

CIVIC ENGAGEMENT MAP

Deliverable D8.4.

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Abbreviations and acronyms

Acronym	Description
WP	Work Package
D	Deliverable
CCC	Climate City Contract
CTM	Climate Transition Map
NZC	NetZeroCities

Summary

Mapping civic environments is the first step to visualize various individuals, groups and organizations, their roles, relationships, influence, and impact on the city's climate transition journey. It is by this process that cities can make informed decisions on whom to engage in a strategic manner. To enable cities in carrying out this process and move beyond the usual suspects, it is important to empower them with simple intuitive mapping tools and effective guidance on the do's and don'ts to establish a systemic mapping approach. This report (D.8.4.), provides a range of curated civic environment mapping canvases and a synthesized NZC mapping tool which Transition Teams in the Mission Cities can implement in both physical and online workshop settings. These tools are delivered as a package with D.8.5. Civic Engagement Mapping approach, which provides the guidance to select, implement and mainstream mapping in city climate neutrality planning processes. Together, D.8.4. and D.8.5. make up the 'Civic Environment Mapping Service' which is available on the NetZeroCities Portal.

Keywords

Civic Environment Mapping, Mapping Service, Toolbox, Mapping Canvas

1 Executive Summary

Unlocking concrete and effective pathways toward climate neutrality requires systemic insights drawn from diverse experiences and perspectives. As such, tools, and interactions to develop and execute systems thinking skills, such as systems mapping, are essential.

This is especially true for civic environment mapping, which enables the identification, inclusion, participation and collaboration between diverse stakeholders, whose perspectives, experiences, and influence can inform concrete and effective pathways cities can take and enlist them in efforts toward climate neutrality. Mapping as a process enables cities to create visual models of their civic and urban stakeholder ecosystems and leverage the insights these models offer to engage key stakeholders, including citizens, in a more effective manner.

“Through the Mission Platform, cities need advice, tools and methods to scale up inclusive participation, engage marginalised groups and move beyond the usual suspects.”

NetZeroCities Report on City Needs, Drivers and Barriers towards Climate Neutrality, March 2021

Mapping civic and urban stakeholders is the first step to understanding their roles, different levels of interest, influence and impact in relation to climate neutrality. This step is crucial in order to then engage urban stakeholders in a sustained manner with meaningful participation. Mapping as a process also has significance as an interactive process that can facilitate discussions and reflections between participants, which can be instrumental in uncovering unseen connections and moving beyond the usual suspects.

This report provides effective methods on how to map various stakeholder environments at the city level. It builds upon previous work ([Desktop research report on engagement](#)) carried out by WP8 (specifically Task.8.1. & Task.8.2) which has already identified various cases on how to effectively engage citizens and urban stakeholders in a meaningful manner.

Stakeholder environments in this context can be defined as the collection of diverse individuals, groups and organizations with varying backgrounds who have an interest, impact, or influence over the city's climate neutrality journey. Every stakeholder that is mapped has specific roles, relationships, resources, and relevance in the city's climate neutrality initiatives. By visualizing these environments, cities can identify the degree of importance of the stakeholders, whose participation and engagement are essential for the climate neutrality transition.

To make this visualization possible for cities, stakeholder mapping methods have been compiled in the form of a curated set of 'Civic Environment Mapping Canvases'.

The first available resource is a '[NZN Civic Environment Mapping Tool](#)' that has been designed as a ready-to-apply method for all Mission Cities. The features in this method were distilled from the fundamental features of the canvases that were researched as part of the service design process. This canvas supports cities in visualizing the most important stakeholders per lever or priority that has been identified in their CCC process.

An additional toolset of open-source stakeholder mapping canvases has been compiled, allowing cities to further select, customize and make combinations of these methodologies, according to their mapping needs. Each canvas is available both on its own and as [a collection in the NetZeroCities Knowledge Repository](#), along with instructions on how to use them.

This report (D.8.4. Civic Engagement Map) is delivered as a part of the 'Civic Environment Mapping Service' along with D.8.5. Civic Engagement Mapping Approach, which provides guidance on how to approach mapping in climate neutrality projects. This two-part service provides practical tools (canvases) and overarching principles (approach) as a holistic way of mapping civic environments.

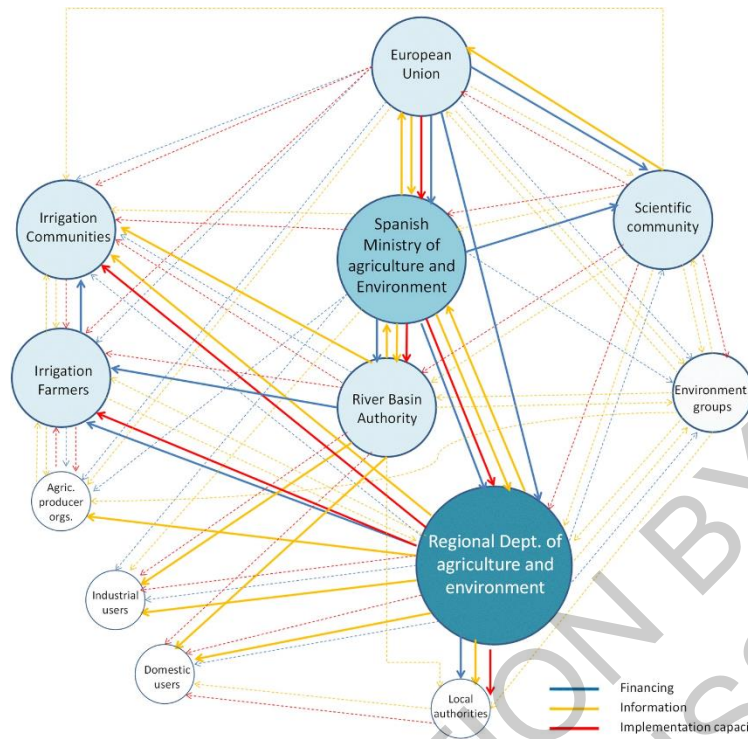


Figure 1: Example stakeholder environment for climate adaptation in water sector (Esteve, Varela-Ortega, & Downing, 2018)

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2 Scope of this deliverable

NetZeroCities supports the EU's Mission of "100 Climate-Neutral and Smart Cities by 2030" under the Horizon Europe programme. The NZC consortium acts as a service-oriented platform and provides support to the 112 Mission Cities that are striving to become climate neutral by 2030.

New and existing tools, resources and expertise have been developed and are being promoted via the Mission Platform, which are now available to the cities. Within WP8 – 'Engaging citizens and urban stakeholders' of the NetZeroCities project, dedicated services are being designed in response to cities' needs to engage stakeholders in an inclusive manner.

As part of Task.8.2. Engaging the whole city, this Deliverable 8.4. Civic Engagement Map has compiled a selection of 'Civic Environment Mapping Canvases' for Mission Cities to implement civic stakeholder mapping in their local contexts. D8.4 needs to be used along with the "Companion Guide" of Deliverable 8.5. Civic Engagement Mapping Approach which provides guidance on how to select and approach the canvases identified in D.8.4. The selection of mapping canvases developed in D.8.4. and the companion guide developed in D.8.5. together form the '[Civic Engagement Mapping Service](#)' which is now available on the NetZeroCities Knowledge Repository.

This deliverable also compliments [D.8.1. Desktop research on engagement](#), where several civic engagement tools, methods and case studies have already been identified and documented by T8.2, T8.3 and T8.4. D.8.4. hence focuses on mapping tools as a prerequisite to applying more elaborated engagement methods identified in D.8.1.

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3 Design Process (Methodology)

3.1. Understanding the mapping needs of the users

The starting point of the 112 Mission Cities regarding climate action varies greatly from city to city. The same is true for each city's experience with civic engagement and stakeholder context mapping.

All tasks within WP8 followed a common design research and concept creation process for the development of the various services (see Figure 2). The first step in this process was the creation of a design brief. In the case of civic environment mapping, the brief consisted of 2 key objectives that city users would be able to achieve through this service, namely:

- Identify interconnections and barriers between stakeholders.
- Enable stakeholder relationships and networks to be built.

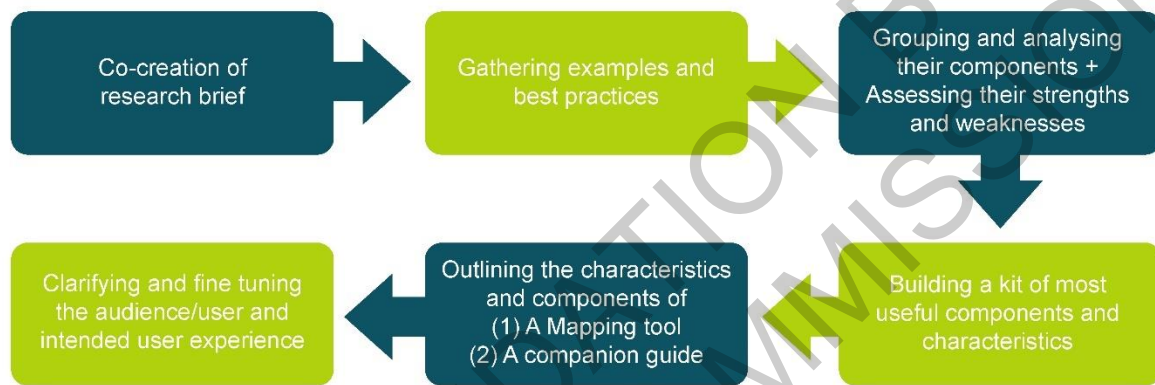


Figure 2: Design process flow

Upon defining the brief, the team carried out desk research to first gather best practice and thereafter group and analyse the canvases (see Section 2.2.). Through this comprehensive design process (see Annex 2 for the complete process documentation), there was a collective understanding that in order for city teams to be able to embed a civic engagement mapping approach in their work and achieve the objectives above, they would need:

- (1) State of the Art Mapping Tools on how to execute modular civic environment mapping in their city contexts.
- (2) Clear and concise guidance on how to conduct variations of the mapping processes and more generally, how to think strategically and in action-oriented ways about their mapping processes.

Based on this inference, the scope of D.8.4. and D.8.5. was defined. This report (D.8.4. Civic Engagement Map) provides the selection of intuitive canvases to implement civic environment and engagement mapping in cities' local contexts, while D.8.5. Civic Engagement Mapping approach provides the guidance on how to best implement these tools in a strategic manner. Together they form the **Civic Environment Mapping Service**.

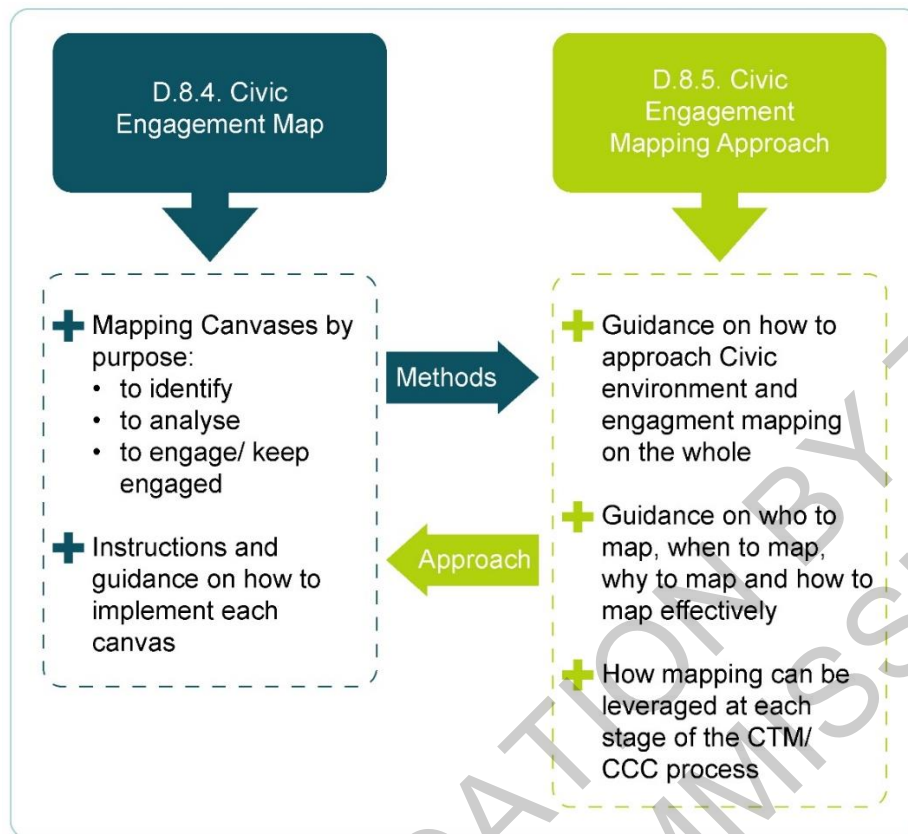


Figure 3: Civic Environment Mapping Service

The guidance and methods selected are responsive to the needs identified in previous [needs assessments](#) carried out within NetZeroCities and through direct insights from the City Advisors work. The testing of these methodologies was also carried out together with the City Practitioners Panel (see section 2.3.) Additionally, D.8.4. and D.8.5. have been aligned with the [Climate Transition Map](#) (CTM) and will reinforce the processes that cities are carrying out in developing their Climate City Contracts.

The Civic Environment Mapping Service encourages and allows early-stage municipal teams to cultivate diverse, multi-stakeholder [Transition Teams](#). This service allows Transition Teams to (1) gain enhanced understandings of civic environment barriers and opportunities and (2) cultivate wide networks and coalitions for action toward climate neutrality.

The collection of mapping canvases has followed a step-by-step methodological process of compilation and analysis of existing resources, design of a new canvas with essential features (identified in the previous step) and testing of the results in the City Practitioner Panel.

3.2. Compilation of civic engagement mapping canvases identified through research

The first step in this process was to identify relevant canvases that could be used by city Transition Teams. through the following activities:

1. Desk research was carried out to identify canvases from other European R&I projects (e.g. [URBACT](#)) and tool creators with similar applications.
2. Canvases and methods previously tested and applied in cities by the city network partners of the NetZeroCities consortium were also compiled and analysed further.
3. The canvases identified also draw upon methods already available in the NetZeroCities Mission Platform's Knowledge Repository.

Each canvas brings a varying level of detail, approach and visualization and provides a curated set of choices that the city can apply based on their needs. Many of these canvases work in sequence and/or in combination with one another, further catering to different needs a city may have at different stages of the CTM journey. This provides further room for cities to customise their own mapping process by creating unique combinations of the canvases that have been identified.

In total, 15 canvases were identified and categorized into 3 purposes namely:

- **Identifying** the civic and urban stakeholders
- **Analysing** the civic and urban stakeholders
- **Engaging** and keeping the civic and urban stakeholders engaged

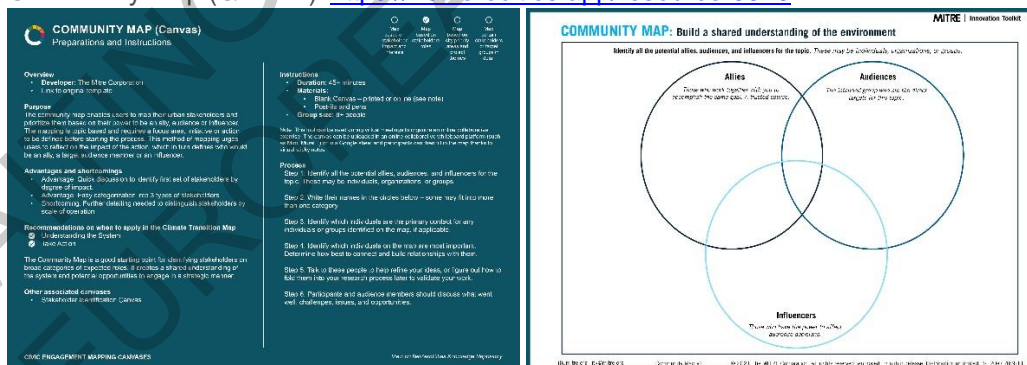
Note: These categorizations are reinforced by previous research as part of the Interreg Danube Transnational Programme's 2021 report ['Practical Guide for Stakeholder's Mapping'](#).

See below the compilation of canvases that were identified as part of this work:

A. Identifying and exploring stakeholders

This is the first step in stakeholder mapping processes. These processes are relatively quick to execute and provide a basic impression of relevant urban stakeholder mixes to be considered in the given project, initiative or action. As new insights are gathered and the context evolves, teams might want to update their maps to include new stakeholders or changing roles.

- Community Map (Canvas): <https://netzerocities.app/resource-3319>



- Stakeholders Ecosystem Map (Canvas): <https://netzerocities.app/resource-3320>

STAKEHOLDERS ECOSYSTEM MAP (Canvas)
Preparations and Instructions

Overview

- Develop: Canvas
- Link to original template

Purpose

The Stakeholder ecosystem map tool aims at identifying and mapping stakeholders based on the scope of their engagement and their role in the intervention. It should be used at the beginning of the project and can be repeated several times during the project, as the scope of the project evolves and changes that may occur.

It is a visualization tool used to identify stakeholders you are going to reach. It is a tool for mapping out the various ways in which they could potentially become a partner, user or supporter. It can help reduce people, organizations, business models, and ideas that are not relevant to the project's mission and goals.

Advantages

- Helps to identify stakeholders on the basis of "frictionless"
- Can be repeated by several groups to assess their results

Recommendations on when to apply to the Climate Transition Map

- Building a strategy

There are two main ways a city might want to use this canvas. First, it can be used before starting a city project to map the various ways in which stakeholders may have an interest in the project. This tool can also be used to identify stakeholders who are not engaged in the project but who may have an interest in the project's mission and goals. It can be used to identify stakeholders who are not engaged in the project but who may have an interest in the project's mission and goals.

Other associated canvases

- Stakeholder Analysis Table
- Stakeholder Engagement Matrix

CIVIC ENGAGEMENT MAPPING CANVAS

STAKEHOLDERS ECOSYSTEM MAP

Instructions

- Duration: 3-5 hours
- Materials:
 - Mark Canvas - printed or on no paper notes
 - Post-its and pins
 - Group size: 5-10 people

Process

Step 1: Define relevant sectors. Place the ecosystem map boards like a slide table with corners of the board facing the participants. Place the map on the table. Participants should be able to see the map from both sides. Participants should be able to see the map from both sides.

Step 2: Define stakeholders and their position on the map. Participants should be able to see the map from both sides. Participants should be able to see the map from both sides.

- Stakeholders Map (Canvas): <https://netzerocities.app/resource-3321>

STAKEHOLDER MAP (Canvas)
Preparations and Instructions

Overview

- Develop: Shared Learning Hub
- Link to original template

Purpose

The Stakeholder Map is a tool for understanding who your partners are or might be and how they fit into your organization's operations. It identifies the various ways in which stakeholders may have an interest in the project. This tool can also be used to identify stakeholders who are not engaged in the project but who may have an interest in the project's mission and goals.

Advantages and shortcomings

- Advantage: Helps to identify stakeholders on the basis of "frictionless"
- Shortcoming: Does not identify stakeholders who are not engaged in the project but who may have an interest in the project's mission and goals.

Recommendations on when to apply to the Climate Transition Map

- Building a strategy

Other associated canvases

- Stakeholder Analysis Table

CIVIC ENGAGEMENT MAPPING CANVAS

STAKEHOLDER MAP

Instructions

- Duration: 3 hours
- Materials:
 - Mark Canvas - printed or on no paper notes
 - Post-its and pins
 - Group size: 5-10 people

Process

Step 1: Define the internal network that will participate in this process. This means identifying all relevant departments and roles that will be involved in the process. Participants should be able to see the map from both sides.

Step 2: Define the project stakeholders and beneficiaries that are contributing to the project goals. Participants should be able to see the map from both sides.

- Stakeholder Identification (Canvas): <https://netzerocities.app/resource-3322>

STAKEHOLDER IDENTIFICATION (Canvas)
Preparations and Instructions

Overview

- Develop: The MITRE Copcon
- Link to original template

Purpose

The canvas aims to provide a comprehensive overview of relevant stakeholders, which would include those who are not engaged in the project but who may have an interest in the project's mission and goals.

Advantages and shortcomings

- Advantage: Provides a comprehensive overview of relevant stakeholders.
- Shortcoming: Does not identify stakeholders who are not engaged in the project but who may have an interest in the project's mission and goals.

Recommendations on when to apply to the Climate Transition Map

- Building a strategy

Other associated canvases

- Stakeholder Analysis Table

CIVIC ENGAGEMENT MAPPING CANVAS

STAKEHOLDER IDENTIFICATION CANVAS

Instructions

- Duration: 60 minutes
- Materials:
 - Mark Canvas - printed or on no paper notes
 - Post-its and pins
 - Group size: 4-10 people

Process

Step 1: Define the internal network that will participate in this process. This means identifying all relevant departments and roles that will be involved in the process.

Step 2: Define the project stakeholders and beneficiaries that are contributing to the project goals.

- System Map (Canvas): <https://netzerocities.app/resource-3323>

SYSTEM MAP (Canvas)
Preparations and Instructions

Overview

- Develop: Social Innovation Canvas
- Alternative resource: In the Innovation Toolkit, there is a description of the System Map canvas in comparison to the canvas

Purpose

The system map is a visual representation of the system beyond the individual units. It is a tool for mapping out the various ways in which stakeholders may have an interest in the project. This tool can also be used to identify stakeholders who are not engaged in the project but who may have an interest in the project's mission and goals.

Advantages

- Helps to identify stakeholders on the basis of "frictionless"

Recommendations on when to apply to the Climate Transition Map

- Building a strategy

Other associated canvases

- Stakeholder Analysis Table

CIVIC ENGAGEMENT MAPPING CANVAS

SYSTEM MAP

Instructions

- Duration: 60 minutes
- Materials:
 - Mark Canvas - printed or on no paper notes
 - Post-its and pins
 - Group size: 5-10 people

Process

Step 1: Define the internal network that will participate in this process. This means identifying all relevant departments and roles that will be involved in the process.

Step 2: Define the project stakeholders and beneficiaries that are contributing to the project goals.

B. Analysing Interest and Motivation of Stakeholders

Once you have mapped your stakeholder ecosystems, these canvases can help you dive deeper into the characteristics of these stakeholders, what motivates to participate and identify key entry points for engaging them in the next steps.

- RACI Framework: <https://netzerocities.app/resource-3324>



RACI FRAMEWORK
Preparations and Instructions

Overview
Developer: ILO ResNet Cities
Link to original template

Purpose
The RACI framework is an effective way of defining roles and responsibilities in decision making. Through the mapping process, it is possible to identify key stakeholders who need to be engaged to lead on tasks and areas of a decision or a strategic initiative.

Advantages and shortcomings

- Advantage: This framework is a standardisation by itself and helps to ensure a minimum level of engagement that needs to be considered across all areas of a project.
- Advantage: It creates a minimum level of engagement that needs to be considered across all areas of a project.
- Advantage: It creates a minimum level of engagement that needs to be considered across all areas of a project.

Recommendations on when to apply in the Climate Transition Map

- Understanding the System
- Co-design a project
- Take Action

Other associated canvases

- Stakeholder Power Categories
- Stakeholder Engagement Canvas
- Stakeholder Visualization
- Motivation Matrix

Instructions

- Duration: 60 minutes
- Materials:
 - Blank Canvas – printed or on-line (see notes)
 - Post-its and pens
 - Group size: 5-7 people

Process
 Step 1: This canvas is focused on decisions in the stakeholder map. The first step is to define what in the project area initiative that needs to be approved by various stakeholders.
 Step 2: Once the decision focus is defined, participants map out stakeholders in pairs or small groups. Roles are assigned to each stakeholder and the map is shared.
 Step 3: Participants then discuss how many of the stakeholders in each category are required to be at a particular meeting.
 Step 4: The discussion in this methodology is focused on decision-making power.

	Description	How many in this role for a decision?
R	Responsible	Researches options & consequences, makes recommendations
A	Approver	Makes the decision
C	Consulted	Makes recommendations
I	Informed	Get informed of the decision after it is made

Usually one (but sometimes more)
One
Varies (0 to many)
Varies (0 to many)

Source: <http://ecatalystco.com/blog/tag/raci/>

• Stakeholder Power Categories (Canvas): <https://netzerocities.app/resource-3325>

STAKEHOLDER POWER CATEGORIES (Canvas)
Preparations and Instructions

Overview
Developer: The Mile Cooper on
Link to original template

Purpose
After a comprehensive overview has been created of relevant stakeholders, this canvas will help to categorise and prioritise stakeholders in terms of power and impact. Use markers below based before applying the canvas.

Advantages and shortcomings

- Advantage: This canvas can help to make an initial power relations between the stakeholders involved.
- Advantage: This canvas can help to make an initial power relations between the stakeholders involved.
- Advantage: This canvas can help to make an initial power relations between the stakeholders involved.

Recommendations on when to apply in the Climate Transition Map

- Understanding the System
- Co-design a project

Other associated canvases

- Stakeholder Power Categories
- Stakeholder Engagement Canvas
- Stakeholder Visualization
- Motivation Matrix

Instructions

- Duration: 60 minutes
- Materials:
 - Blank Canvas – printed or on-line (see notes)
 - Post-its and pens
 - Group size: 3-5 people

Process
 Step 1: Start on the left side of the canvas and identify the set of stakeholders by using methods such as Stakeholder Identification Canvas.
 Step 2: From the comprehensive list, categorise the stakeholders into four categories in the stakeholder map. These are the high, medium, low and no power. Those who are high power, but not necessarily be highly or highly impacted, will be put into the 'low' category. Those who are low power, but are highly or highly impacted, will be put into the 'high' category.
 Step 3: After categorising the stakeholders into the four categories, proceed to the right side of the canvas and answer the questions in any order, which reflect on the stakeholder and to what extent the team itself is impacted.
 Step 4: In the first assessment, of the nature of the project, several initial stakeholders to consider, based on the analysis of power and impact. This canvas helps to identify who are the most important stakeholders.

STAKEHOLDER POWER CATEGORIES

Assess

Stakeholder list

Notice and reflect

What have we learned? (Stakeholder power and impact) as a group and as individuals.

Next Steps: How can we engage with stakeholders?

• QuickStart Stakeholder Engagement Canvas: Analysis: <https://netzerocities.app/resource-3326>

QUICKSTART STAKEHOLDER ENGAGEMENT: ANALYSIS (Canvas)
Preparations and Instructions

Overview
Developer: The Mile Cooper on
Link to original template

Purpose
The canvas serves as a tool to help to identify a stakeholder who can be used to effectively engage with a particular stakeholder.

Advantages and shortcomings

- Advantage: This canvas can help to identify a stakeholder who can be used to effectively engage with a particular stakeholder.
- Advantage: This canvas can help to identify a stakeholder who can be used to effectively engage with a particular stakeholder.
- Advantage: This canvas can help to identify a stakeholder who can be used to effectively engage with a particular stakeholder.

Recommendations on when to apply in the Climate Transition Map

- Understanding the System
- Co-design a project

Other associated canvases

- Stakeholder Power Categories
- Stakeholder Engagement Canvas
- Stakeholder Visualization
- Motivation Matrix

Instructions

- Duration: 60 minutes
- Materials:
 - Blank Canvas – printed or on-line (see notes)
 - Post-its and pens
 - Group size: 3-5 people

Process
 Step 1: On the top of the canvas, fill in the context information of the stakeholder and the project.
 Step 2: Review the top section of the canvas and identify stakeholders in the top left of the canvas and answer the questions in any order.
 Step 3: Now, proceed to the section Assess your relationship on the right side of the canvas and answer the questions in any order.
 Step 4: From the top section of the canvas, identify the stakeholder, reflect on what you have learned or responses about the stakeholder and you should keep in mind to successfully engage with them and to be successful.

QUICKSTART STAKEHOLDER ENGAGEMENT CANVAS: ANALYSIS

Stakeholder name

Stakeholder group

Context info

Assess stakeholder motivations

Assess our motivations

What is important to the stakeholder?

What are our motivations?

What are the stakeholder's interests?

What are our interests?

What are the stakeholder's needs?

What are our needs?

What are the stakeholder's values?

What are our values?

What are the stakeholder's beliefs?

What are our beliefs?

What are the stakeholder's attitudes?

What are our attitudes?

What are the stakeholder's behaviors?

What are our behaviors?

What are the stakeholder's emotions?

What are our emotions?

What are the stakeholder's cognitions?

What are our cognitions?

What are the stakeholder's conations?

What are our conations?

What are the stakeholder's actions?

What are our actions?

What are the stakeholder's reactions?

What are our reactions?

What are the stakeholder's responses?

What are our responses?

What are the stakeholder's feelings?

What are our feelings?

What are the stakeholder's thoughts?

What are our thoughts?

What are the stakeholder's beliefs?

What are our beliefs?

What are the stakeholder's attitudes?

What are our attitudes?

What are the stakeholder's behaviors?

What are our behaviors?

What are the stakeholder's emotions?

What are our emotions?

What are the stakeholder's cognitions?

What are our cognitions?

What are the stakeholder's conations?

What are our conations?

What are the stakeholder's actions?

What are our actions?

What are the stakeholder's reactions?

What are our reactions?

What are the stakeholder's responses?

What are our responses?

What are the stakeholder's feelings?

What are our feelings?

What are the stakeholder's thoughts?

What are our thoughts?

• Stakeholder Visualization (Canvas): <https://netzerocities.app/resource-3327>

STAKEHOLDER VISUALIZATION (Canvas)
Preparations and Instructions

Overview
Developer: Nicole Lanning Hub
Link to original template

Purpose
Stakeholder visualization is a tool for obtaining a deep knowledge about your stakeholders and their needs, motivations and levels of participation in your transition. It will help you make an informed decision about which stakeholders to engage with. The way you can tailor the canvas to address specific issues and taking into account the needs and desires of your stakeholders.

Advantages and shortcomings

- Advantage: This canvas can help to obtain a deep knowledge about your stakeholders and their needs, motivations and levels of participation in your transition.
- Advantage: This canvas can help to obtain a deep knowledge about your stakeholders and their needs, motivations and levels of participation in your transition.
- Advantage: This canvas can help to obtain a deep knowledge about your stakeholders and their needs, motivations and levels of participation in your transition.

Recommendations on when to apply in the Climate Transition Map

- Understanding the System
- Co-design a project

Other associated canvases

- Stakeholder Power Categories
- Stakeholder Engagement Canvas
- Stakeholder Visualization
- Motivation Matrix

Instructions

- Duration: 45 minutes
- Materials:
 - Blank Canvas – printed or on-line (see notes)
 - Post-its and pens
 - Group size: 3-5 people

Process
 Step 1: Identify your stakeholders using the Stakeholder Identification Canvas and Stakeholder Map. Then use Stakeholder visualization.
 Step 2: Identify a typical person that makes up most of the stakeholders (can be organization, person etc). Review the stakeholder group and answer the questions about them to help to create a persona based on that. Use the persona to represent the stakeholder group in the visualization.
 Step 3: Have each team member visualize different stakeholder and compare their own. Encourage participants to describe their own persona based on that. Use the persona to represent the stakeholder group in the visualization.
 Step 4: Compare the visualization and discuss about the differences. Do a deeper dive to explore why they differ. Describe the stakeholders in that way. Consider how they may be different from their own persona and reasoning behind their choices.
 Step 5: Visualize the stakeholders' needs based upon the common characteristics of the group stakeholder response.

STAKEHOLDER VISUALIZATION

Who am I?

Reasons for me to be engaged with you on a particular issue?

Reasons for me NOT to be engaged with you on a particular issue?

Stakeholder Name (person or organization)

Stakeholder Group or Segment

My Community Interests

My Key Needs

My Social Environment

My Motivation

My Alternatives

• Motivation Matrix (Canvas): <https://netzerocities.app/resource-3058>



MOTIVATION MATRIX

Preparation & Instructions

Description
A motivation matrix is an exercise that helps facilitators and challenge resisters who influence people. The assumption about the motivator matrix is that people continue to be motivated by intrinsic motivators. The matrix is composed of five quadrants: intrinsic, power, achievement, social acceptance, fear, power, and growth. After using the motivation matrix, facilitators of the exercise should have a better sense of the individual behind each individual. This exercise also takes informed decisions. These can be based on intrinsic, achievement, social acceptance, fear, power, and growth.

- Incentive:** Any type of reward-oriented motivating factor, can be monetary or non-monetary.
- Achievement:** The kind of motivator that is compelled by the drive for competence.
- Social Acceptance:** Essential for need to belong to a group and not excluded.
- Fear:** Intrinsic that is based off of wanting to avoid certain situations or consequences.
- Power:** Motivation that is driven from the need to be authoritarian or to gain and maintain control over others.
- Growth:** Intrinsic motivation that encompasses wanting to become a better version of oneself.

How to conduct
Duration: 45-60 min
Materials: Paper, Post-Its
Participants per team: 3-5
Instructions:
1. Divide the participants in groups, if required
2. Provide an introduction to the environment that you want to work in, or a target for a specific task that will be done by a person in the target field
3. Distributing the cards for each individual in the target person or person in the target field, make sure they are not visible to the other participants in the group
4. Give everyone time to each read out cards and detail of the cards and the card supports for the other groups
5. In a final 5 minutes will be all collect together where the groups present their results and discussing to see if there are changes and discuss their work

MOTIVATION MATRIX

Template

Motivation →	Incentive	Achievement	Social Acceptance	Fear	Power	Growth
↓ Persona						

- Stakeholder Analysis Table (Canvas): <https://netzerocities.app/resource-3328>

STAKEHOLDER ANALYSIS TABLE (Canvas)

Preparations and Instructions

Overview
Developer: URBACT
Link to original template

Purpose
To make the most of the involvement of stakeholders while setting up a multi-stakeholder group, this tool is designed to help the project leaders, to bring in any missing stakeholders and make on the availability of the resources. It can be used for discussion, workshop and for the knowledge exchange with a group of experts in the stakeholder to be involved. The following three questions must be the stakeholders to be involved: Who, What, and How.

Advantages and shortcomings
Advantage: This is a first step for stakeholders to be engaged.
Shortcoming: This is a first step for stakeholders to be engaged. It is not a final step. It is necessary to do it in a way that is not only a first step but also a step towards a final step.

Recommendations on when to apply to the Climate Transition Map
Building a strong mandate.
Understanding the context.
Co-creating a purpose.

Other associated canvas
Stakeholder Analysis Table (Canvas)

STAKEHOLDER ANALYSIS TABLE

(For context: stakeholder interest matrix)

Stakeholder	Who are they?	What do they care about?	How do they care about it?	What are the interests of the stakeholder?	What are the interests of the stakeholder?	What are the interests of the stakeholder?
Primary stakeholders						
Secondary stakeholders						

C. Engaging Stakeholders and/or keeping them engaged

After analysing your stakeholders, you are ready to start your engagement or take your existing efforts to the next level. These canvases help structure and map out actions to realise this engagement.

- QuickStart Stakeholder Engagement Canvas: Engagement: <https://netzerocities.app/resource-3329>

QUICKSTART STAKEHOLDER ENGAGEMENT CANVAS

Preparations and Instructions

Overview
Developer: The MITRE Corporation
Link to original template

Purpose
The canvas serves as a tool to quickly establish a plan, which can be used to effectively engage with a particular stakeholder.

Advantages and shortcomings
Advantage: This canvas is a simple and easy-to-use tool to engage with stakeholders.
Shortcoming: This canvas is a simple and easy-to-use tool to engage with stakeholders. It is not a final step. It is necessary to do it in a way that is not only a first step but also a step towards a final step.

Recommendations on when to apply to the Climate Transition Map
Building a strong mandate.
Understanding the context.
Co-creating a purpose.

Other associated canvas
Stakeholder Analysis Table (Canvas)

QUICKSTART STAKEHOLDER ENGAGEMENT CANVAS: Engagement

Stakeholder name	Stakeholder priority	MITRE Innovation Toolkit
Who are they? (engagement) (Who are they? (engagement) (Who are they? (engagement)	What are they interested in? (engagement) (What are they interested in? (engagement) (What are they interested in? (engagement)	How might this engagement be vital to success? (engagement) (How might this engagement be vital to success? (engagement) (How might this engagement be vital to success? (engagement)
How are they influencing the project? (engagement) (How are they influencing the project? (engagement) (How are they influencing the project? (engagement)	What are the key issues? (engagement) (What are the key issues? (engagement) (What are the key issues? (engagement)	How might this engagement be vital to success? (engagement) (How might this engagement be vital to success? (engagement) (How might this engagement be vital to success? (engagement)
What are the key issues? (engagement) (What are the key issues? (engagement) (What are the key issues? (engagement)	What are the key issues? (engagement) (What are the key issues? (engagement) (What are the key issues? (engagement)	How might this engagement be vital to success? (engagement) (How might this engagement be vital to success? (engagement) (How might this engagement be vital to success? (engagement)

- Target Group (Canvas): <https://netzerocities.app/resource-3330>

TARGET GROUP (Canvas)

Preparations and Instructions

Overview
Developer: NetZeroCities
Link to original template

Purpose
How to gain better insight into the group of people you want to contact, and how to approach them. This is a simple and easy-to-use tool to engage with stakeholders. It is not a final step. It is necessary to do it in a way that is not only a first step but also a step towards a final step.

Advantages and shortcomings
Advantage: This canvas is a simple and easy-to-use tool to engage with stakeholders.
Shortcoming: This canvas is a simple and easy-to-use tool to engage with stakeholders. It is not a final step. It is necessary to do it in a way that is not only a first step but also a step towards a final step.

Recommendations on when to apply to the Climate Transition Map
Building a strong mandate.
Understanding the context.
Co-creating a purpose.

Other associated canvas
Stakeholder Analysis Table (Canvas)

TARGET GROUP

I want to know the people that working with me...

What do you call this group?

What are their needs?

How are they influencing the project?

What are the key issues?

How might this engagement be vital to success?

- Stakeholder Map and Matrix (Canvas): <https://netzerocities.app/resource-3331>



STAKEHOLDER MAP AND MATRIX (Canvas)
Preparations and Instructions

Overview:

- Developer: The MaaC Consortium
- Link to original template

Purpose:

Stakeholder mapping is a means, according to their intent, of service providers' communication, aims to track and engagement, on which a management strategy can be based.

Advantages and shortcomings:

- Advantage: can create a list of stakeholder stakeholders and their role in the project, along with key activities.
- Shortcomings: the identification of stakeholders is often subjective and is not used just 'map to know'.

Recommendations on when to apply in the Climate Transition Map:

- Building a strong narrative
- Understanding the system

This canvas helps identify the various factors influencing stakeholder processes and study to anticipate. The process, then, give a central understanding of possible, not all, stakeholders in a way to the table lists.

Other associated canvases:

- Stakeholder map
- Stakeholder identification canvas
- Stakeholder power analysis
- Quickstart: Stakeholder Engagement

© MITRE Engagement Mapping Canvas

STAKEHOLDER MAP & MATRIX: Get to know the people with an interest in the project

MITRE Innovation Toolkit

Stakeholder Name	Contact Person	Impact	Influence	Importance	Contribution	Block	Engagement
Project Lead	John Doe	High	High	High	High	High	High
Project Manager	Jane Smith	Medium	Medium	Medium	Medium	Medium	Medium
Stakeholder 1
Stakeholder 2

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- Stakeholder Engagement and Dissemination Plan (Canvas): <https://netzerocities.app/resource-3332>

STAKEHOLDER ENGAGEMENT AND DISSEMINATION PLAN (Canvas)
Preparations and Instructions

Overview:

- Developer: Good Learning Hub
- Link to original template

Purpose:

The stakeholder engagement and dissemination plan is for defining your strategy for engaging and communicating with your stakeholders. It is used for identifying the other stakeholders on the project, or a starting point for identifying the other stakeholders on the project, or a starting point for identifying the other stakeholders on the project.

Advantages and shortcomings:

- Advantage: It helps you to think through what and when to do with stakeholders, so that you are clear about what you are doing.
- Shortcomings: It is a process, not a product, and it is not a one-time activity.

Recommendations on when to apply in the Climate Transition Map:

- Building a strong narrative
- Understanding the system
- Action

The stakeholder engagement and dissemination plan can be used in the beginning of the process, when you are starting to identify stakeholders, and then used again at the end of the process, when you are evaluating the impact of the communication with stakeholders.

© MITRE Engagement Mapping Canvas

STAKEHOLDER ENGAGEMENT AND DISSEMINATION PLAN

NUMBER: 08

STAKEHOLDER	IMPACT	INFLUENCE	IMPORTANCE	CONTRIBUTION	BLOCK	ENGAGEMENT
Project Lead	High	High	High	High	High	High
Project Manager	Medium	Medium	Medium	Medium	Medium	Medium
Stakeholder 1
Stakeholder 2

© MITRE Engagement Mapping Canvas

3.3. Testing and feedback with NZC City Practitioner Panel

In January 2023, the selected canvases, and the proposed medium of documentation (through brochures available on the NZC Knowledge Repository) were presented and tested with the City Practitioner Panel.

Panel members unanimously agreed that the format of the service was easy to grasp and is useful for all urban and climate projects that their respective city is working on. Mapping as a process, next to creating a visual picture of the city's civic stakeholder environment, is also an opportunity for interaction and co-creation processes between stakeholders having different backgrounds, whether it is different municipal departments coming together or different city-wide stakeholders from the public, private and civil sector. Mapping processes bring together varying perspectives and when done in a diverse, interdisciplinary group of participants, can lead to rich conversation and deeper understanding of the complexities and interdependencies.

However, it was raised that mapping processes are limited by the knowledge of the participants and hence ensuring that mapping is carried out with different groups and in a continuous manner, to revisit the documentation on a regular basis is crucial to ensure that critical groups are not left out. It is important to include individuals and groups that are traditionally left out of decision making in climate policy along with those who are identified to have the power, mandate, or responsibility to do so. Additionally, mapping processes must also facilitate the inclusion of marginalised and vulnerable groups who are often left behind. These fundamental principles of mapping have been integrated into D.8.5. Civic Engagement Mapping Approach.

The City Practitioners Panel also recognised the strengths of this service being actionable both in physical and online settings. In the latter case, online platforms such as Miro have been an effective medium to organise virtual mapping workshops. In both cases, the resultant 'map' is also a crucial living document for the city, as they continue to add, revisit, and engage the mapped groups as the civic ecosystem evolves.

Given that the service brings together existing methods from different sources and is an intuitive and easy to use format to most cities, panellists agreed that this increases the uptake and application. The advantage of this service, as flagged in the testing process, is that it brings together a pre-selected combination of tools and guidance as a one-stop solution, ready to use service for the cities.



3.4. Design of NZC Civic Environment Mapping Tool drawing on key features

A synthesized 'NZC Civic Environment Mapping Tool' (see Figure 4) has been developed as a next step in order to:

- integrate key insights from the analysis of the canvases and the testing process as well as combine the essential features observed in research into one canvas.
- integrate elements from the NZC priority areas and levers of change that the cities will have defined as key entry points to their CCC process.
- provide Mission cities with a simple canvas to start their mapping process.

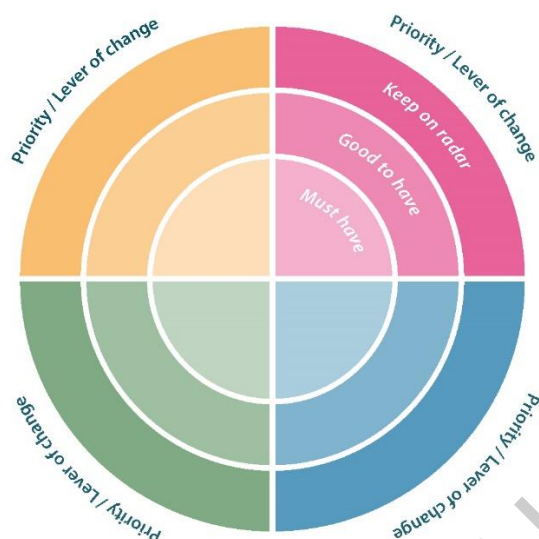
It captures diverse stakeholder types, resources, and degree of influence, all situated within a framework of urgency to engage them in the transition process. This tool will be rolled out to all Mission Cities and will serve as a base map to track each cities' environment as well as compare results with other cities, if necessary. The simplicity of this tool allows for cities to periodically update and iterate their mapped stakeholder environments.

The canvas can be implemented in a physical workshop setting or via an online workshop. An online version of this tool along with digital versions of the canvases compiled through desk research are available on this [NZC Civic Engagement Mapping Canvas and Guide Miro Board](#).

AWAITING VALIDATION BY THE
EUROPEAN COMMISSION



NZC Civic Engagement Mapping Tool



Step 1: Select 4 priority areas or levers of change for this mapping exercise

Use the NetZeroCities levers of change as a reference. These could be the 4 priority areas/entry points defined for the city's CCC approach.

Step 2: Identify all types of stakeholders for each priority based on stakeholder types

Write this type next to the name of the stakeholder. Refer to the guidebook for more details on what each stakeholder group consists of. If you remember new stakeholders in the process, you can go back and add them in as necessary.

Leaders	Supporters	Drivers	Beneficiaries	Allies	Competitors	Blockers	Deniers	Avoid all together
---------	------------	---------	---------------	--------	-------------	----------	---------	--------------------

Step 3: Map the resources that different types of stakeholders bring (use coloured dots for this step)

Reflect on the resources and their importance. Move stakeholders around after reflection on the important of resources that they bring. If you start to see connections, start grouping the stakeholders in clusters. You can draw lines in between to connect them as well.

Financial Resources	Knowledge Resources	Technological Resources	Human Resources	Networking Resources	Creating spaces for meetings & encounters
---------------------	---------------------	-------------------------	-----------------	----------------------	---

Step 4: Rank stakeholder powers & influence (use numbers for this step)

If you start to see connections, start grouping the stakeholders in clusters. You can draw lines in between to connect them as well.

1. High influence	2. Medium influence	3. Low influence
-------------------	---------------------	------------------

Step 5: Guided Discussion

- Identify the clusters, connections and groups that were created.
- Have these stakeholders been engaged already? What is the best way to approach them?
- Who can facilitate the communication? Are these stakeholders mapped as well?
- What are the next steps to engage the identified stakeholders?

Key considerations

- Are you mapping all relevant scales? What about different level of governance?
- Are you mapping vulnerable groups? Are those who don't have an influence or power mapped as well? Are you mapping also those who are affected by the city's climate plans?
- Are you mapping stakeholders that are vet to be engaged?

Figure 4: NZC Civic Environment Mapping Tool



4 Civic Environment Mapping Canvases

4.1. The city's journey through the service

Characteristics of the Service

During the design process (See Annex 2) characteristics for the delivery of the Civic Environment Mapping Canvases were defined as follows:

- Canvases offered should be downloadable and usable on the NZC Portal
- The mapping offering should complement and be interoperable with other mapping guidelines and services from the NZC platform.
- The mapping offering should offer language accessibility.
- The tools should allow for both facilitated and/ or independent use.

The complete set of canvases ([15 Open source + 1 NZC Mapping tool](#)) are available in the NetZeroCities Knowledge Repository in the form of brochures consisting of the ready-to-use canvas and guiding instructions on how to apply them (see Annex 1 for links to canvases). These are available to all members of the NetZeroCities Mission Portal. Additionally, the canvases along with the 'Civic Environment Mapping Companion Guide' delivered through D.8.5. has been compiled as a ['collection'](#) and featured as an article on the Portal.

Format of the Service

Each canvas is explained using:

- Brief introduction and purpose
- Link to canvas in the NZC Knowledge Repository and/or links to source material for the canvas
- Advantages and shortcomings of the method
- Recommendations on which stage of CCC/ CTM process to use canvas in
- Recommendations on how to use in combination with other methods/ canvases that have been compiled in this deliverable.

All the canvases can be implemented in online or in presence workshop settings.

For use in online workshops, a [Civic Engagement Mapping Canvas and Guide Miro Board](#) has been set up. Cities can extract their chosen canvases for use onto their own online whiteboard tools such as Miro and Mural. This way, participants can contribute in an interactive way, and cities can keep track of the results. To use them during in presence workshops, they can be printed or simply drawn on paper boards as well, since most canvases are easy to replicate as simple sketches.

Moreover, as the canvases contain a reduced amount of text, they can be easily translated, to avoid any language barrier to users.

Outcomes of the Service

All canvases either individually or in combination enable cities to:

- Map stakeholder (eco)systems:
 - Doesn't have to map the entire system all at once but does need to situate the mapping in a systemic way.
- Builds a model / map around a specific focus.
 - Maps actors / stakeholders
 - Maps "assets"
 - Maps Connections / Relationships
 - Maps barriers and opportunities
- De-emphasize seemingly irrelevant / neutral data.
- Recognize/ Reveal "Leverage Points"

- Visualize complex information.

It is crucial to note that implementing each canvas facilitates discussions and unseen connections may be uncovered through this interaction. As a result, the Civic Environment Mapping Service is also a powerful participation tool which can lead to fruitful engagement merely through the process of mapping itself.

4.2. How NZC delivers the service

The Civic Environment Mapping service is a ready to apply toolset that city teams can implement with or without facilitation from NZC partners. In all cases, the service provides guidance on how to action each canvas with instructions on the number of participants, resources required, duration of the exercise and questions to steer the discussion.

The service is available for users through:

- Communication and direct city team contact **via the City Advisors**: City Advisors, as part of the working process with Mission Cities, are facilitating several workshops where this service can be applied. Additionally, the city team may disseminate these canvases within their internal organizations.
- **Collection created in the NZC Knowledge repository**: All members of the portal can access these canvases. Tags created can help easy accessibility within the repository. The link to the Miro Board where all canvases have been uploaded has also be included.
- Dissemination through the **NZC website and social media handles**: Through this channel, it reaches a wider audience of researchers and practitioners who can implement the methodologies. The link to the portal and Miro Board where all canvases have been uploaded will also be included.

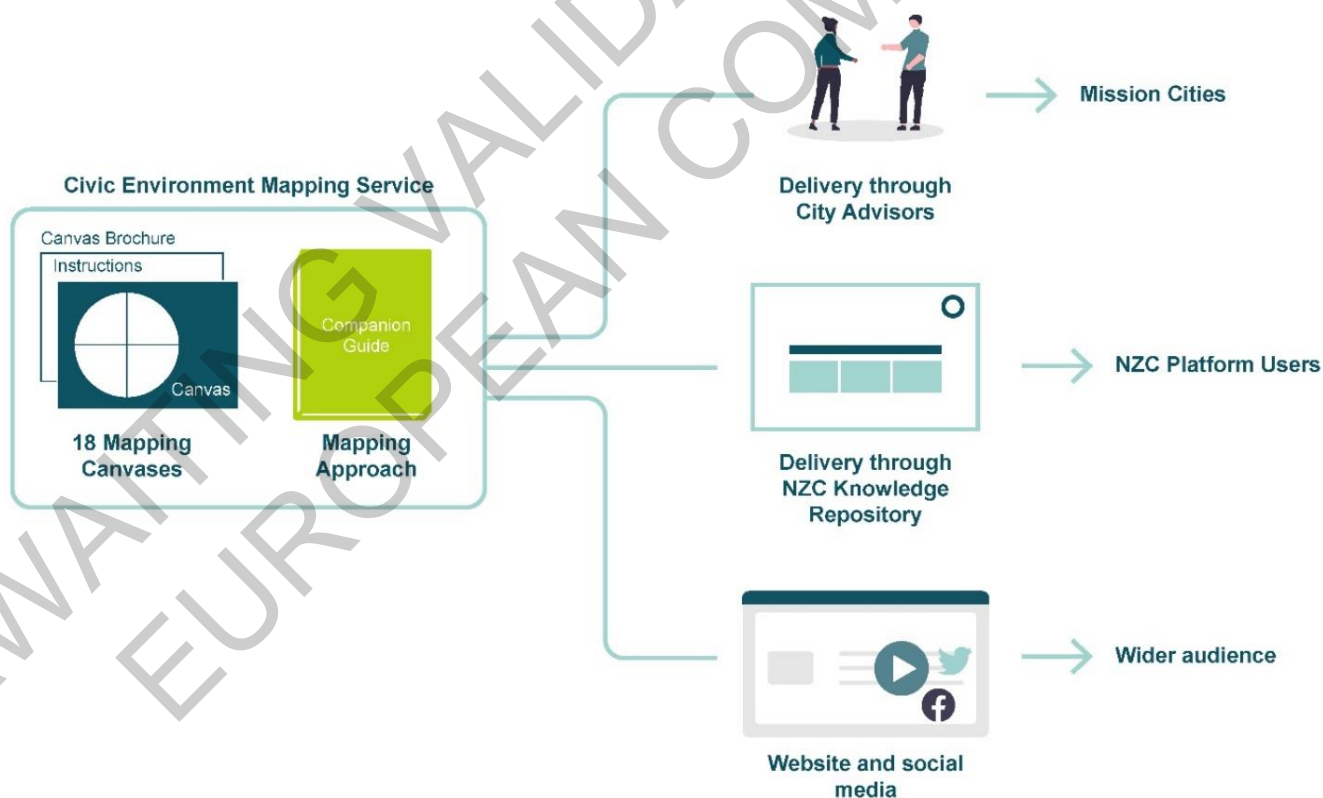


Figure 5: Civic Environment Mapping Service Delivery

5 Next Steps

In the City Practitioner Panel, it was raised that service delivery often requires training programmes and capacity building sessions in order to increase the uptake within city teams. As a next step, this service will carry out dissemination activities through:

- delivery of the tools through City Advisors working with the city teams
- training activities where the service is presented.
- creating a space in the NetZeroCities portal for sharing experiences and results in applying the service

6 Conclusion

This report provides a summary of the development of the Civic Engagement Mapping Canvases, working in combination with the Civic Engagement Mapping Approach (D.8.5.). The canvases identified and developed can be used individually or in combination with one another in response to the city's mapping needs. These canvases have been grouped by function: to identify stakeholders, to analyse stakeholders and to engage or keep stakeholders engaged throughout the process.

The synthesized 'Civic Environment Mapping Tool' capturing all the key insights resulting from the research and analysis process, provides Mission Cities with a simple method to easily start their mapping process, and periodically update this map over the course of their Climate Transition Map journey. This tool is aligned with NZC levers of change and reflects the priorities that the city will have identified for its CCC development.

Mapping as a process is the first step to identifying stakeholders' roles, different levels of interest, influence and impact in relation to climate neutrality. This step enables cities to then engage urban stakeholders in a sustained manner with meaningful participation.

Mapping as a process also facilitates interaction and fruitful discussion between participants, which in turn is crucial to uncovering unseen connections and moving beyond the usual suspects. This broader approach to mapping, captured in D.8.5, providing guidance to city teams on how to leverage mapping processes in a systemic way.

The service overall, is available for download and use on the NZC Knowledge Repository. Additionally, it is delivered via City Advisors for implementation with the Mission City Teams. Further dissemination will be carried out via the project website and social media channels.

7 Bibliography

Esteve, P., Varela-Ortega, C., & Downing, T. E. (2018, December). A stakeholder-based assessment of barriers to climate change adaptation in a water-scarce basin in Spain. *Regional Environmental Change*. doi:https://doi.org/10.1007/s10113-018-1366-y

NetZeroCities (March 2021) [D.13.1. Report on City Needs, Drivers and Barriers towards Climate Neutrality](#)

Interreg Danube Transnational Programme (2021) [Practical Guide for Stakeholder's Mapping](#)

Annex 1: Summary of Design Research and Concept Ideation Process for the Civic Engagement Mapping Service

1. The team began by creating a research brief, which enabled our team to source important insights. The brief was for each partner to:

“Please identify 2-3 examples of stakeholder frameworks, ecosystem maps, mapping processes, and/or research on stakeholder engagement / network building. Please try to find examples which have specific components of parts of the framework, map, process, or research insights that can help:

- Identify interconnections and barriers between stakeholders.
- Enable stakeholder relationships and networks to be built.

These examples will help us rebuild a kit of parts and instructions based on the most useful parts of these frameworks, maps, and processes, which cities can use to construct their own tactical civic ecosystem map(ping) process / way to engage stakeholders.”

2. In response to this brief, partners conducted independent research and returned as a group to co-synthesise the examples and findings that were discovered.

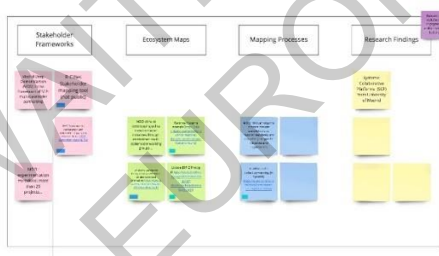
Findings were initially colour coded according to the following categories: (1) Stakeholder Framework, (2) Ecosystem Maps, (3) Mapping Processes, and (4) Other Research Findings.

Then, the key elements of the colour coded findings were coded to assess relative strengths and weaknesses of each example and the components of each example, i.e., the steps, process, tools, elements of the framework, etc., according to each examples capacity / capacities to enable:

- Identification of interconnections and barriers between stakeholders; and
- Cultivation of stakeholder relationships and networks.
- A major insight from this initial coding of best practices on civic environment mapping was that cities need both modular tools to conduct modular mapping exercises as well as clear and concise guidance for (1) how to conduct variations of mapping processes and (2) more generally, how to think strategically and in action-oriented ways about their mapping processes.

Step 1

Sort the examples you've identified according to the categories below. If an example fits under multiple categories please use arrows to show which categories it fits within.



Step 2

COPY & PASTE each of your examples from the prior organisation into the table on the right.

ASSESS each of your examples according to each category in the table on the right.

Assess relative strengths and weaknesses of each example and the components of each example, i.e., the steps, process, tools, elements of the framework, etc., according to each examples capacity / capacities to enable:

1. Identification of interconnections and barriers between stakeholders; and
2. Cultivation of stakeholder relationships and networks.

Name of Example	Service Insights	Service Objectives	Service Processes	Service Tools	Service Elements	Service Frameworks	Service Maps	Service Processes	Service Findings
Example 1
Example 2
Example 3
Example 4
Example 5
Example 6
Example 7
Example 8
Example 9
Example 10
Example 11
Example 12
Example 13
Example 14
Example 15
Example 16
Example 17
Example 18
Example 19
Example 20
Example 21
Example 22
Example 23
Example 24
Example 25
Example 26
Example 27
Example 28
Example 29
Example 30
Example 31
Example 32
Example 33
Example 34
Example 35
Example 36
Example 37
Example 38
Example 39
Example 40
Example 41
Example 42
Example 43
Example 44
Example 45
Example 46
Example 47
Example 48
Example 49
Example 50

3. With our coded research insights and the major insight about city's needs, we were able to reorganise the insights to outline the characteristics of:



- A. A general/modular mapping tool
- B. A companion guide

This included specifying what we ought to ensure is included in the design of our final product and service as well as what we should be mindful of avoiding, given learnings from prior failures.

Instructions

We have reorganised the insights from our last session to help outline characteristics of:

1. A general/modular mapping tool
2. A companion guide

Please use the **green post-its** to review, add questions and suggest edits.

Please use the **orange post-its** to label any themes or patterns that you recognise.

Step 2
What are the major themes that are emerging? Are any seemingly conflicting?
Based on your sense of what an excellent general tool/companion guide should be, what themes seem to be missing?

Step 3
Are these themes useful design principles? Some key design characteristics? other?

Step 4
Based on our conversation today, what are the action points we need to focus on to begin advancing these two, complementary tools?

Themes:

4. We then synthesised these characteristics into Design Principles and Constraints and began to ideate initial ideas of what kind of product / service could achieve these principles and constraints.

The key design constraints we identified were:

- Tools we offer should downloadable and usable on the NZC Portal
- Our mapping offering should mesh and be interoperable with other mapping guidelines and services from the NZC platform.
- Our mapping offering should offer language accessibility.
- The tools should allow for facilitated and independent use.

The key design principles we identified for the Mapping Tool were:

What It should Enable:

- Enables mapping of (eco)systems:
Doesn't have to map the entire system all at once but does need to situate the mapping in a systemic way.
 - Builds a model / map around a specific focus.
 - Maps actors / stakeholders
 - Maps "assets"
 - Maps Connections / Relationships
 - Maps barriers and opportunities
- Enables a de-emphasis of seemingly irrelevant / neutral data.
- Enables "Leverage Points" to be revealed / recognised.
- Enables visualisation of complex information

How it should Enable, For Whom, Under What Circumstances

- Demands a systems approach.
- Demands a participatory / co-design mapping approach (which links to broader participatory processes)
- Requests evaluation and appreciation of information in context
- Demands an action-oriented approach to mapping.
- Demands consideration of the limitations of "models" / modelling ("all models are wrong, but some are useful")
- Encourages intuitiveness and creativity.
- Encourages iterative process.
- Encourages resilience, i.e., failing, learning, and trying again.
- Allows equitable use regardless of mapping experience / city resources (See "Consider accessibility at every turn").
 - Allows each city to use the tool, regardless of where they are already at.
 - Offers flexibility for how to use + degree of complexity taken on + amount of time invested.
 - Practical: Make the complexity accessible and practical; it should serve a purpose and feel understandable and useful
- Allows for adapting to different time frames in different cities.
- Encourages taking sufficient time: While not everyone has infinite time to work on this, encourage users to still invest sufficient time to garner genuine benefits of process

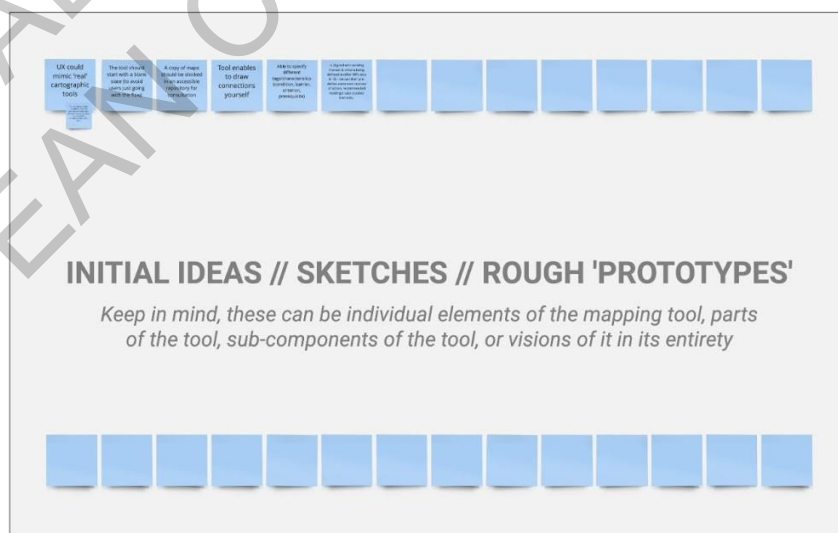
Mapping Tool // Design Principles



Components // What it enables



Characteristics // How it enables, for whom, under which circumstances



The key design principles we identified for the **Companion Guide** were:

What It should Enable:

- Enables an understanding of the tool.
- Enables shared language for doing this work across all cities.
- Enables clarity about any abstract concepts embedded into the tool.
- Encourages contextual reflection.
- Enables the practical use of the tool.
- Enables users to easily find relevant material / guidance.



- Offers step by step instructions/guidance.
- Offers grounded examples.
- Enables adaptation to local context.
- Offers high level strategies, with guidance for how to contextualise and concretise them at a tactical level.

How it should Enable, For Whom, Under What Circumstances

- Allows individuals / teams of any experience level -beginner to expert - to productively gain from engaging the mapping tool / process.
- Allows teams of any size to design how they use the mapping tool / process to fit their needs / capabilities.
- Allows individuals / teams with any level of resource to design how they use the mapping tool / process to align with their resource levels.
- Allows individuals and teams of any language to gain instruction and map in their native language.
 - Available in multiple languages.
- Demands use of the tool in ways that are highly actionable.
- Requests that user leverage multiples values/uses of the tool and process, including full mapping, cultivating a network, and/ or getting a clearer picture.
- Discourages overly siloed use of the mapping tool / process.
- Encourages users to situate their use of the tool / mapping process within conditions that can enable 'success'
- Encourages users to find what is most relevant in the guide specifically for them
- Encourages a step-by-step process that begins wherever each city is at
- Practical - No jargon, this is the 'how to'!
- Visually compelling
- Ideally, it should be highly visual (sketches, schemes...) rather than highly textual - avoid information to get lost in translation

Companion Guide // Design Principles

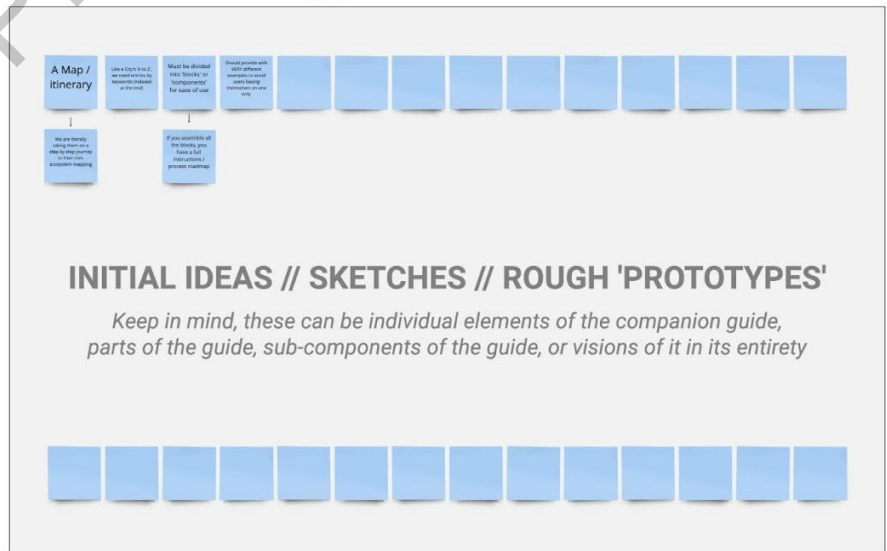
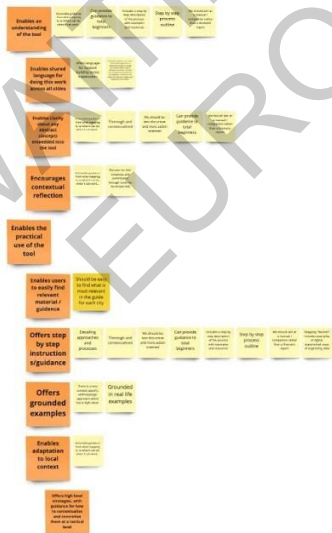


Metaphorically: the instructions that come with a board game

Characteristics // How it enables, for whom, under which circumstances



Components // What it enables



5. Collectively, we decided we needed to clarify, precisely, details about the audience/user and intended user experience before we could adequately move forward with thorough product / service production. So, working together, we crafted a more thorough Design Brief, which laid out in great detail the needs we needed to resolve, for whom, in which kinds of ways to successfully enable cities to map effectively. This document was co-created in such a way that we were able to identify, name, and respond to open questions.

DESIGN BRIEF: NZC Civic Ecosystem Mapping Tool(s)

- I. A specific **Civic Ecosystem Mapping Template**/ canvas/ visual framework
- II. A **"Guidebook"** to inform/ enable / encourage effective execution of civic ecosystem mapping and synthesis and use of P2P Space

DESIGN BRIEF: NZC Civic Ecosystem Mapping Tool(s)

Open Questions:

Purpose:

What does the city do with this output?

What are the cities expected to learn in the process of making this map

Audience:

Why / When will this tool be used and how will that affect who uses it and how they use it?

Does working on the map require any specific skills or knowledge?

Are different roles needed within the team undertaking the mapping?

Given why, when, and how these tools are expected to be used, who is the expected lead to put the map to use?

Who/what motivates this audience? De-motivates them?

What kind of emotions should this project make the audience feel?

Artefact(s)

What do the outputs look like?

Format(s)

Risk Mitigation

What is the best case scenario of applying this map and How will we measure success for this project?

What are the risks and worst case scenario of applying this map

Considerations/ Connections with other WPs and outputs that are being produced there

Design Principles and Constraints

Components | What it enables:

Characteristics | How it enables, for whom, under which circumstances:

This brief led directly to the development of our two products (Mapping Canvases and Guidance), which can be delivered in concert as a coherent, effective, and impactful civic environment mapping service.