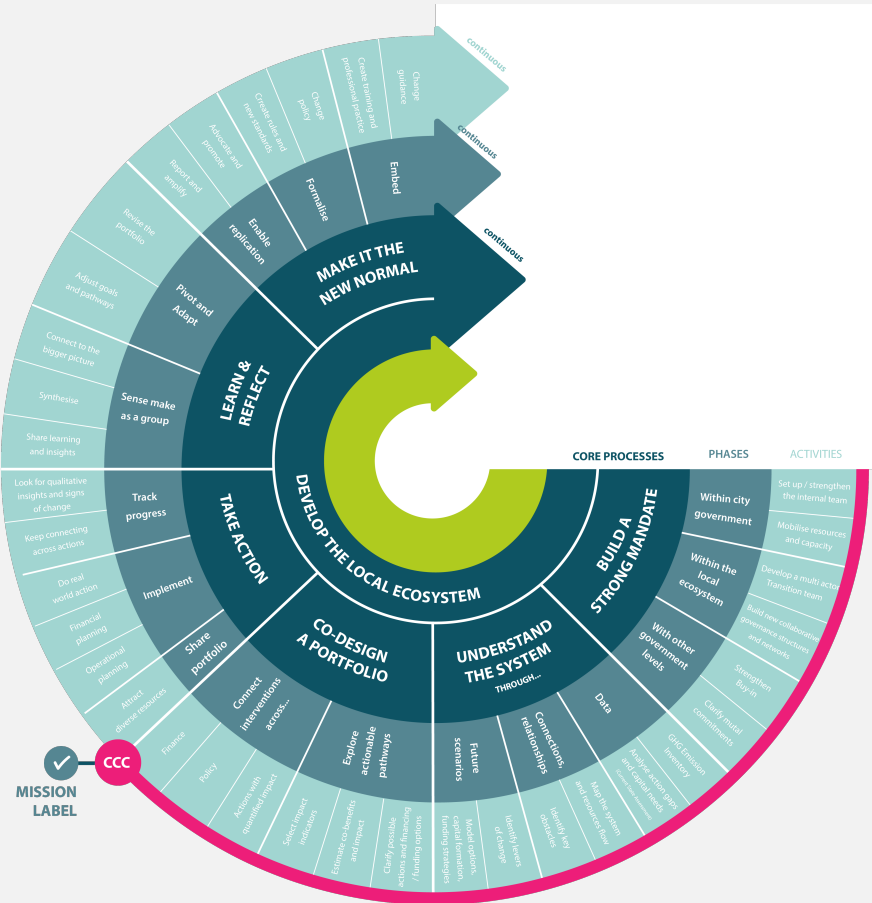
## Reference: Climate City Contract - Core Contract Template



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# Transition map



- **Building a Strong Mandate**
- **Understand the System**
- **Co-Design a Portfolio**





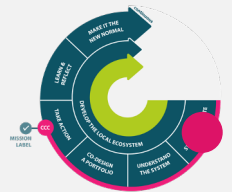
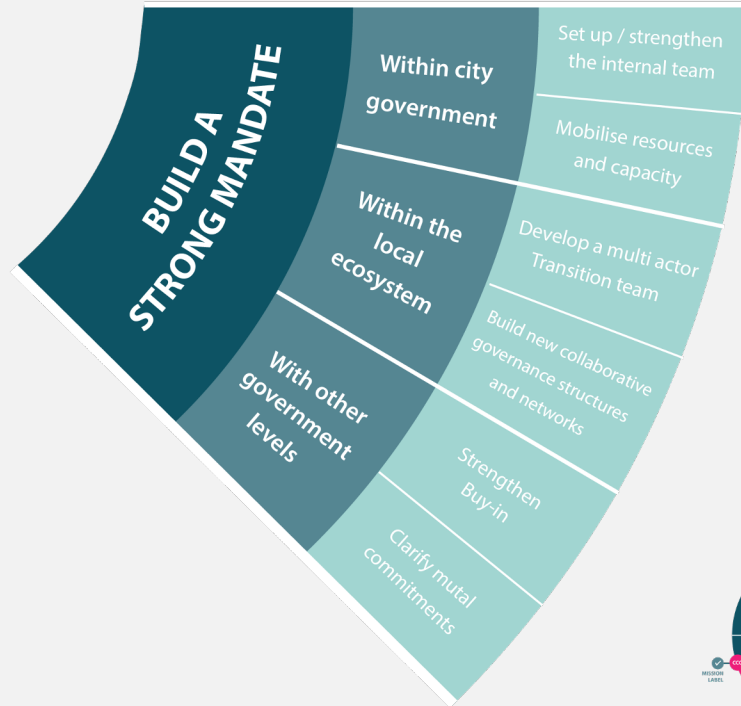
# Build a Strong Mandate

Coalition of change

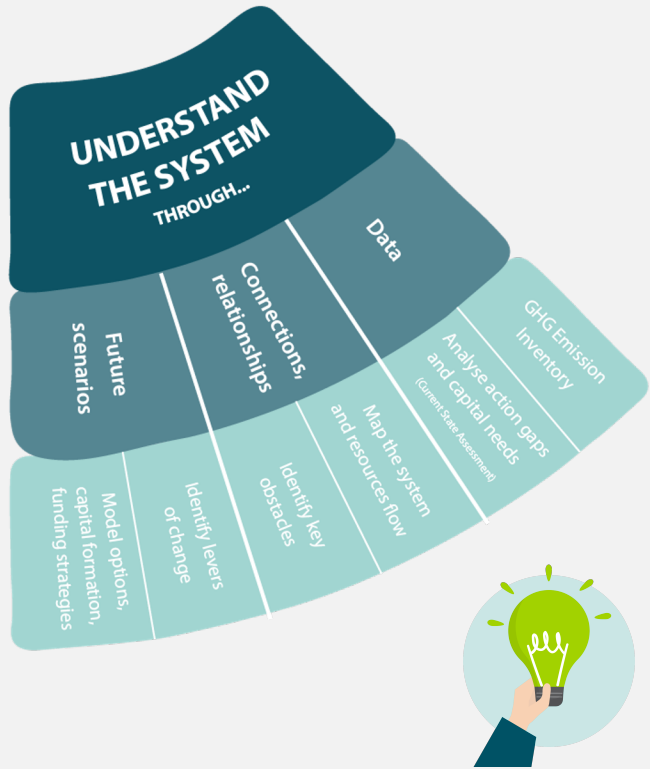
## Local Transition Team

Illustrative

- Data analysts
- Local connectors
- Facilitators
- System mappers
- Programme manager
- Policy advisor



# System Understanding



- **Current State Assessment** (environmental and physical state distribution of emissions causing activities, potential for renewables generation, planned future development – scenarios and projections, policies and strategies)
- **GHG Emission Inventory:** Estimate /update your emission data
- **Gap Analysis:** address action gaps/capital needs, map the relevant resources flows, identify key obstacles
- **Identify your levers of change**
- **Identify private/public investment and public funding strategies**

**Stakeholder mapping / Ecosystem Development**  
(key emitters, influencers and actors in the city)

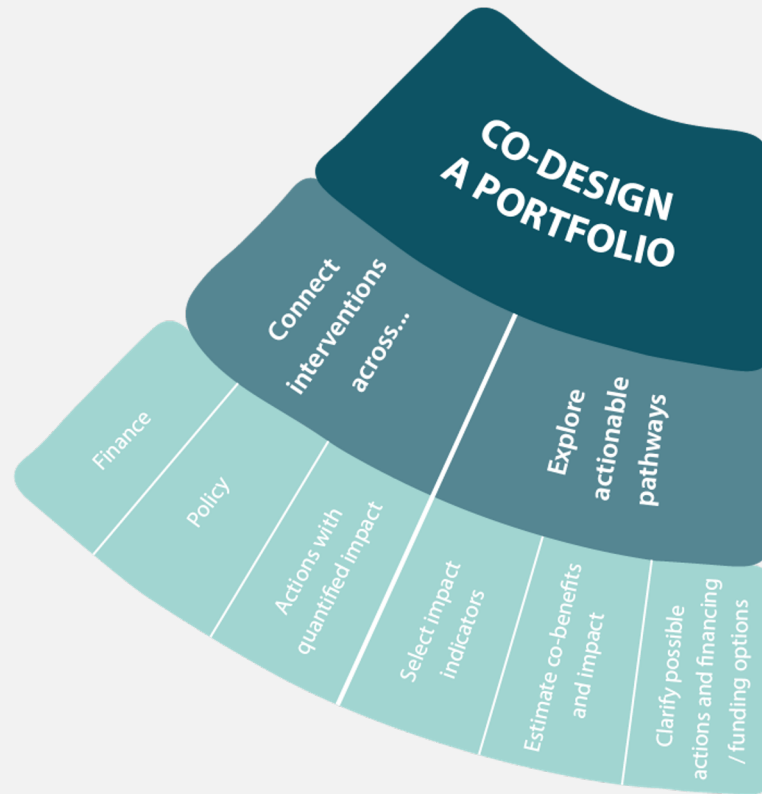






# Portfolio design

- Implementation, innovation and learning
- Build on and maximise **co-benefits**
- Draft and link new actions with diverse stakeholders that **affect different emission domains**





# Services for the 112 happy cities

- **Online portal. Full delivery of** contents, methodologies, learning materials. September 2022.
- **Cities Advisors (1 per each city).** NZC will directly interact with the cities through CA to identify/understand their needs (Support Needs Assessment) and design the best support they can receive from all the NZC pull of experts. September 2022
- **Pilots closed officially funded starting from March 2023.** Funds (from 0.5 to 1.5M euros) to support local partnerships to build demonstrators of effective solutions to experiment with for 2 years and be scaled. Guidebook, webinars and FAQ are already available for applicants. **Second wave pilots lunched**
- **Twinning pilots program** started June 2023





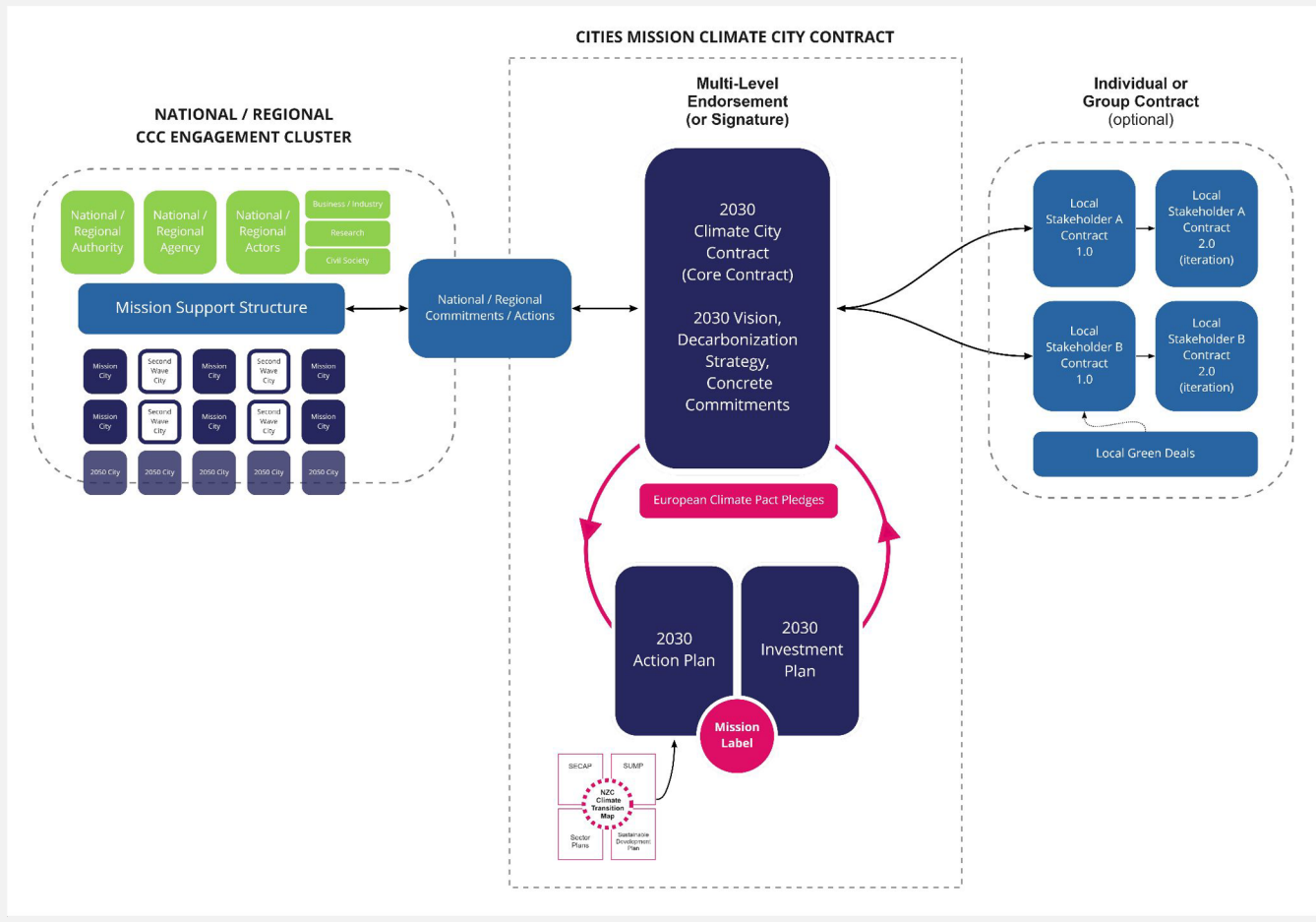
# Next Steps

January 2024

- **City support groups.** Teams of expert from NZC to land the Climate and Social innovation Action Plan and the Financial Plan, start January 2024
- **NZC National Platform Observatory** and multi-level governance for the CCC (ERRIN lead) ongoing initiatives across Europe:
  - Denmark, France, Netherlands, Bulgaria, Greece, Austria (with the support of national NZC partners)
- **Financial experts** in place
- Support to non mission cities through the platform mainly



# Next steps: support to the National mission platform





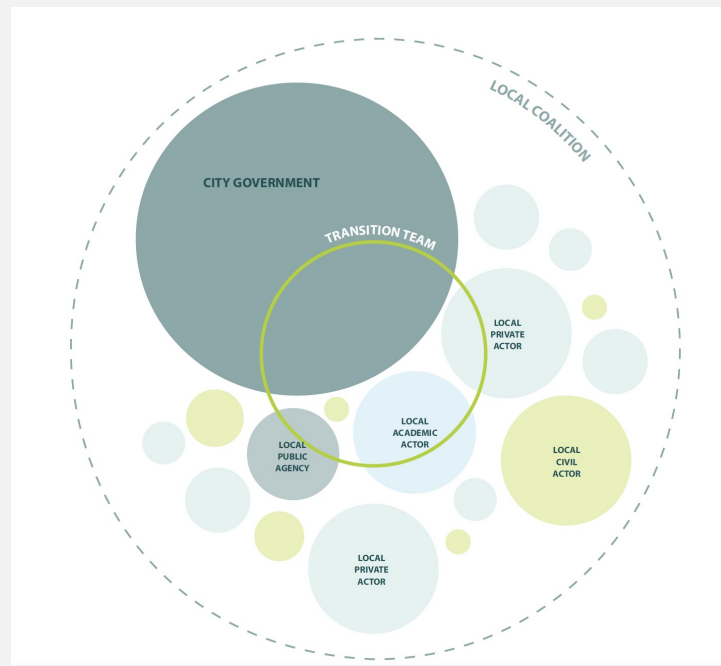
# Transition Team



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# What is the Transition Team in the view of the CCC implementation

- It is the interconnection unit between the municipality and its ecosystem
- It is mission-driven
- The Transition Team sits at the heart of the coalition of actors it orchestrates, closely connected to the city government
- It is a strategic instrument for the governance of the mission
- It is composed by people (mainly civil servant), tools, processes





# Which are the prerogatives of the TT

- **Process oriented management instead than project oriented**
  - contexts of transition are marked by uncertainty including constant rapid changes, stemming from the interconnectedness and complexity of the challenge we face. Ever emerging needs and opportunities make it necessary to move beyond linear planning towards more flexible, evolving and adaptive processes.
- **Portfolio approach instead of project approach**
  - multiple interconnected challenges, from behavioural change to renewable energy generation to regulatory innovation. To address these challenges, the Transition Team's approach aims to connect existing and new climate actions
- **Network governance instead of traditional governance**
  - supportive, facilitator role, building capacity across the local ecosystem of public, private and civic actors so that they can (co-)develop climate actions and co- implement them.

- **Transition Management Instead of Project Management**

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• it helps to have a confident and highly skilled group to orchestrate the process, and allow reflective learning in the coalition to systematically bring on transition

# MODEL A 'Mission Groups'

## Overview

A Mission Group is a collaborative governance structure based around a specific mission, i.e., a challenge such as reaching climate neutrality by 2030. It involves the city government, industry, academia, other actors and sometimes national government departments. Members of these groups commit some time and are supported by a core Mission Team from within the city government.

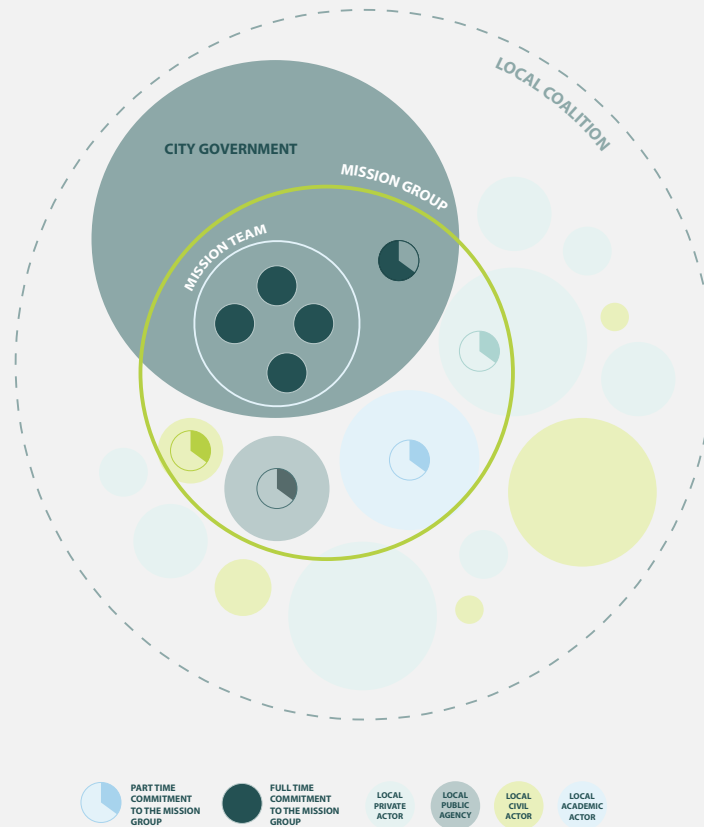


Figure 2. Illustrative example of a Mission group model of Transition team based on Manchester's Clean Growth Mission team.

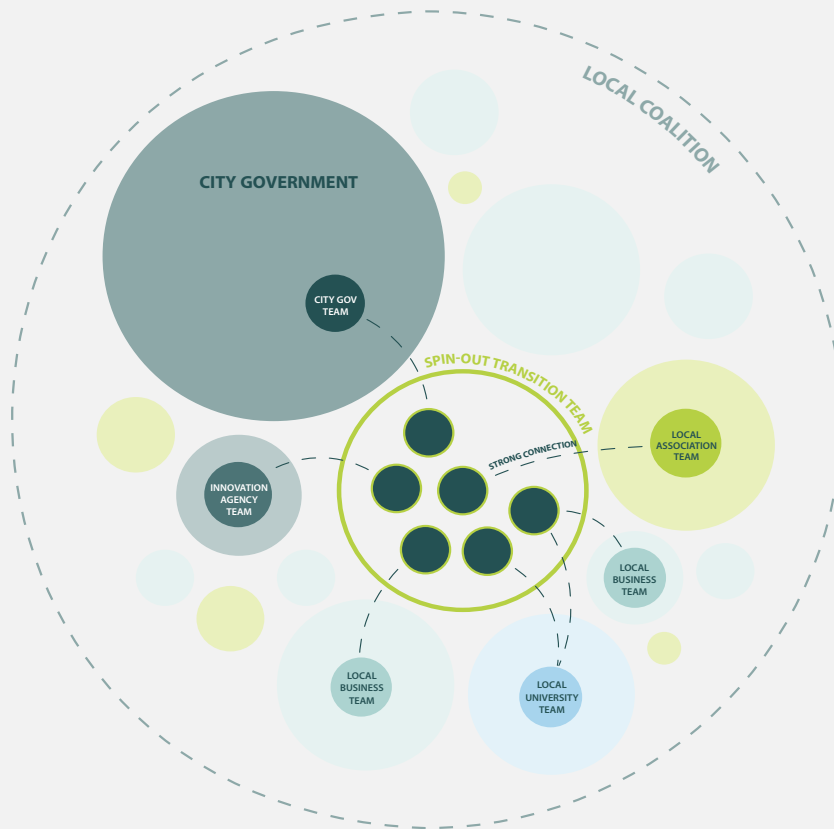


## MODEL B

# The external organisation or spin-out

### Overview

A 'third party' organisation can be responsible for orchestrating the local transition to climate neutrality. The orchestration role is neither in the city government nor in any of the other local actors but in a new dedicated organisation with strong connection to these other actors. Team members are full time employees of this organisation. Some additional team members may be drawn out of the coalition of actors, on a permanent basis, or on secondment, but a permanent and autonomous team always remains.

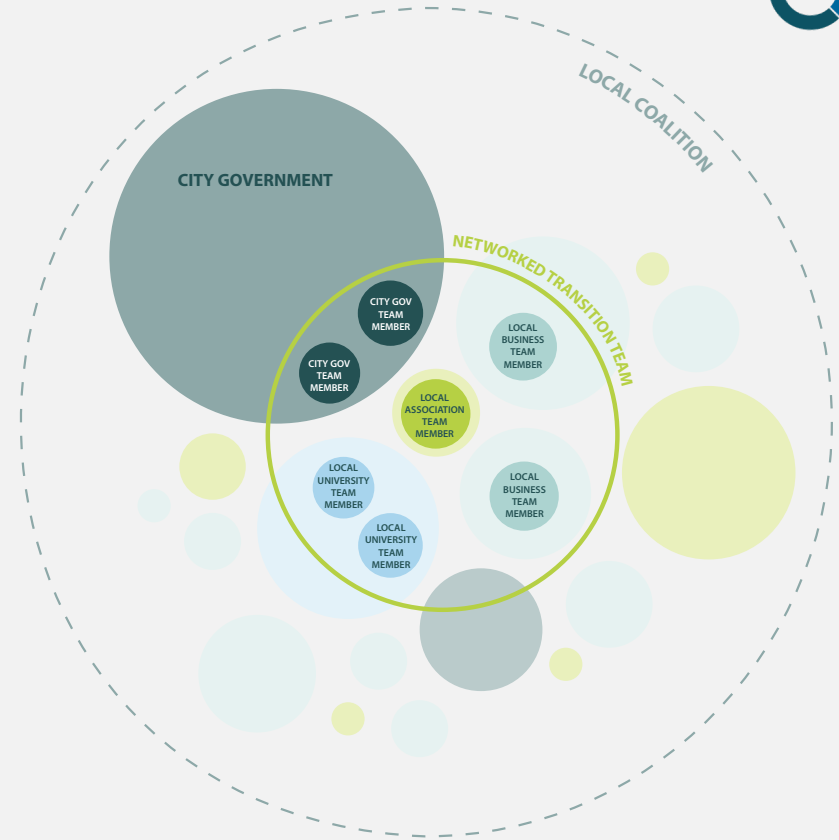




# MODEL C Networked partnership

## Overview

The Transition Team can be the result of a network partnership created with willing, local actors. No independent organisation is created in this model, but a team emerges from a network of core actors. These local actors each make a few individuals available for the orchestration of the coalition.



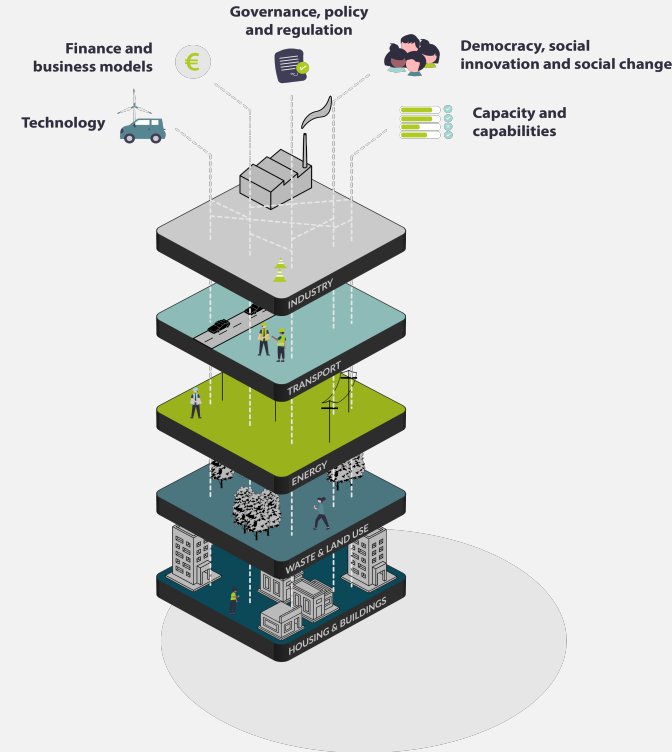


# TT mindset: system thinking

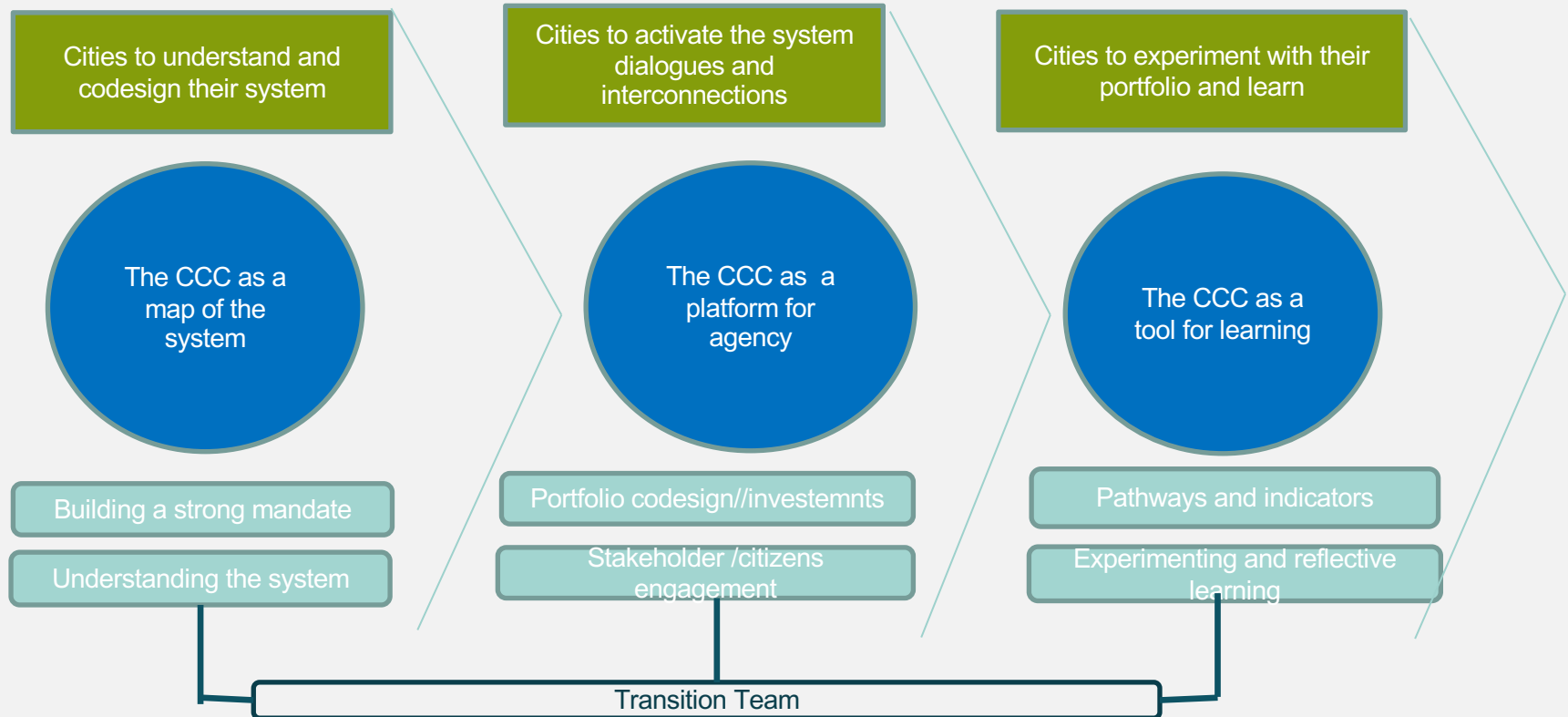
Systems thinking is more inclined to see events as the product of a complex of interacting parts where relations are often cyclical with feedback loops.

## *Static structure vs Dynamic processes*

Systems thinking takes a more dynamic view of things often contextualizing entities in terms of the evolutionary forces that have shaped them and thus seeing the process of development as an important phenomena through which to view the world



# Systems thinking through the CCC process

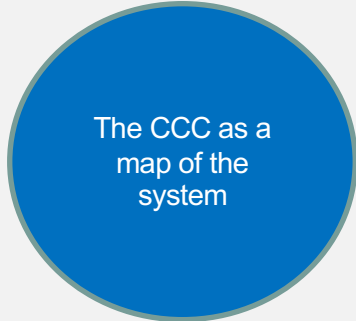




# CCC as a process of understanding

- We are going to use CCC to build up an understanding of the structure and dynamics of the system we are dealing with
- Systems mapping is the process of mapping out the key elements in the system and the relations between them that drive the system's behavior and outcomes over time.
- This is the first step towards developing a shared understanding of what the system under consideration looks like and lays the foundation for future co-learning.
- It creates a basis for initiating a discussion on how different variables relate to each other and reaching consensus on the main goals of the system.
- Systems mapping is not a monolithic thing, all complex systems have multiple dimensions to them, social, ecological, technological, economic, etc.

Cities to understand their system



Building a strong mandate

Understanding the system





# The CCC as a process of agency

- Beyond awareness, portfolio of projects need to have agency through collaborations that enable a diversity of actors across the system to start to synchronize their activities in synergistic ways.
- CCC as a process of agency works to build systems portfolio through bringing people together, creating structures that enable them to work together, make collaboration and demonstrate value to the stakeholders.
- CCC as a platform for agency allows building shared understanding, shared language and ultimately some form of **collective intelligence**.
- This starts with recognizing the other actors and the need to work together, then coordinating, collaborating, synthesizing; the result is the emergence of some new functional pattern in the system.

Cities to activate the system interconnections

The CCC as a platform for agency

Portfolio codesign//investemnts

Stakeholder /citizens engagement



# CCC as a process of experimenting and adaptive Learning



- This emergent process of organization formation requires rapid feedback loops to enable experimenting cities way into doing what works and away from what doesn't.
- These feedback loops need to be operating on various levels. When we look at what sustains ecosystems and enables them to maintain balance and develop over time it is a multiplicity of feedback loops on different levels.
- An action learning approach is needed, which is an approach to solving real problems that involve taking action and reflecting upon the results, working to improve the problem-solving process over time.
- "***Dancing with systems***" highlights the need for an ongoing adaptive evolutionary approach to systems change. It is an ongoing process of action and learning.

Cities to experiment with their portfolio and learn

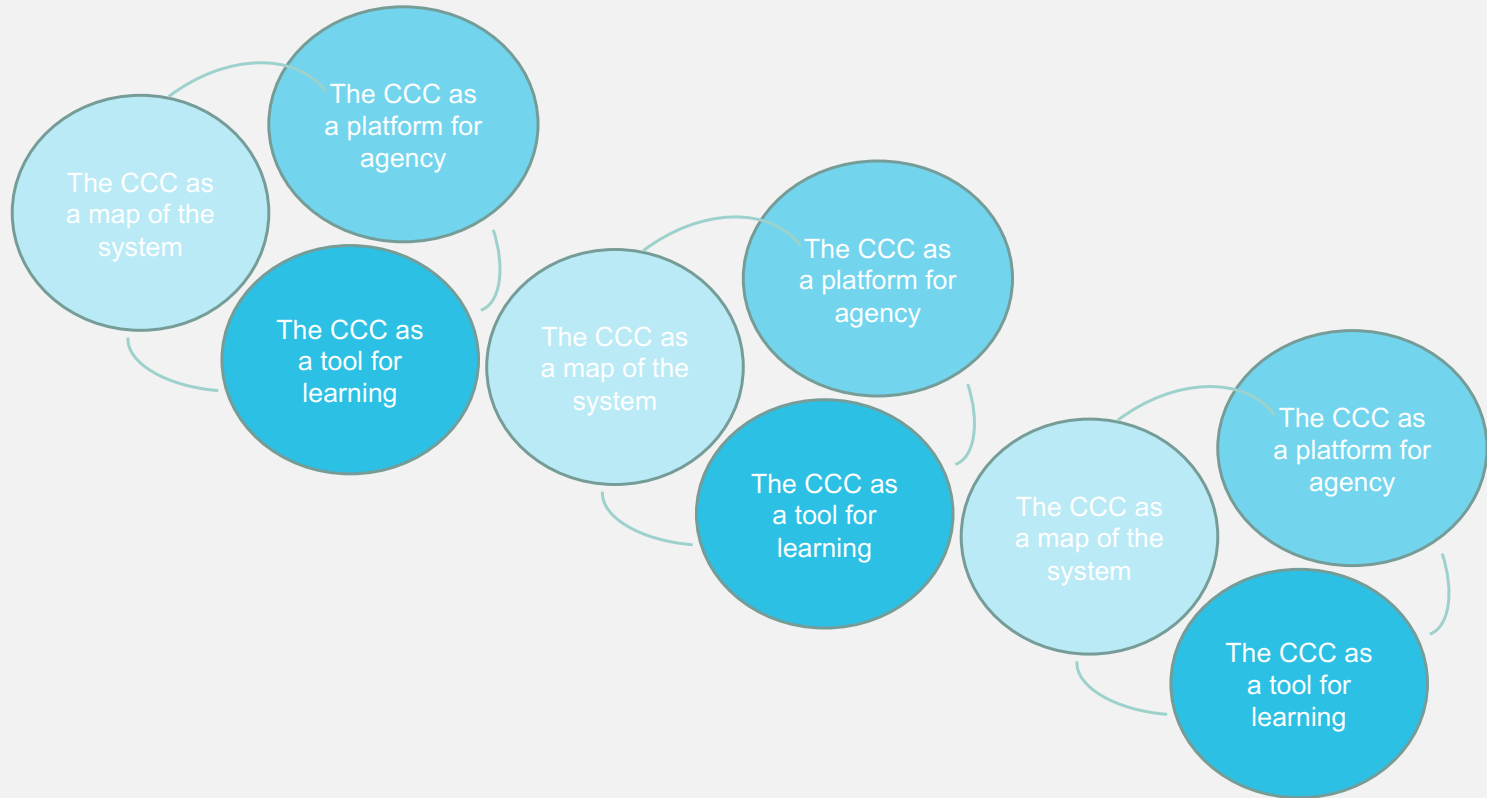
The CCC as a tool for learning

Pathways and indicators

Experimenting and reflective learning



# CCC as a process of system change







GRAZIE

francesca.rizzo@polimi.it



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[hello@netzerocities.eu](mailto:hello@netzerocities.eu)

