



# Systemic Changes in Governance

## The 6 governance aspects that help to become a climate-neutral & smart city



### Learning within and between the cities

Collaboration and knowledge exchange among European cities, initiatives, and projects.



Governance structures are frameworks of rules, procedures, responsibilities and roles that constitute decision-making processes and project management.



### Regulatory Frameworks

Addressing difficulties of working within regulatory frameworks when implementing climate-neutrality project portfolios and programmes.

### Within city administrations



### Transforming the internal organisation

Making changes in the organisational structure or in responsibilities of municipal employees.



### City visions and long-term transformation plans

Political approval, ownership and leadership are important elements to guarantee the implementation of long-term plans.

### Collaboration with external stakeholders



### Participation strategies and co-creation

City strategies and plans have a higher credibility when support is secured through co-creation and citizen engagement.



### Public-private collaboration, business models, financing and procurement

Collaboration with the private sector often works well and brings in additional financing through public-private partnerships.



## Common barriers faced by city authorities when transitioning to climate-neutrality





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What can city administrations gain from implementing the changes in governance? Here are the main benefits...

## What's in it for cities?

### Standing on the shoulders of giants

Municipalities can save time and resources and adapt recommendations and examples from other cities to their own contexts.

### Faster progress towards climate-neutrality goals

Key is an ambitious yet realistic long-term vision, achieved by building consensus with all relevant stakeholders.

### Complex problems require cross-domain working

Smooth and in-depth collaboration between different municipal departments can help overcome complex challenges requiring in-depth cross-domain working.

### Co-benefits are benefits for other policy domains

Implementation of clean energy and clean mobility and logistics can also contribute to realizing the aims of adjoining topics and other policy domains.

### More possibilities to finance the energy transition

Changes in governance enables access to a wider range of instruments to finance the energy transition, such as crowdfunding, tax incentives, private and blended finance or energy communities.

### Future-proof municipal assets, competences and staff

Systemic changes in governance require new competencies, roles and staff, for example by hiring expert staff with different profiles, making cities and their administration future-proof to address climate challenges.

### Better negotiations with authorities on vital conditions

The governance changes make municipalities more aware of how they can make informed proposals for changes in legislation, and negotiate with other government levels more favourable regulations and conditions for bringing about climate-neutrality.

### Legitimacy

Engaging stakeholders and citizens through co-design, co-creation and co-realisation, increases their sense of empowerment and ownership and reduces the risk of failing to implement climate-neutrality plans.

### Branding of innovative local ecosystems

The best governance practices can make the municipality an attractive partner for testing innovative solutions, thus helping to attract talent and capital.



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## Best practices

**A long-term strategic city vision, transformation plans & pilots**



City vision is a backbone for the governance of climate-neutral and smart cities.

Vision and plans should encompass road-mapping, and measurable goals.

Decarbonization plans co-created with local stake-holders and integrated into binding plans and policies.

**Transforming the municipal organisation**



Adopting teams and strategies that deal with complex and cross-cutting issues.

**Option 1:**  
Department reorganisation that mixes teams and shuffles competences.

**Option 2:**  
Creating working groups or staff offices dedicated exclusively to strategic planning of cross-cutting issues.

**Participation, co-creation and communication**



Appointing a facilitator who steers stakeholders towards consensus.

Facilitating the participation and exchange both physically and virtually.

Employing “multiple benefits” approach to adapt to citizens’ expressed priorities and needs.

**Collaborations between public & private stakeholders, securing finance & procurement**



Using Public Private Partnerships (PPPs) to support cooperation between public and private stakeholders.

Embracing innovative financial schemes such as green bonds, climate budgets, and crowdsourcing.

Using innovative public procurement to enable the uptake of innovative solutions.

**Boosting learning and organisational transformation**



Engaging stakeholders from early stages.

Adapting the project to specific contexts.

Building relationships with key actors of the innovation ecosystem.



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## Examples from projects and cities

A long-term strategic city vision, transformation plans & pilots



### Sønderborg

**Sønderborg Roadmap** - 50 steps towards a carbon neutral Sønderborg by 2025 aims to achieve 75% carbon reduction in 2025 compared to 2007.

### Limerick

**Innovation Playgrounds** used for urban prototyping and co-design. **Bold City Visions** guides the process of replication and upgrading in cities in small-scale labs.

### The Hague

**Innovation Manager** in the City of The Hague gathers and assesses results from pilots and demonstrators connects the innovators to city officials.

Transforming the municipal organisation



### Florence

**A Task Force** for promoting a common agenda in Florence environmental planning decisions and accessing technical capabilities of different departments.

### Valencia

**City Strategy Coordinator** in charge of implementing the Urban Agenda and the Mission Climate Neutral City.

### Parma

**Carbon Neutrality Alliance** of the Province of Parma coordinates all local stakeholders towards the primary objective of carbon or climate-neutrality, outline their roles and commitments.

Participation, co-creation and communication



### Gothenburg

**Facilitator and figurehead** role in Gothenburg organising a meeting space, such as the "Citizen Lab" for citizens and municipal departments.

### Florence

**Active listening for real engagement and building trust** in Florence with public debates "maratona dell'ascolto" or a listening marathon.

### Leipzig

**A satellite structure** in Leipzig has developed a "satellite" structure. Climate department trains and appoints sustainability managers in other units of the administration creating a network of experts.

Collaborations between public & private stakeholders, securing finance & procurement



### Amsterdam, Bilbao

**PED Innovation Ateliers** implemented by Amsterdam and Bilbao adopted dedicated organisation structures to shape the collaboration among key stakeholders.

### Gothenburg

**Gothenburg Climate Partnership**, a long-term, active collaboration between the business community in the Gothenburg region and the City of Gothenburg to reduce its carbon footprint.

### Rotterdam

**Market consultation** was organised with prospective bidders for concession to develop the energy network with a chance to provide a feedback on the energy concept.

Boosting learning and organisational transformation



### Prague

**Urbania exhibition** developed by the City of Prague promoted the principles of sustainable development to local citizens, municipal employees, and other key actors on the local level.

### Limerick

**Citizen Innovation Lab**, a physical and digital space where citizens can work collaboratively with the local authority.

### "Worst practices"

**Overview of the worst practices** with the description of each city's journey towards zero carbon emissions in the SmartEnCity project.