Service model for citizen and stakeholder participation

(initial version)

Deliverable D8.6

Version N°1

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Abbreviations and acronyms

Acronym	Description
WP	Work Package
NZC	NetZeroCities
Demsoc	Democratic Society
MVP	Minimum Viable Product

Summary

This report introduces the initial version of the Service model for citizen and stakeholder participation, a comprehensive and integrated approach to support and enable cities to engage citizens and urban stakeholders in their efforts to achieve climate neutrality. This report is divided into two parts. Part A, introduces the Spaces for Encounter Framework, which is a guide for cities, transition teams and other stakeholders on how to deploy spaces that enable citizens and communities to come together, discuss and create action with multiple and diverse city actors. Part B, consists in explaining the service design process of a City Journey (the Ecosystem Check-Up and the Activation Pathfinder), which can pull together a coherent, interdependent, interconnected, and interoperable set of WP8 products and services.

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INTRODUCTION

Cities are key to achieving zero carbon faster and ensuring our decarbonisation efforts are equitable and contribute to the well-being of European communities. In every Member State, local and regional authorities are more trusted than national governments and, in most countries, they are more trusted than the EU as well [1]. As the closest level of government to citizens, cities also remain the place where bottom-up transformation takes place, as they are home to 75% of EU citizens [2] .

Society will be changing in large measure thanks to the ambitious climate actions cities are taking, advancing from high-carbon societies to climate-neutral societies. Citizen climate actions will be needed to get everyone on board and reach climate neutrality at city level. The likelihood of successful climate action for the EU Cities Mission will increase for those cities that seek reimagining and establishing more collaborative relationships with their citizens. Citizens often create, negotiate and test ideas and solutions in the urban context, collectively contributing towards shaping the future urban condition (Sassen, 2010). Citizens can play a crucial role in identifying or actively intervening in addressing the challenges and barriers cities will face, but also in bringing their creativity and potential to provide new perspectives and real-world solutions.

In order to maintain a lasting impact, move beyond business-as-usual, and unleash the potential of existing city assets, the engagement and participation of a plurality of actors is key, generating a sense of 'togetherness' and space for collaboration and collective action to pursue climate neutrality. Exploring and investing in the settings and instruments for this to be possible is a key area of climate innovation which offers multiple unexplored benefits. This transition entails reframing the established idea of engagement - not just informing or asking for input or consent to municipal led processes and decisions, because that will not get us to a sustainable climate-neutral society. This requires that city governments play a leading role in initiating and building new relationships towards other city actors, a new working attitude that includes a willingness to recognise that not a single actor can face the transition towards climate neutrality on their own, and that we need to tap into the collective creativity, and creativity comes from people [3]. As climate actions will impact all aspects of life-from housing and transportation to the economy, it is crucial to hear from a truly representative body of citizens & local communities. Therefore, the transition requires collectively piecing together the puzzle.

In this sense, a climate transition demands more than what a city government alone can provide. It requires the positive commitment, passion, creativity, and drive of citizens and all local stakeholders. It requires everybody's diverse experience and expertise, resources, and investments. As such, it is important **to mobilise the city's ecosystem in all its diversity**: knowledge institutions, innovative companies, and start-ups, as well as grassroots organisations, civic innovators, local communities, and residents. Leverage one's own and others' initiatives. Create conditions for all actors to have the capacity to act. **An inclusive ecosystem for change** has profound impacts on the effectiveness of the entire climate transition process. **Activating** this kind of ecosystem **requires consistent awareness and consideration of citizen and stakeholder participation and engagement**. How insights, decisions, and actions are carried out – with or without others – will determine how inclusive and ready for change your local ecosystem will be.

This report introduces the service model for designing the engagement approaches that can bring together engaged citizens and ready governments and city leaders, and support the **activation of an inclusive ecosystem for change**. The service model is composed of two main elements, the Spaces for Encounter Framework (PART A of this report) and two interconnected Ecosystem Activation tools (PART B of this report).

The Spaces for Encounter Framework, Part A of this report, introduces the concept of Spaces for Encounter, which are places that enable citizens and communities to come together, discuss and create action with multiple and diverse city actors to co-create change and make decisions on issues that are relevant to them. The spaces offer a safe and facilitated space to reconcile the competing interests and agendas that could affect the effectiveness of any climate actions and ambitions. This product provides a framework of the values and process of the spaces that are needed in order to enable citizens and other stakeholders to interact in ways that can allow new understandings, ideas and actions to be scaled by the municipality.

The framework supports the learning of these various skills and approaches to initiate, design, facilitate, and scale outputs of Spaces for Encounter. These spaces will enable empathy, understanding, and co-creation with diverse stakeholders. These spaces are accessible, contextually adaptable, and self-initiated to support the co-creation, facilitation, learning, and scaling of spaces (physical and digital), which encourage and enable empathy and understanding across diverse publics and stakeholders on topics related to the city's climate neutral transition. The spaces encourage actors who are not often given a voice to be present and to contribute, and to initiate action. Such co-creation and collaboration also support relationship and trust building among the actors which can have tremendous benefits to the city.

Spaces for Encounter aims to disrupt typical power dynamics and hierarchies within spaces by allowing citizens to have horizontal access and collaboration with city authorities and other stakeholders within the city. The aim is to support issues and challenges that are important to the citizens and allow them to give direction to the agenda for change.

The **purpose of Part B** of this report is to outline the design, development, and delivery process of **two tools known as the Ecosystem Check-up and the Activation Pathfinder**, which are part of the NetZeroCities mission. WP8's focus for the NetZeroCities mission is aimed at developing a set of innovative services **to enhance citizen and stakeholder engagement** in the transition to climate-neutral cities. The tools were designed by the Democratic Society in collaboration with other T8.4 partners and WP8 partners, with the aim of creating a service model that can pull together a coherent, interdependent, interconnected, and interoperable set of WP8 services.

The design process involved a participatory design process with WP8 partners, followed by expanded testing, service design sprints, and concept compartmentalisation to ensure a seamless and cohesive user experience. The development process included the synthesis of a user journey, service blueprint, diagnostic decision tree, wireframes, mockups, and a backend logic system. The Minimum Viable Product versions of the two Service Model tools were then designed and delivered, along with an integration plan for the NZC portal.

The Ecosystem Check-up is a diagnostic tool that helps cities identify their citizen and stakeholder engagement needs, find a corresponding service to use which can respond to that need, and offer complimentary services which can be used to enhance the city's effectiveness at addressing that need. The Activation Pathfinder is a user experience optimisation tool that enables users to make the most of the services provided by the NetZeroCities mission.The successful design, development, and delivery of the Ecosystem Check-up and the Activation Pathfinder provide cities with innovative and effective tools to enhance citizen and stakeholder engagement in the transition to net-zero carbon cities.

With both elements of the service model, Part A and Part B, cities are provided with the right elements and interconnected set of tools and methods to activate an Inclusive Ecosystem for Change, which are key to achieving Climate Neutrality.

PART A: Spaces for Encounter

1. Design Process (Methodology)

The following parts describe the methodology and design process of the framework for Spaces for Encounter.

1.1 First Phase: Conceptualising the work

The first phase of conceptualisation of the service involved Demsoc doing research on existing spaces and initiatives that are citizen-lead or centre citizens. From this research, seven initial examples were chosen to be included in a shared Miro board. The key insights and details of the examples were described and introduced to the partners. Other resources were gathered for potential use in the future.

Next, Demsoc and partners Demos, EnC, EIT UM and ERRIN (Spaces for Encounter working group) continue with the phase of conceptualising "spaces for encounter". The initial goals and concepts of the spaces were developed and the team started thinking about the format of the spaces, whether physical or digital. Though, at this point it was still unclear in what format the spaces would be. Then, the working group focused on what is the spaces' purpose in supporting the climate transition map and how the spaces can support climate action in cities. The spaces were described as places to encourage imagination, behaviour change, and for city administrators and citizens to come together to freely exchange ideas. Finally, the partners harvested their ideas on who the service is for, what the service could look like, its purpose, and how its users could be empowered to create such spaces.

Several of the interactions within the first phase were dedicated to brainstorming. The aim of these sessions was to create a shared understanding of the underlying principles of the spaces and the main concepts of the service (what the service looks like).

These earlier sessions were dedicated to establishing the value proposition of the spaces. The partners first identified who would be the users of the spaces, and what value the spaces must and could create. The partners then concluded that the users could be grassroots organisations, citizens & civil society and city authorities. Following, two value proposition canvases were created, each for citizens & civil society, and city authorities & the transition team (See Figures 1 and 2). This exercise was focused on the partners' thoughts on the experience of the spaces for these different actors. The canvases explored the features of the spaces that would satisfy the users' needs, how the service reduces negative emotions and risks, and how it creates positive emotions. The canvases also explored the different tasks the users may try to complete, the obstacles they try to avoid and the aspirations they want to realise.

Once these different aspects were identified, the team focused on the actual content of the service. They analysed what were the important elements and themes that needed to be in the service to enable the users to create such spaces. In addition, the team started to develop the form of this service, how it will be presented, and finally on how it will be communicated to its potential users. The partners also illustrated how Spaces for Encounter are situated within the Climate Transition Map (See Figure 3).

1.2 Second and Third Phase: Creating the structure and finishing the framework

In the second phase, the team worked on creating the content of the service as it was agreed that the service would be presented in the form of a guide/framework to create Spaces for Encounters. With the use of collaborative online tools (Miroboard), the partners gathered approaches and aligned on the main themes that must have been included as part of the framework.The themes that the partners identified to be important in the framework were: goals, rules, learning, communication, best practices, and scaling. This was done both for the different users: citizens & civil society, and the transition team.

Furthermore, Demsoc did further secondary research by searching various facilitation approaches and methodologies that can support the management of the spaces. Afterwards, the partners convened again and expanded the themes they had identified in the earlier meetings. In addition, Demsoc internally created a template structure (a document) for the framework and started to plot the different themes and content to it. This template was then introduced to the partners in the final phase, where Demsoc gathered initial feedback and created a process to iterate the initial content of the Spaces for Encounter Framework. The team continued to add content to the document from the previous sessions incorporating their expertise and learnings from the field as well as research. Demsoc worked further on the document and slowly started to develop a more coherent structure for the guide. The team had another alignment session to finalise the different aspects, sections, themes and subthemes for the framework. After this final alignment, the team focused on adding final content and giving feedback. The sessions in the final phase focused on finalising the edits and getting final comments. At the end of the third phase, the final version of the framework was completed.

2.   How NZC Delivers the Service

The Spaces for Encounter Framework will be available for use and download from the NetZeroCities Portal. City Advisors and, eventually, the City Support Groups (as deployed through SGA) will be trained and equipped to facilitate the service experience associated with this product, which will be integrated as part of the Capacity Building Modules.

2.1.1 Knowledge Repository

The Spaces for Encounter Framework will be uploaded as a guide (See Annex 1) to be used and downloaded from the NetZeroCities Portal. A specific tag for the Spaces for Encounter will be created to link case studies or **stories from the field** that will be captured and drafted based on Cities real-world application of this framework. For the development of the Spaces for Encounter Framework, two stories from the field were drafted, both will be included as case studies on the NZC Portal.

Stories from the field

Factoría Cívica (Civic Factory) Valencia[32] [33]

The Civic Factory is a civic innovation pro-
ject developed by the CivicWise network,
coordinated in conjunction with the Royal
Marina of the Port of Valencia, and support-
ed by various public, private, and urban or-
ganisations and institutions. The project's
inception dates back to early 2016 when a
small group of professionals belonging to
the international CivicWise network, focus-
ing on Collective Intelligence, Civic Innova-
tion, and Open Design, decided to actualize
a proposal that had begun to take shape
within the context of an online course on
Civic Design.

Figure 1 : Stories from the field as part of the Spaces for Encounter Framework Guide

2.1.2 Capability Building Service

The Spaces for Encounter Framework will be also introduced to cities as part of the Capacity Building Service. The design of this service is still in process, but it will be based on the latest iteration of the City Learning Journey, which will be operationalised as a key element of the NZC platform and deployed on the NZC portal via the Learning Journeys model (presented in D3.2). This learning journey is a learning experience shared by several cities in a cohort, guiding them through 8-9 modules of learning, which coincide and support cities to gain new capabilities to iterate their Climate City Contracts. These modules are part of the Climate City Contracts and the Climate Transition Map process, therefore, they become a supported process to scaffold broader capability building and local ecosystem activation. The overall City Learning Journey will be based on cities' real experience of climate action and the development of their Climate City Contract (CCC). More information on the Capacity Building Services can be found in D6.4.

The abovementioned modules will be delivered by City Advisors and the City Support Groups with some support from the Domain Expert Groups by means of direct coaching, masterclasses, summer school programmes, and wayfinding to knowledge repository resources. These modules will also leverage the Knowledge Repository and the relevant collections our teams (T8.1, T8.2, T8.3, and T8.4) have been developing. The modules will also enable knowledge transfer based on peer-to-peer learning and cohort-learning, which will help inform further iterations of the Knowledge Repository with cases that come from the cities' implementation of the mission.

1 module = 1 guiding question				
Knowledge sharing	Practice	Peer-to-peer exchange	Self-led work	Specialist coaching
To build a common understanding, a shared language, and a solid foundation for the concepts.	To apply and absorb new skills / knowledge through direct practice producing useful outputs / outcomes for the city's journey.	To share insights, feel inspired by others, and feel empowered.	To advance the real work on the ground autonomously, applying and absorbing new skills / knowledge or preparing key outputs.	To discuss context-specific considerations. (potential link with SGA1 City Support Groups + T9.5)

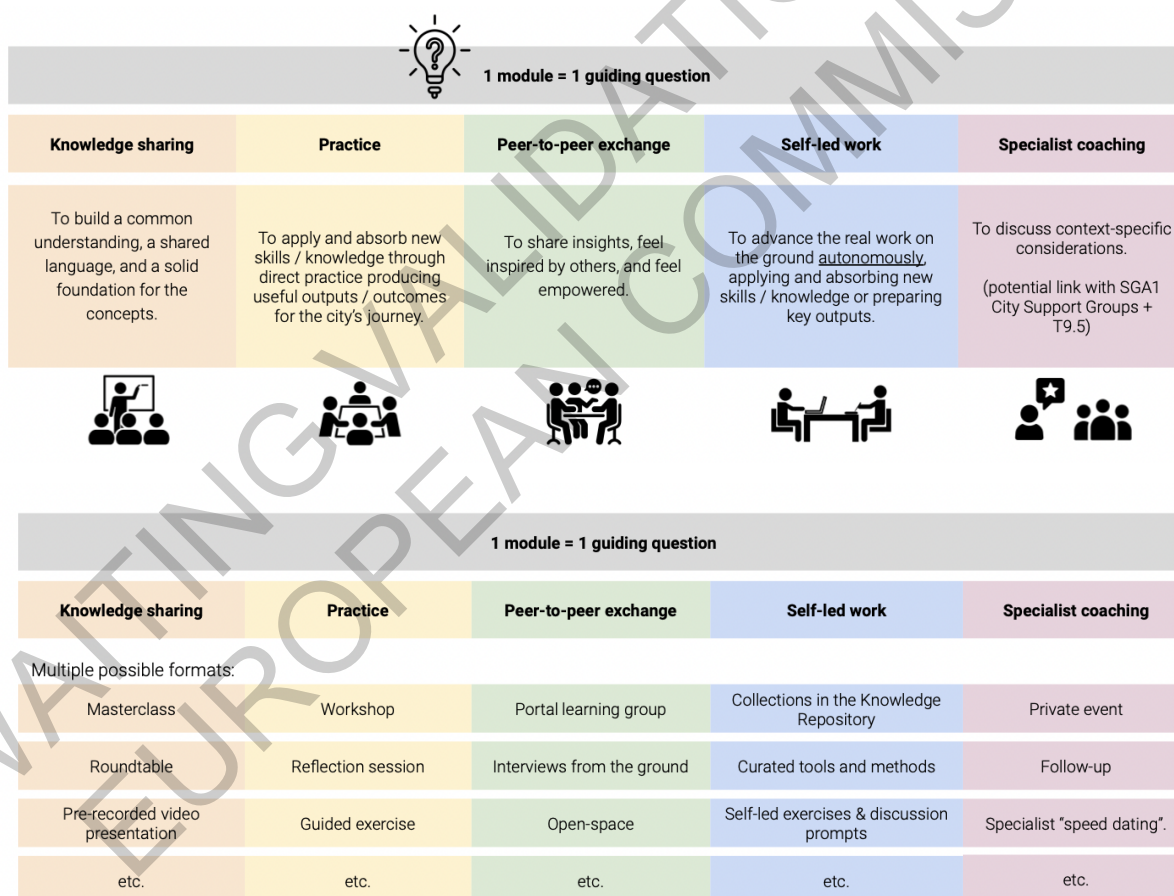| 1 module = 1 guiding question				
Knowledge sharing	Practice	Peer-to-peer exchange	Self-led work	Specialist coaching
Multiple possible formats:				
Masterclass	Workshop	Portal learning group	Collections in the Knowledge Repository	Private event
Roundtable	Reflection session	Interviews from the ground	Curated tools and methods	Follow-up
Pre-recorded video presentation	Guided exercise	Open-space	Self-led exercises & discussion prompts	Specialist "speed dating".
etc.	etc.	etc.	etc.	etc.

Figure 2 : Capacity Building Module Formats

The Spaces for Encounter Framework will be integrated to Module 2 of the Capacity Building Service. However, T8.4 partners will be developing a complete module devoted to unfolding the different elements of the Spaces for Encounter Framework, as the Module 2 introduces other elements that are essential to Activate an Inclusive Ecosystem For Change.

② Activating ecosystems for change

Module partners
DemSoc (Adriana, Max, Domenico), Polimi (Tamami)

Module aims:

- Enhancing city government's **awareness of their own ecosystem alignment** and the value of a shared vision.

- Developing different **co-creation techniques** that are relevant to the diversity of local objectives

- **Learning from various experiences in other cities** how they have made citizen and stakeholders engagement central in their journey to climate neutrality

- Shifting city government practices **from consultation and information towards more strategic involvement** of local stakeholders

- Experimenting with different techniques to be ready to **move into action** when back in your local context

Module content

Knowledge sharing (events…)	Insert
Practice (events…)	Insert
P2P exchange (events / portal…)	SI hub
Self-led work (resources available, reflection…)	Self assessment/ awareness, SI design toolkit, SI pathway, WP8 & 9 KR resources, Engagement building blocks
Specialist coaching (people we mobilise)	Insert

Figure 3 : Module 2: Activating an Inclusive Ecosystem for Change

2.1.3 WP8 Service Model

Both the Knowledge Repository and the Capacity Building Modules will be activated by WP03 on the NZC Portal. The design and implementation of the space and cities journey will be overseen by T8.4 partners based on the accessible features provided by WP03 partners. The plans are for both products, the knowledge repository and the Capacity Building Module to be activated in the portal by June 2023.

The animation of this space depends on the resources available as outlined above.
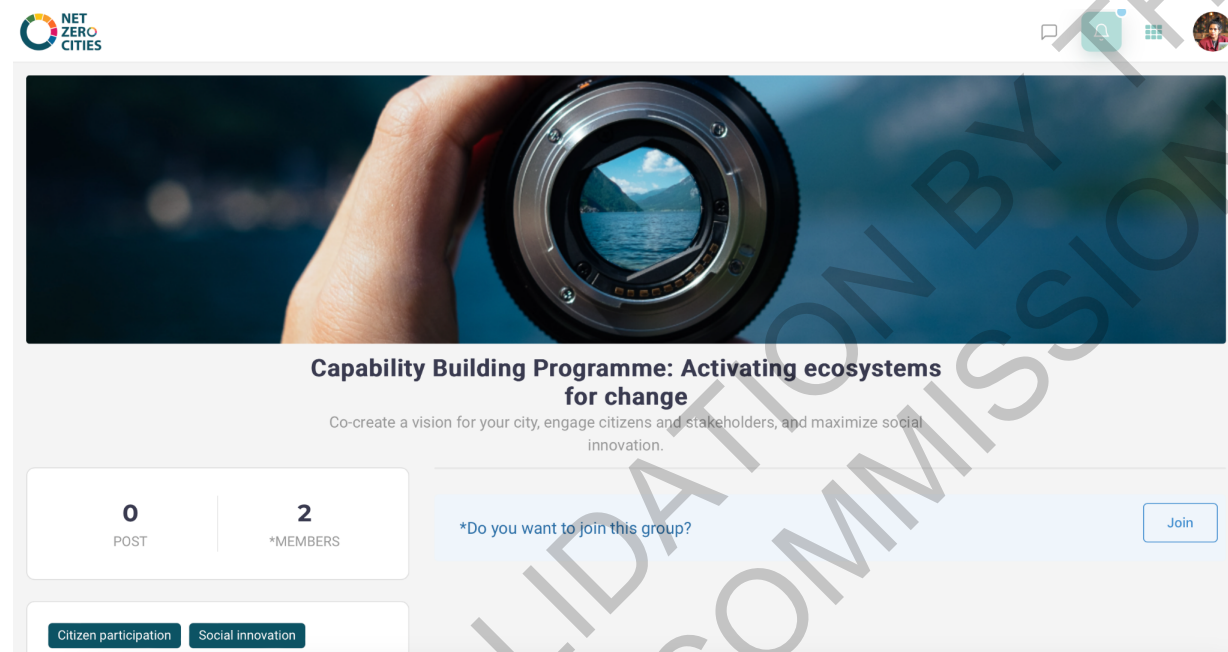

Figure 4 : Activating an Inclusive Ecosystem for Change Capacity Building Module activated on the NZC Portal

A final service blueprint, which will clearly outline the entire service experience cities can/will experience is still finalised (see Part B of this report). A copy of the service blueprint template is included below, to make it specific the approach that was taken in the development of this service. This template organises and illustrates the levels of detail that has been considered as it relates to cities' service experience. This includes consideration of (1) how they will become aware and convinced to use this service, (2) how they might use this service at multiple points across the Climate Transition Map, and (3) how use of this service might be used to encourage emergent positive impacts beyond the achievement of climate neutrality. This blueprint also allows the team, as designers, to support specialists who will deliver the service to have a clear sense of the interdependencies between different actions along the service journey for cities and how to make use of "backstage" systems and infrastructure of the NZC Platform to deliver the service in an optimal way for cities.
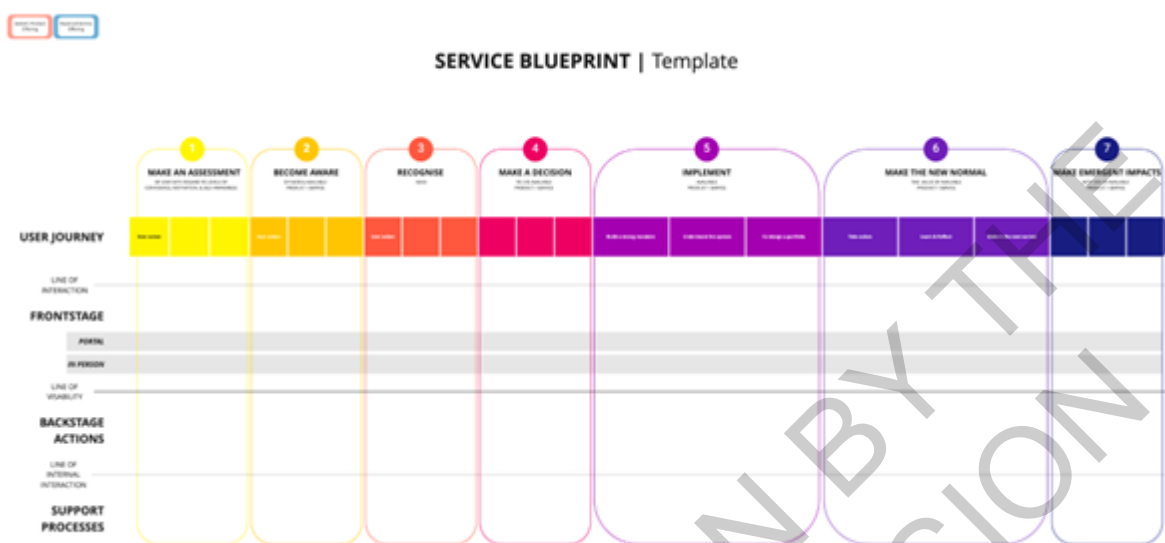
Figure 5 : Service Blueprint Template; A Guiding Mechanism to Organise and Convey Interconnections and Interoperability of Service/s

3.   Next Steps

The Spaces for Encounter will be a valuable and practical resource for cities seeking to engage citizens and stakeholders and activate an inclusive ecosystem for change in their efforts to achieve climate neutrality. This   framework (guidance) offers the   city authorities and transition teams - both the components and concrete examples to create long-term Spaces for Encounter . It describes   what Spaces for Encounter are, why they are needed, who is involved, and what needs to be established and cultivated to create them. **Spaces for Encounter** enable citizens and stakeholders with different types and levels of power to interact in carefully facilitated ways which can have a powerful effect on bridging divides and creating lasting impact. They are spaces where citizens can encounter various stakeholders and be powerfully included in the transition to climate neutrality. The next step for this product/service is to make it accessible to cities and connect it with Cities Climate-Neutral Journey. This could be as part of their process to co-create their Climate City Contracts (Commitments, Action Plans and Investment Plans), as part of the City Pilots or through the work of City Advisors and City Support Groups to support and enable cities' journey to Climate Neutrality.

PART B Service Model

1.   Design Process (Methodology)

1.1   Setting a design direction for all services

In January 2022, as part of Task 8.4 (T8.4), Democratic Society began to establish a design positionality and direction for the creation of all WP8 services. This was done with the iterative design and testing of a City Journey framework. WP8 partners evaluated and/or revised the framework on a bi-weekly basis for nearly three months. After each collaborative meeting, Demsoc would iterate the City Journey to more accurately reflect the set of conditions and considerations partners had flagged as important to the design of seamless and impactful service experience for cities. Iterations of the City Engagement Journey Framework are included below.

The intent of this participatory process was to set a clear design intentionality and ethos for the entire work package, which could trickle down into each of the task groups working on the design of specific services. Moreover, the shared intentionality and ethos was intended to enable the creation of a service model, which can pull together a coherent, interdependent, interconnected, and interoperable set of WP8 services. As such, a process to define the service experience umbrella, in which all other WP services would be established, was extremely important to ensure all the service design being done across tasks 8.1, 8.2, 8.3, and 8.4 would respond to specific city user needs while building toward a single, holistic, highly impactful, pedagogical and tactical service experience for cities.
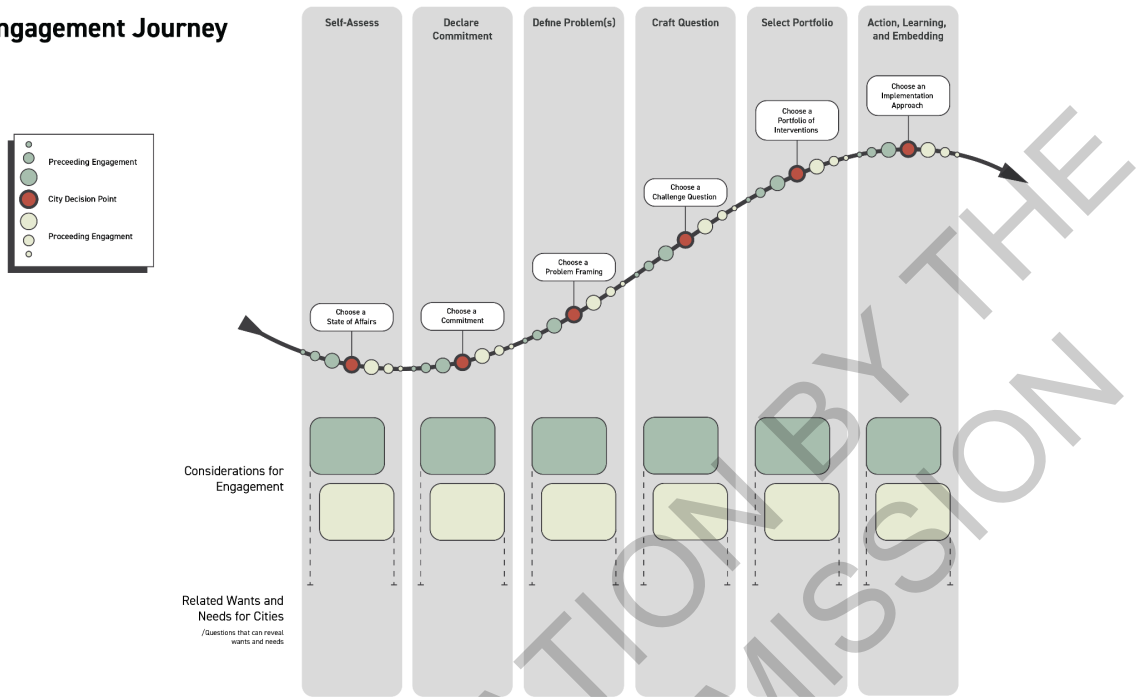
City Engagement Journey

Figure 6 : City Engagement Journey, version #1 (6 January, 2022)

City Engagement Journey

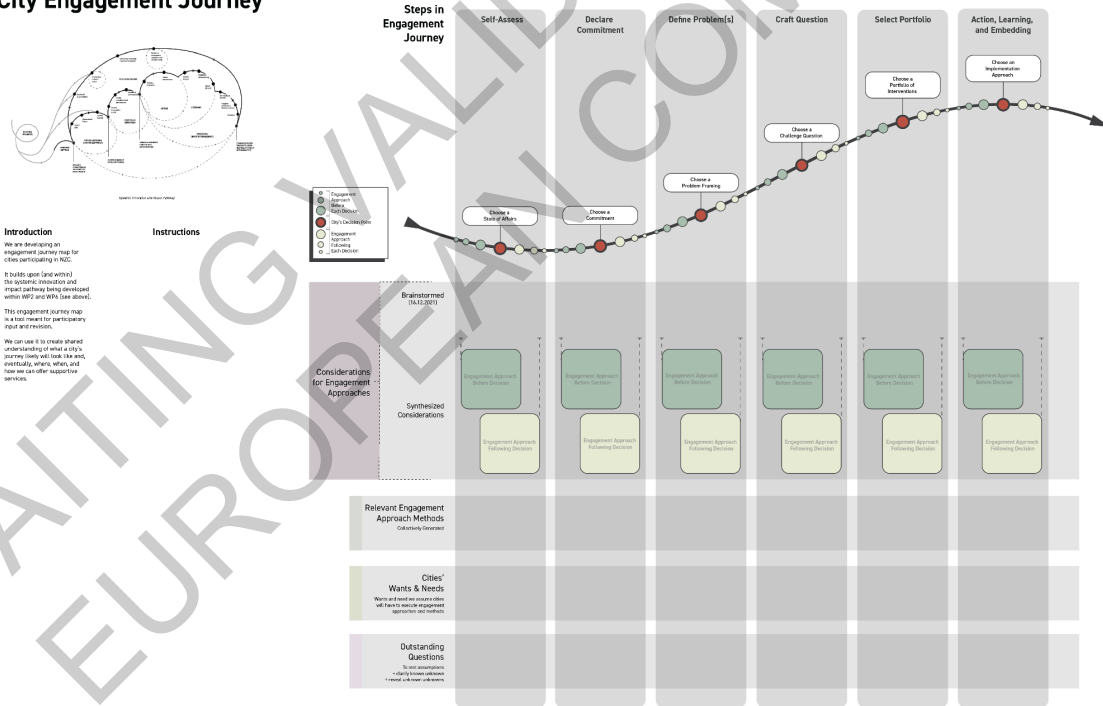Figure 7 : City Engagement Journey, version #5 (13 January, 2022)
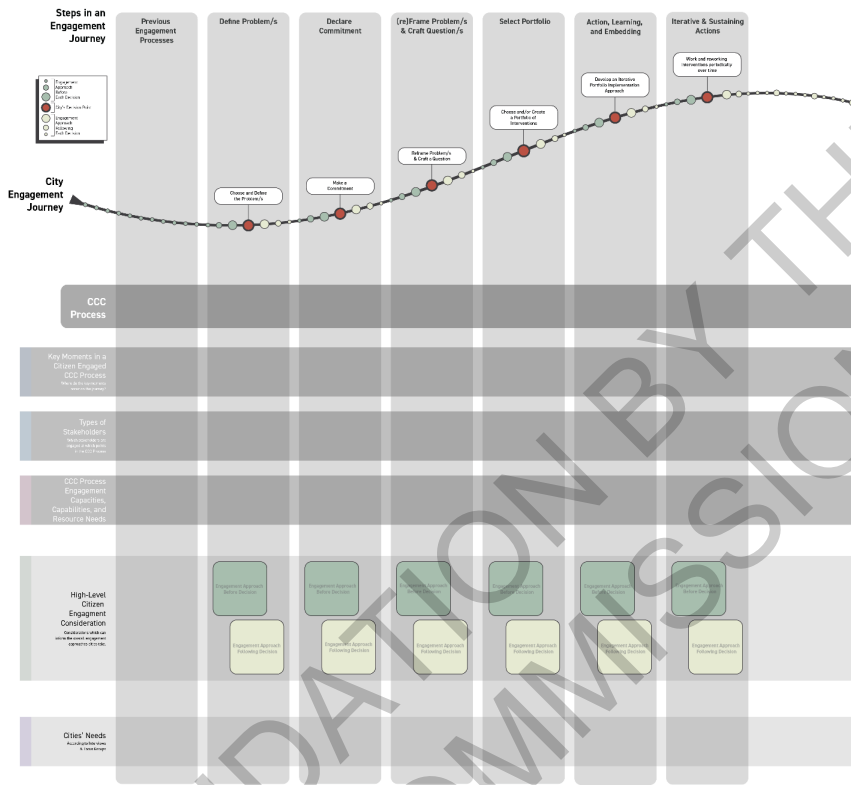
Figure 8: City Engagement Journey, version #8 (27 January, 2022)
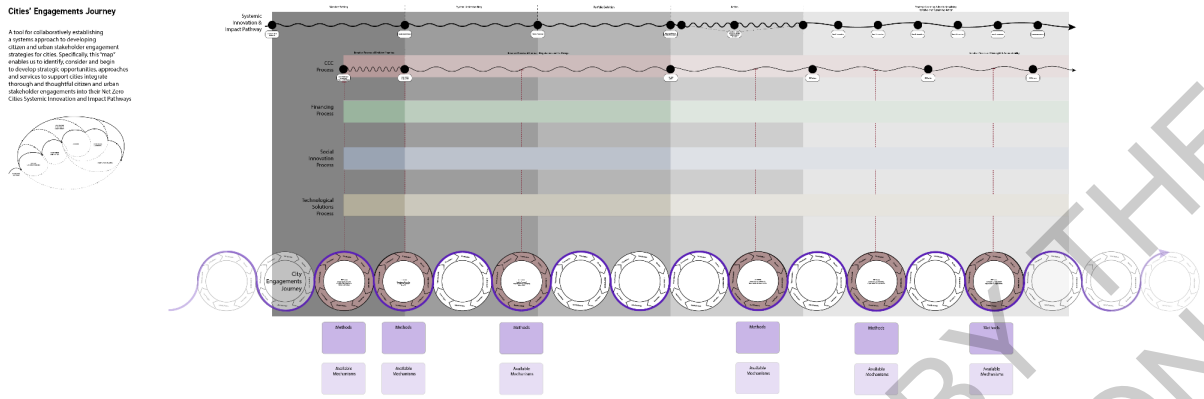
Figure 9: City Engagement Journey, version #9 (1 February, 2022)
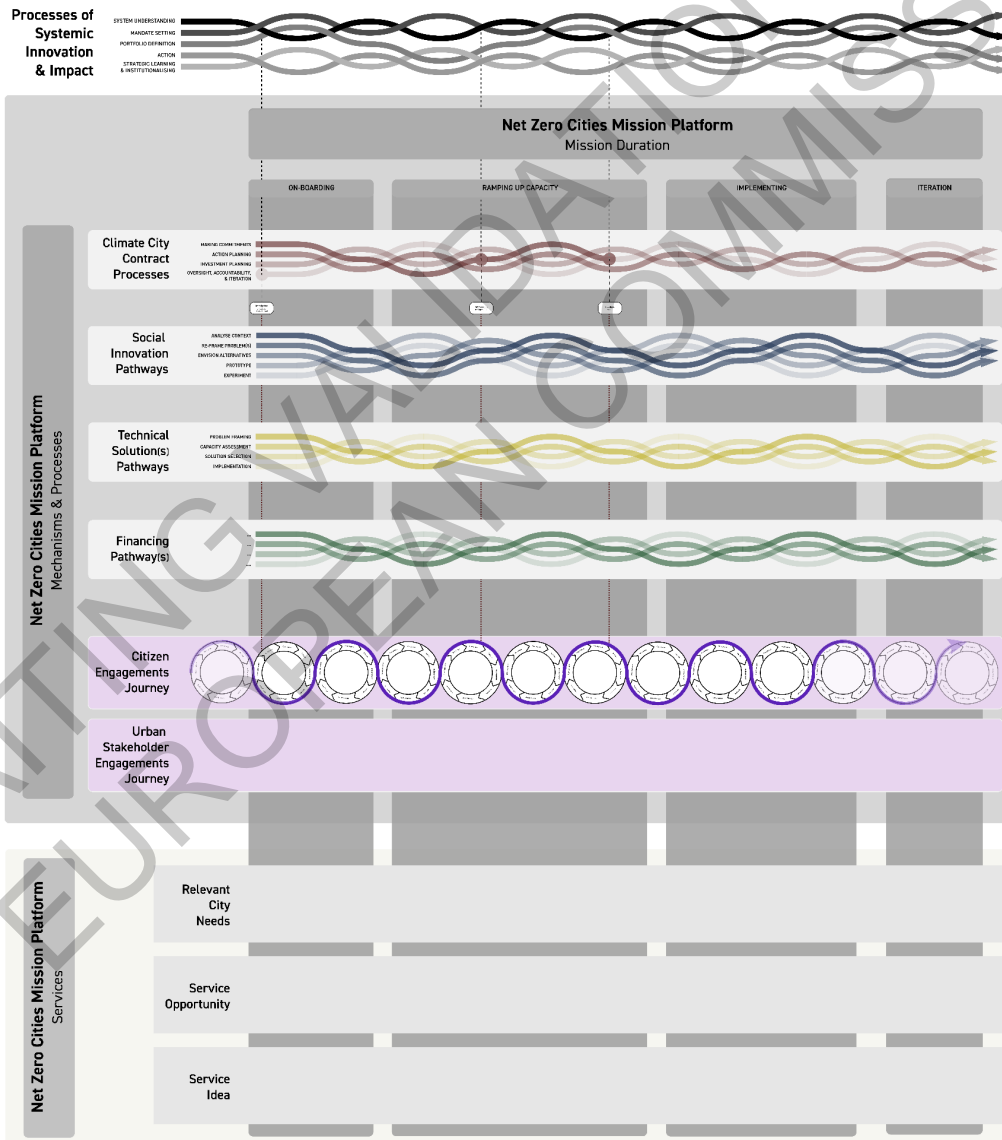
Figure 10: City Engagement Journey, version #11 (15 March, 2022)
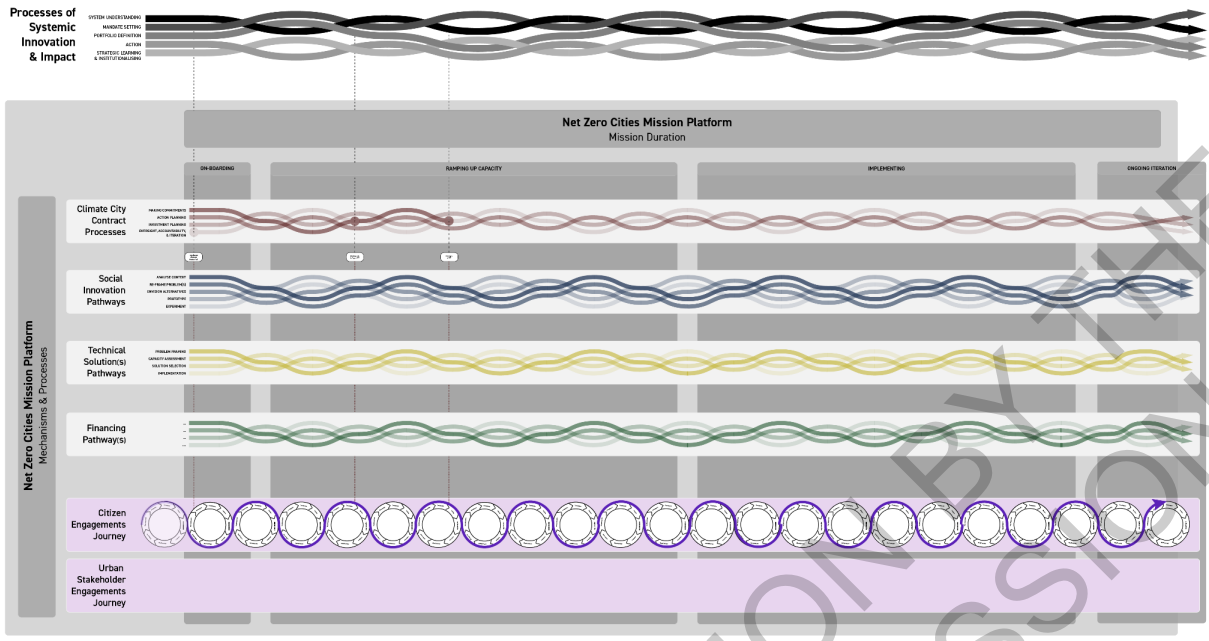
Figure 11 : City Engagement Journey, version #13 (25 March, 2022)

After two months of participatory design with WP8 partners, Demsoc led two more months of testing the engagement journey with WP6, WP3, and WP1 partners. This was complemented by the simultaneous process of executing the WP6-10 Service Design Sprints, which were designed and coordinated by Politecnico di Milano, in collaboration with Demsoc and Dark Matter Labs as co-designers and facilitators of the process. These service design sprints took place over the month of April 2022 and brought together partners from across the service design focused work packages to collaboratively ideate service concepts. The service design sprints were followed by a synthesis process to compartmentalise similar concepts and requisite design processes. The purpose of the expanded testing, service design sprints, and concept compartmentalisation was to ensure the emergence of a seamless and cohesive user experience not just for use of WP8 services, but to ensure cohesion of WP8 services with the entire NZC system, including the Portal and other services.
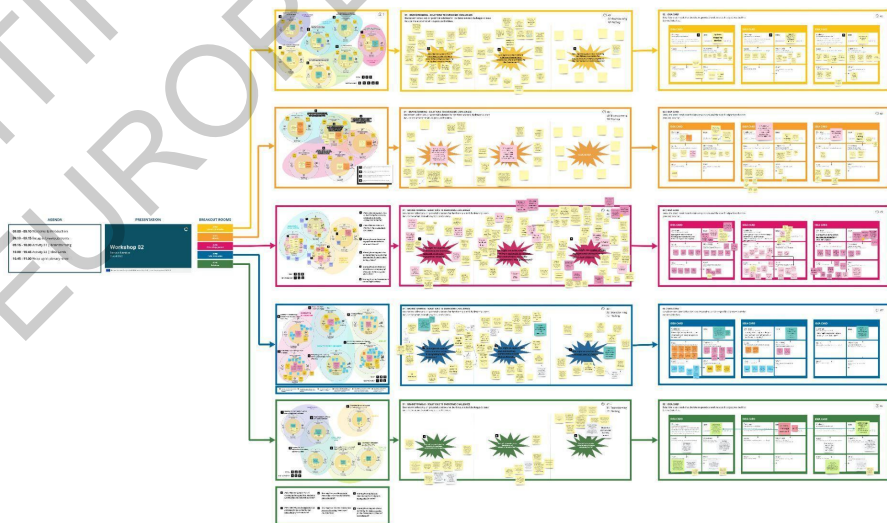
Figure 12: Service Design Sprints, Workshop 3 (29 April, 2022)

After nearly 20 versions of iterations, WP8's City Engagement Journey became a key informing wireframe for the interactive Climate Transition Map on the NZC Portal (see figures 8-11). Moreover, the service concepts developed during the WP6-10 Service Design Sprints were, ultimately, organised relative to the phases of the CTM, which enhances overall user-interactivity. By engaging partners and embedding our work in this way, WP8 was able to support the creation of an overarching user experience template for Cities using the portal. Through this tool, all services, including WP8s, could be seen and understood by a user as interrelated. This created a foundational framework to establish the kind of interoperability across services WP8 believes is essential for an effective service model.
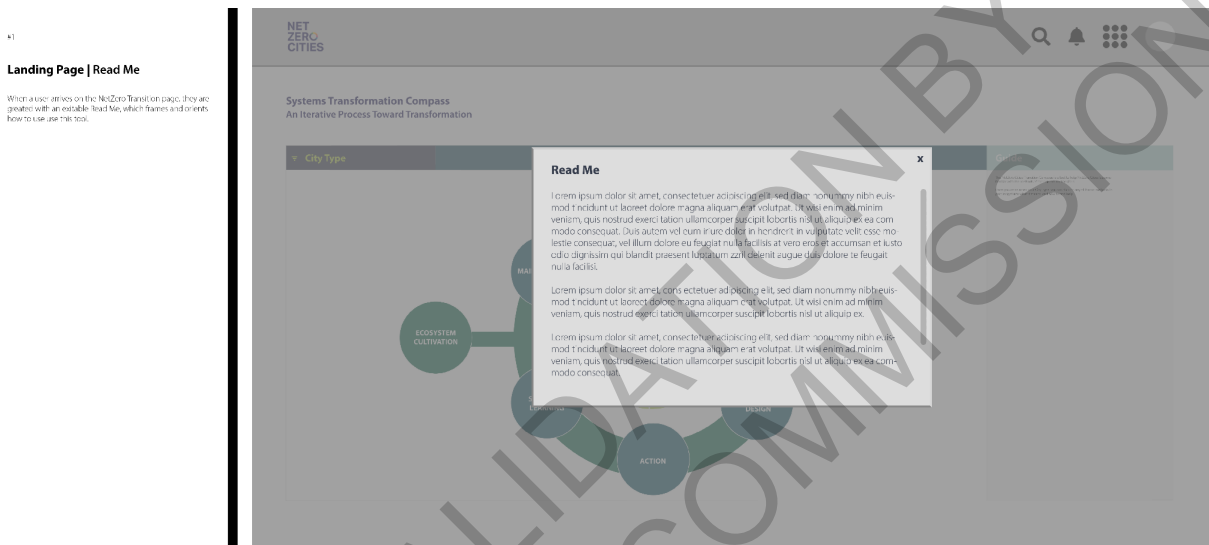
Figure 13: Wireframe #1 of "NZC System Transformation Compass", precursor to interactive Climate Transition Map, created by Democratic Society (3 May, 2022)

Figure 14 : Wireframe #2 of "NZC System Transformation Compass", precursor to interactive Climate Transition Map, created by Democratic Society (3 May, 2022)
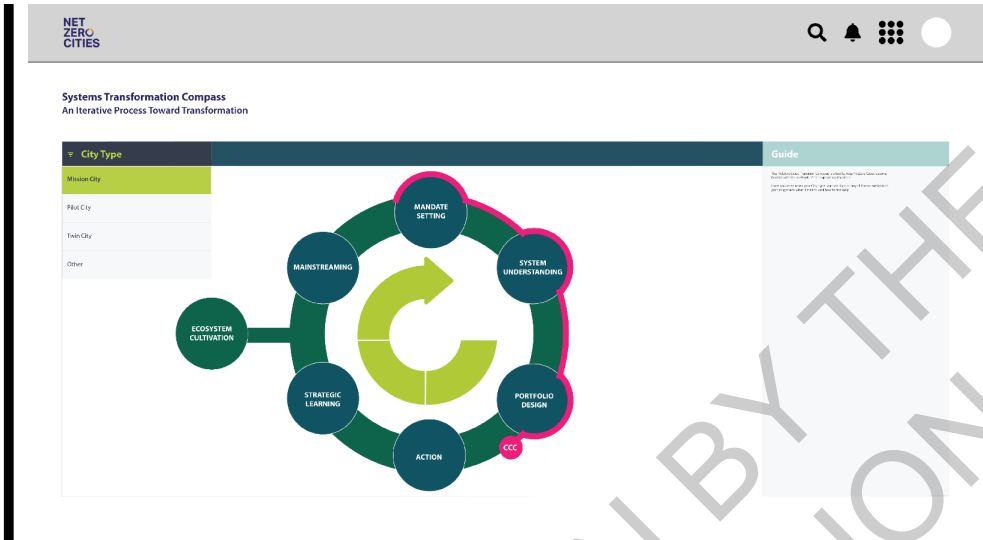
Figure 15: Wireframe #3 of "NZC System Transformation Compass", precursor to interactive Climate Transition Map, created by Democratic Society (3 May, 2022)
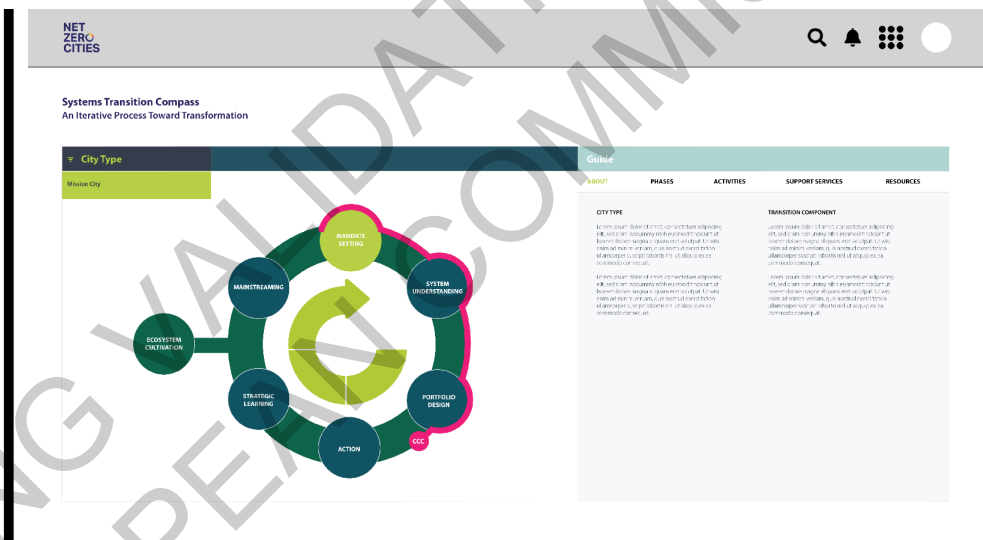
Figure 16: Wireframe #4 of "NZC System Transformation Compass", precursor to interactive Climate Transition Map, created by Democratic Society (3 May, 2022)

1.2 Overseeing the design of coherent & complimentary services

In order to "pull the conversation together", it was critical to ensure the creation of a series of services which all fit within the same "conversation." As such, Demsoc took diligent care to oversee, direct, and coach the research, design & development of all WP8 services to ensure they each effectively respond to a specific city need related to citizen and stakeholder engagement, while simultaneously creating the conditions for the services to evolve with coherence, continuity, and complementarity between each of them.

1.2.1 Embedded Design Coaching (Oct, 2021 - Oct 2022)

From October 2021 to October 2022, Democratic Society (Demsoc) provided embedded design coaching - led by their Senior Design Lead - as part of their T8.4 responsibilities. The coaching focused on designing services that are human-centred and needs-based, and could work together in a complementary way. Demsoc provided coaching to support service design teams and their leads from Democratic Society, Energy Cities, Resilient Cities, Politecnico di Milano, and others, in directing research, synthesis, and early concept ideation processes for the services that WP8 needed to produce. As part of the WP8 partners Bi-weekly meetings, part of the meetings served to provide logistical and operational updates and maintain coherence across the services in terms of when, how, and for whom they could be offered.

1.2.2 Coordination and Facilitation of WP8 Design Sprints (Oct, 2022 - January 2023)

Democratic Society facilitated a four-month Design Sprint for WP8 services from October 2022 to January 2023. The intention of this sprint was to accelerate the pace at which WP8 services were being designed and to ensure continuity across the services.

The WP8 Design Sprints consisted of weekly check-ins for each service design team. In these sessions, the Senior Design Lead oversaw and guided the teams through the process of:

1. Honing a design brief;
2. Defining a value proposition;
3. Ideating and iterating the form and functionality of the service;
4. Establishing a user journey through the service; and
5. Testing the service multiple times with consortium partners and city panels.

In order to ensure the process got started with precise directionality, honing the design brief was especially important. To craft effective design briefs, service design teams were put through a process of:

1. Synthesising all the research, ideating, prototyping, and testing to that point in time;
2. Clarifying and refining their understanding of the exact need they were attempting to resolve;
3. Defining the audience/user for their services;
4. Identifying influential actors/resources/contextual considerations which could serve as leverage points to support the intended user respond to that need;
5. Establishing key additional insights, which were essential to keep in mind; and
6. Define the design constraints and opportunities, which could inform the ideation, iteration, and development of the service itself.

Additionally, the weekly sprint sessions were complemented with the WP8 bi-weekly calls with all partners. These bi-weekly meetings ensured that - in addition to the continuity across all services afforded by the oversight of Demsoc's Senior Design Lead, there were consistent opportunities for partners across service design teams to discuss and adjust course to ensure each service spoke to each other and could operate in an effective way independently and interdependently - across WP8 services and the wider NZC developments, services, and activities..

Overall, the Design Sprints facilitated by Democratic Society and their Senior Design Lead aimed to ensure that the services being designed were effective and consistent across teams, and that they would meet the needs of the intended users.

Goals:

To enable the urgent, interoperable development and delivery of service designs (across WP8), which can be tested and executed with partners in WP3.

To establish a means for ensuring all Work Package 8 Services are designed in coherent, complimentary ways, with continuity of terminology and other similar characteristics.

Figure 17 : Goals for design sprints, as set forth on 27 October, 2022

Figure 18: Initial outline of services concepts and timeline for refinement (10 November, 2022)

NAME	GENERIC OR NUANCED OFFERING	PRODUCT OR SERVICE	DELIVERY DEADLINE	VALUE PROPOSITION	FORM	FUNCTION	USER JOURNEY	SERVICE BLUEPRINT
WP8 SERVICES								
Engagement Process Assembly Deck/s	Generic	Product	March/April	Generally accessible, contextually adaptable, and self-initiated way to learn, establish familiarity, and consider the goals, principles, and methods for designing and executing an engagement process in one's own context.	1-3 printable decks of cards.	A series of action and learning oriented card decks which build on each other to progressively offer more sophisticated insight and ability to understand and design engagement processes with others.	< LINK >	< LINK >
	Nuanced	Service	SGA1	Contextually adaptable facilitation tools for expert-led support with learning engagement principles and methods, assessing one's own engagement readiness, and identify optimal, contextually aligned engagement approaches.	Facilitation and facilitation coaching.	A facilitated workshop in which a group - including or beyond the Transition Team - engage in an exercise of analysing their own engagement readiness and identifying contextually optimal engagement methods.		
Civic Environment Mapping	Generic	Product / Light-Touch Service	March/April	Generally accessible, contextually adaptable, and self-initiated guidance and materials to support the process of finding, evaluating, and engaging civic stakeholders and resources.	Digital + printable canvases and video tutorials avadable on the Climate Transition Map	Civic Environment canvases and guidance for each phase of the Climate Transition Map, which enable Identification, Analysis, and Engagement with citizens and stakeholders from across the city's civic environment.	< LINK >	< LINK >
	Nuanced	Service	SGA1	Contextually adaptable guidance and materials to enable expert-led support with the process of finding, evaluating, and engaging civic stakeholders and resources.	Facilitation and facilitation coaching.	Facilitated workshops in which experts lead cities through a process of self-assessment, identification of appropriate canvases to use, and reflexively work through the exercise with Transition Team members (and others, if present/relevant to do so).		
NetZeroCitizens	Generic	Product / Light-Touch Service	March/April	Generally accessible, contextually adaptable, and self-initiated platform add-on which supports Munipal Workers and Transition Team members invite, add, organise, and - more generally - open up opportunities for young, climate action (and related movement) influencers to contribute and collaborate in cohesive and complementary ways to their city's climate neutral transition.	Digital portal add-on (i.e., online interactive experience)	A place on the portal for Front-Runner Citizens to plug into ongoing work, contribute, and create connections and proximity for municipalities to engage with disconnected populations.	< LINK >	< LINK >
	Nuanced	Service	SGA1	Contextually adaptable organising and management tools to enable expert-led support to cultivate and maintain climate neutrality oriented cross-city stakeholder impact networks.	Facilitation, coaching, and coordination support.	Hands-on coaching and coordination support from an experienced network cultivator, equiped with guidance on maximise the usefulness of the NetZeroCitizens portal add-on as a tool to engage and catalyse the complementary impact of influential actors and stakeholders.		
Spaces for Encounter	Generic	Product	March/April	Generally accessible, contextually adaptable, and self-initiated guidance to support the co-creation, facilitation, synthesis, and scaling of spaces (physical and digital), which encourage and enable empathy and listening across polarised publics and stakeholders on topics of (and related to) the city's climate neutral transition.	Digital / Printable kit / workbook.	Multifaceted guidance to enable citizens and civil society organisations to design and facilitate spaces for dissimilar people and publics to interact in ways that can allow new understandings and ideas to be scaled by the municipality.	< LINK >	< LINK >
	Nuanced	Service	SGA1	Contextually adaptable workshop design and facilitation guidance for expert-led support with bringing together polarised publics and stakeholders in empathetic, listening-oriented conversations on topics of (and related to) the city's climate neutral transition.	Facilitation, coaching, and coordination support.	Direct facilitation, facilitation coaching, and coordination support, which leverages the playbook, specs, and blueprints as coaching material and longer-term reference materials.		

Figure 19: Breakdown of refined service plans (13 January, 2023

1.2.3 Design Oversight and Direction (Oct, 2022 - January 2023)

Demsoc played a critical role in the successful completion of WP8 services from October 2022 to January 2023. As the lead for T8.4 and deliverable 8.6, Demsoc provided direction and removed barriers to ensure the effective and interoperable, interconnected, and interdependent services were finalised. The role and guidance of the Senior Design Lead played a critical role in ensuring equal advancement toward completion, to address any design or logistical questions and to develop clear logic for how each service could leverage or be leveraged with other WP8 services to promote effective citizen and urban stakeholder engagement. Additionally, as part of the Service Design process, two City Practitioners Panel were coordinated and facilitated in November and January, which highlighted the need for a service enabling cities to identify which services were most relevant to meet their needs and how they could complement and enhance the effectiveness of their approach.

1.3 Design & testing of the Service Model tools

Demsoc, in collaboration with other T8.4 partners and WP8 partners, more generally, led the process to design and develop the specific Service Model tools, which include an **Ecosystem Check Up** (diagnostic tool) and **Activation Pathfinder** (user experience optimisation tool).

The design and development process included:

1.3.1 Synthesis of User Journey

Demsoc synthesised prior research and interactions with NZC cities to create a user journey. This user journey considers the experience of cities prior to successfully launching into their work on their Climate Transition and proceeds through the different phases of the Climate Transition Map until they are making impacts beyond their involvement with the NZC mission. This user journey was tested with WP8 partners and WP6-10 service design partners.
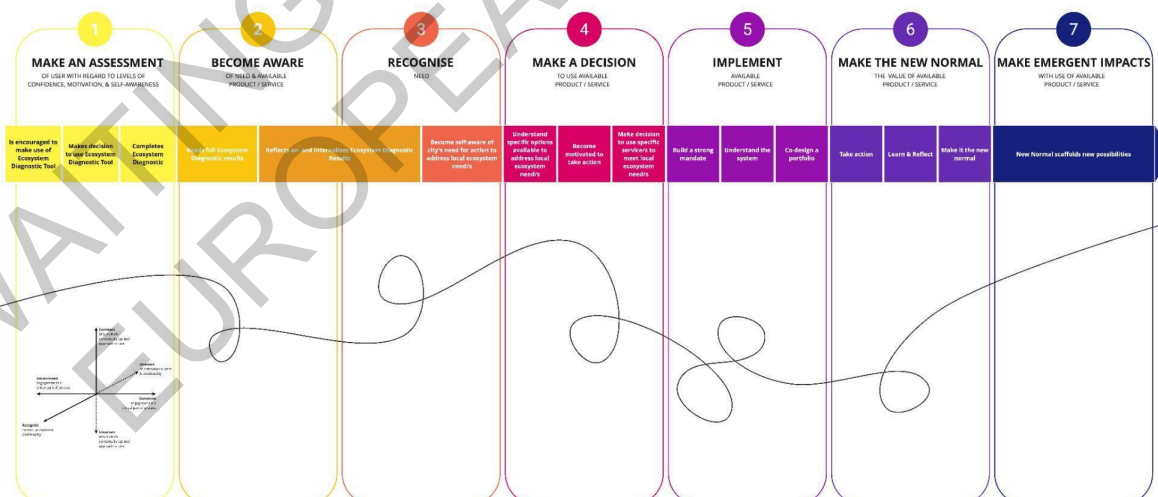

Figure 20: User Journey - User's journey from ambivalence / uncertainty to emergent impacts.

1.3.2 Synthesis of Service Blueprint

Demsoc synthesised prior research and understandings of the NZC portal and platform infrastructures to design a Service Blueprint structure. This service blueprint structure enabled project and service design partners to conceptualise the existing and necessary interdependencies and interoperability between services. Additionally, this enabled service partners to recognise the difference between the products they were developing which could be used by cities on their own and the more thorough service experience they were preparing, which included use of each product with and by an expert facilitator, like a City Advisor or member of a City Support Group. This service blueprint structure was tested with WP8 partners and WP6-10 service design partners.
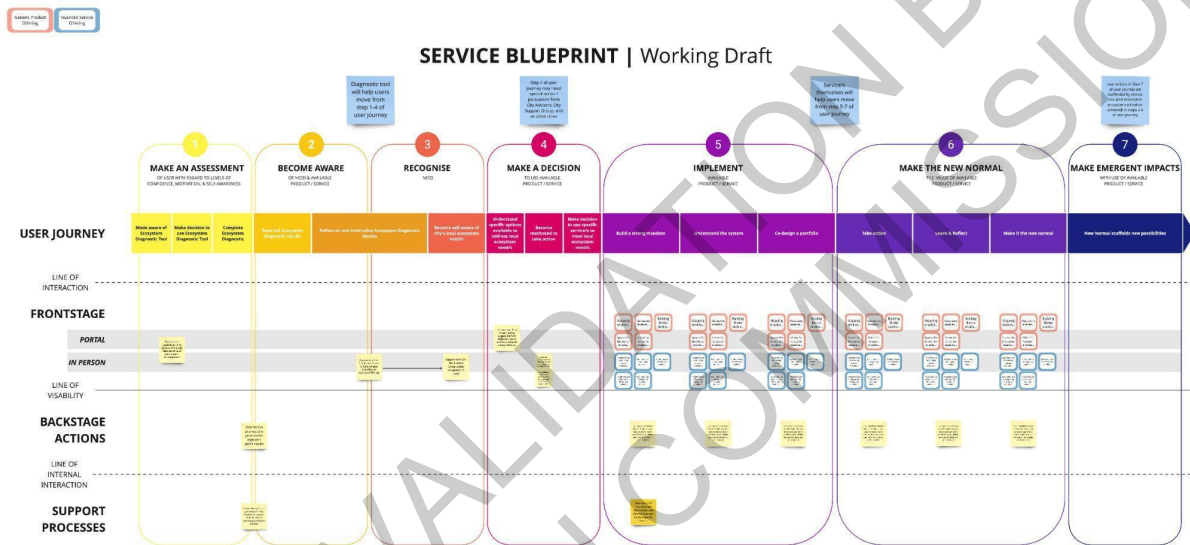
Figure 21: Service Blueprint Structure - How to leverage NZC platform components to afford intended user journey.

1.3.3 Synthesis of Diagnostic Decision Tree

Demsoc synthesised insights gained from cities during the City Practitioner Panels to design a first iteration diagnostic, decision tree for linking the WP8 services to the specific citizen and urban stakeholder engagement needs cities have and indicators of those needs to create a rough prototype of what a diagnostic tool could be that would help cities (1) identify what their needs actually are, (2) find a corresponding service to use which can respond to that need, and (3) offer complimentary services which can be used to enhance the city's effectiveness at addressing that need. The diagnostic decision tree was tested and iterated with WP8 partners and each of the service design teams to ensure needs and indicators of need were appropriately identified and included.
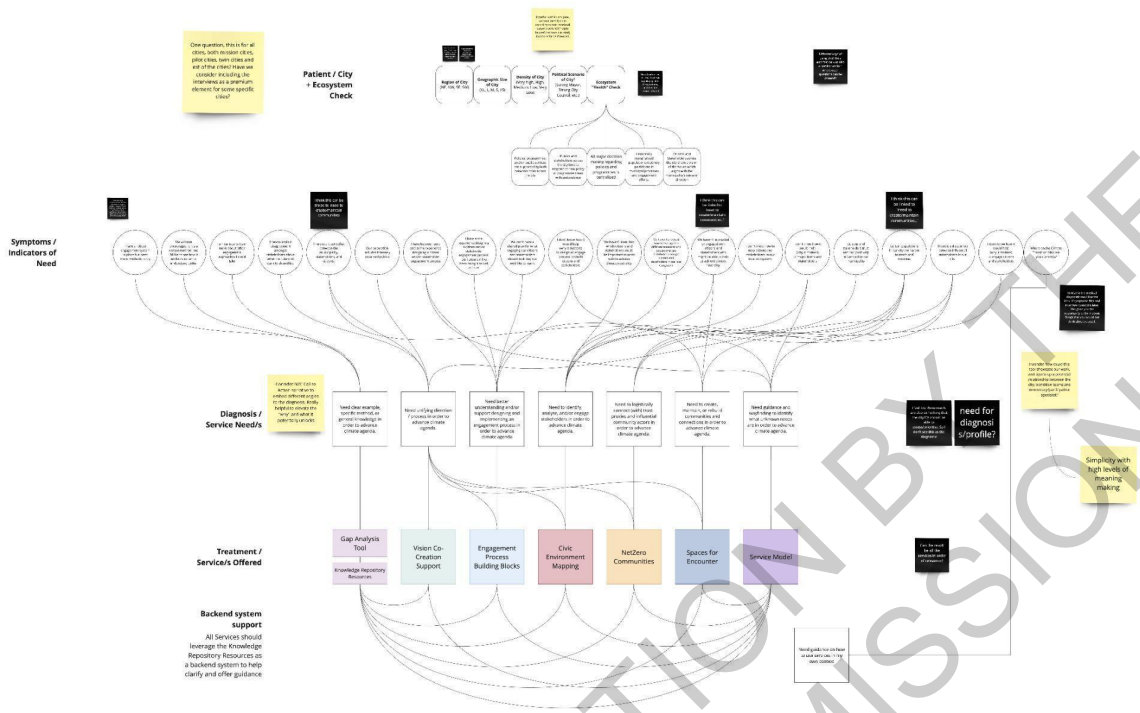
Figure 22: Diagnostic Decision Tree - Flow of Indicators of need, to need, to service/s that respond to that need.

1.3.4 Design of Wireframes, Mockups and Backend Logic System

Building on the tested user journey, service blueprint structure, and diagnostic, decision tree, Demsoc developed wireframe sketches, full front-end visual mockups, and a backend logic system for the two Service Model tools. Demsoc also led the testing of the front-end and backend components with consortium partners, Portal developers, and with City Advisors. These testing sessions validated the tools and led to the development of minimum viable products along with portal integration plans to enable the tools to become fully interactive (as intended) on the NZC portal.
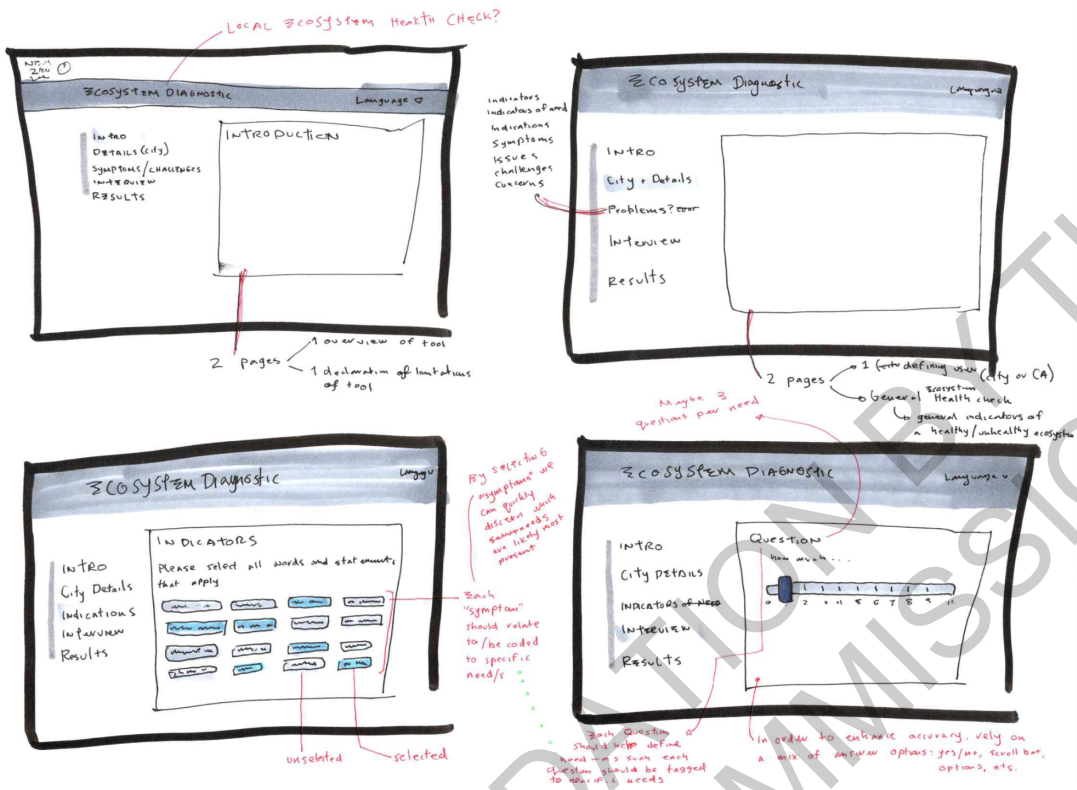
Figure 23: Ecosystem Check-Up (Diagnostic Tool) Wireframe Sketches #1
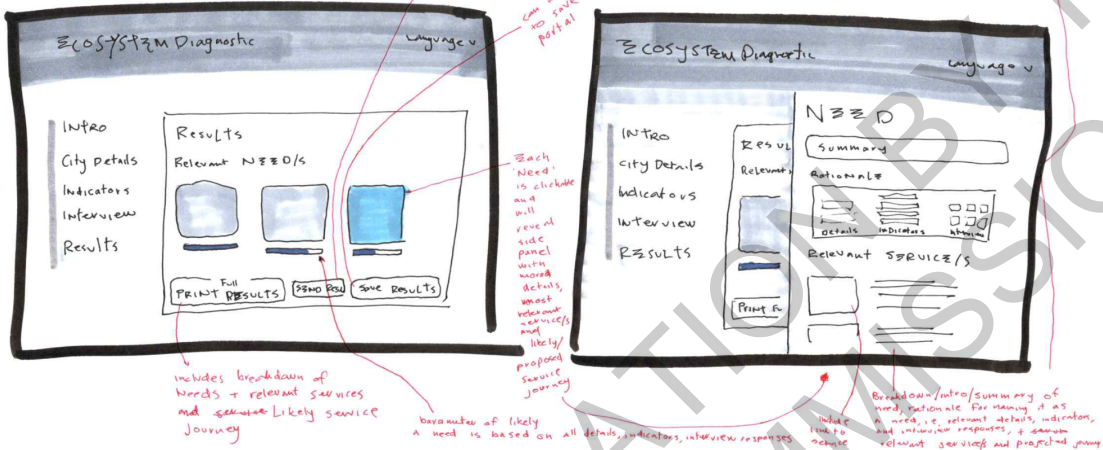
Figure 24: Ecosystem Check-Up (Diagnostic Tool) Wireframe Sketches #2
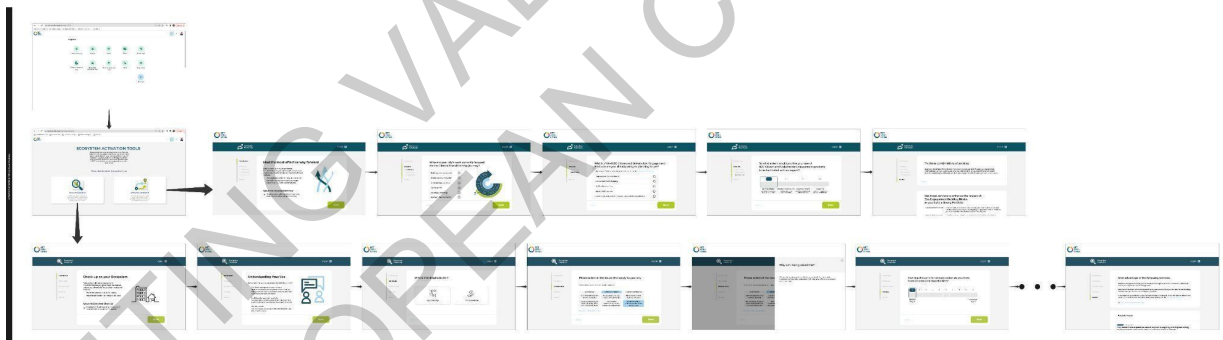
Figure 25: Ecosystem Check-Up and Activation Pathfinder Front-end Visual Mock-ups
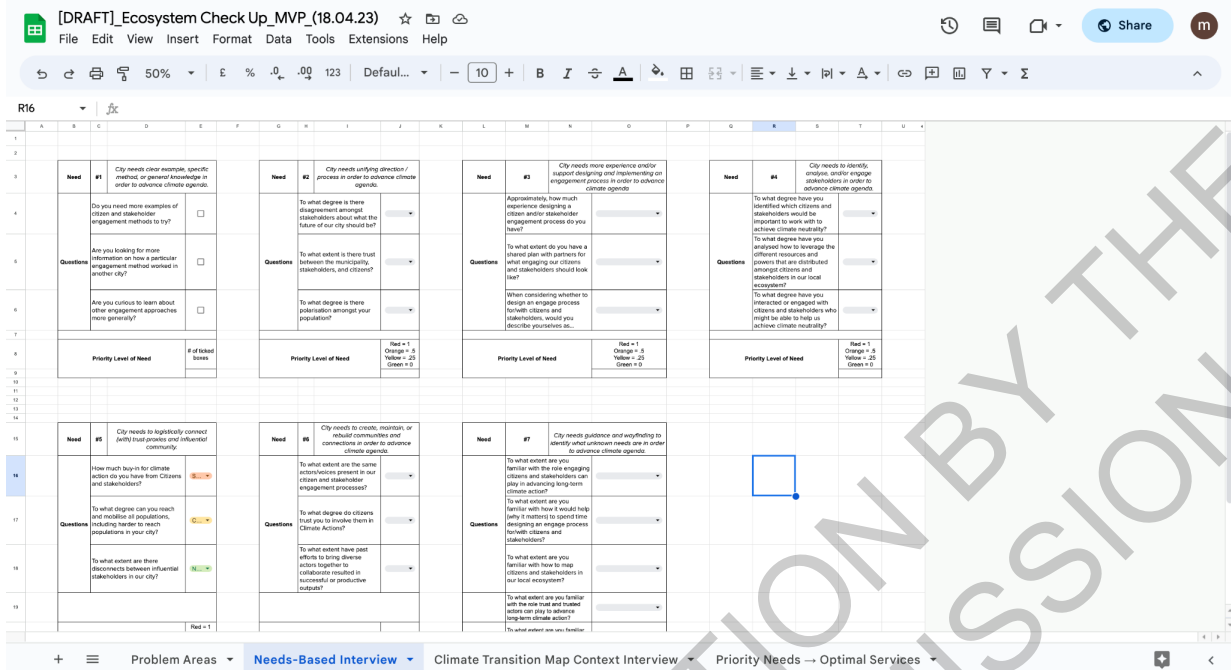
Figure 26: Ecosystem Check-Up Backend Logic System, screenshot

Is your city managing any of these issues:		If yes, then...	Unique Citizen and Stakeholder Engagement Needs						
Short termism	☐	Proceed to interview questions for Needs:	#1	#2				#6	
Institutional distrust	☐	Proceed to interview questions for Needs:	#1	#2	#3		#5	#6	
Governance limitation	☐	Proceed to interview questions for Needs:	#1		#3			#6	#7
Lack of representation for the most vulnerable	☐	Proceed to interview questions for Needs:		#2	#3	#4	#5	#6	
Uninterested or resistant citizens and stakeholders	☑	Proceed to interview questions for Needs:		#2			#5	#6	
Disconnected citizens and/or stakeholders	☐	Proceed to interview questions for Needs:		#2	#3	#4		#6	
Not sure where or how to begin engaging citizens and urban stakeholders	☐	Proceed to interview questions for Needs:	#1	#2	#3	#4	#5	#6	#7
Lack of shared understanding among citizens and stakeholders	☑	Proceed to interview questions for Needs:		#2		#4		#6	#7
Navigating complex, multi-stakeholder issues and decisions.	☐	Proceed to interview questions for Needs:	#1	#2	#3	#4	#5	#6	#7

Figure 27: Ecosystem Check-Up Backend Logic System (step 1: Problem Area Identification)

Need #1 — City needs clear example, specific method, or general knowledge in order to advance climate agenda.

Questions	
Do you need more examples of citizen and stakeholder engagement methods to try?	☐
Are you looking for more information on how a particular engagement method worked in another city?	☐
Are you curious to learn about other engagement approaches more generally?	☐
Priority Level of Need	# of ticked boxes

Need #2 — City needs unifying direction / process in order to advance climate agenda.

Questions	
To what degree is there disagreement amongst stakeholders about what the future of our city should be?	
To what extent is there trust between the municipality, stakeholders, and citizens?	
To what degree is there polarisation amongst your population?	
Priority Level of Need	Red = 1, Orange = .5, Yellow = .25, Green = 0

Need #3 — City needs more experience and/or support designing and implementing an engagement process in order to advance climate agenda

Questions	
Approximately, how much experience designing a citizen and/or stakeholder engagement process do you have?	
To what extent do you have a shared plan with partners for what engaging our citizens and stakeholders should look like?	
When considering whether to design an engage process for/with citizens and stakeholders, would you describe yourselves as…	
Priority Level of Need	Red = 1, Orange = .5, Yellow = .25, Green = 0

Need #4 — City needs to identify, analyse, and/or engage stakeholders in order to advance climate agenda.

Questions	
To what degree have you identified which citizens and stakeholders would be important to work with to achieve climate neutrality?	
To what degree have you analysed how to leverage the different resources and powers that are distributed amongst citizens and stakeholders in our local ecosystem?	
To what degree have you interacted or engaged with citizens and stakeholders who might be able to help us achieve climate neutrality?	
Priority Level of Need	Red = 1, Orange = .5, Yellow = .25, Green = 0

Need #5 — City needs to logistically connect (with) trust-proxies and influential community.

Questions	
How much buy-in for climate action do you have from Citizens and stakeholders?	Some buy-i…
To what degree can you reach and mobilise all populations, including harder to reach populations in your city?	Can reach …
To what extent are there disconnects between influential stakeholders in our city?	No disconn…
Priority Level of Need	Red = 1, Orange = .5, Yellow = .25, Green = 0

Need #6 — City needs to create, maintain, or rebuild communities and connections in order to advance climate agenda.

Questions	
To what extent are the same actors/voices present in our citizen and stakeholder engagement processes?	
To what degree do citizens trust you to involve them in Climate Actions?	
To what extent have past efforts to bring diverse actors together to collaborate resulted in successful or productive outputs?	
Priority Level of Need	Red = 1, Orange = .5, Yellow = .25, Green = 0

Need #7 — City needs guidance and wayfinding to identify what unknown needs are in order to advance climate agenda.

Questions	
To what extent are you familiar with the role engaging citizens and stakeholders can play in advancing long-term climate action?	
To what extent are you familiar with how it would help (why it matters) to spend time designing an engage process for/with citizens and stakeholders?	
To what extent are you familiar with how to map citizens and stakeholders in our local ecosystem?	
To what extent are you familiar with the role trust and trusted actors can play to advance long-term climate action?	
To what extent are you familiar with the role a shared and co-created vision can play to advance long-term climate action?	
Priority Level of Need	Red = 1, Orange = .5, Yellow = .25, Green = 0

Figure 28: Ecosystem Check-Up Backend Logic System (step 2: Prioritisation Interview)

Location on Climate Transition Map

Where is your city's work currently focused on the Climate Transition Map journey?	

Figure 29: Ecosystem Check-Up Backend Logic System (step 3: Climate Transition Map Phase)

Based on the total tally of each Need Assessment, you can prioritise which needs a city should focus on first.

You can use the Activation Pathfinder tool (*in development*) to optimally connect interoperable services for more effective engagement / activation approaches

Use the following table to direct cities to the services which are optimal for meeting their priority needs

	NEED	PRIORITISATION CALCULATION	RESPONDING SERVICE	CTM CONTEXT ADAPTATIONS
1	Need clear example, specific method, or general knowledge in order to advance climate agenda.		Knowledge Repository + D8.1	
2	Need unifying direction / process in order to advance climate agenda.		Vision Co-Creation (As part of Capability Building Program + Knowledge Repository)	
3	Need better understanding and/or support designing and implementing an engagement process in order to advance climate agenda		Engagement Building Blocks	
4	Need to identify, analyse, and/or engage stakeholders in order to advance climate agenda.		Civic Environment Mapping	
5	Need to logistically connect (with) trust-proxies and influential community actors in order to advance climate agenda.		NetZeroCommunities	
6	Need to create, maintain, or rebuild communities and connections in order to advance climate agenda.		Spaces for Encounter	
7	Need guidance and wayfinding to identify what unknown needs are in order to advance climate agenda.		Ecosystem Check-up + Activation Pathfinder + D8.1	

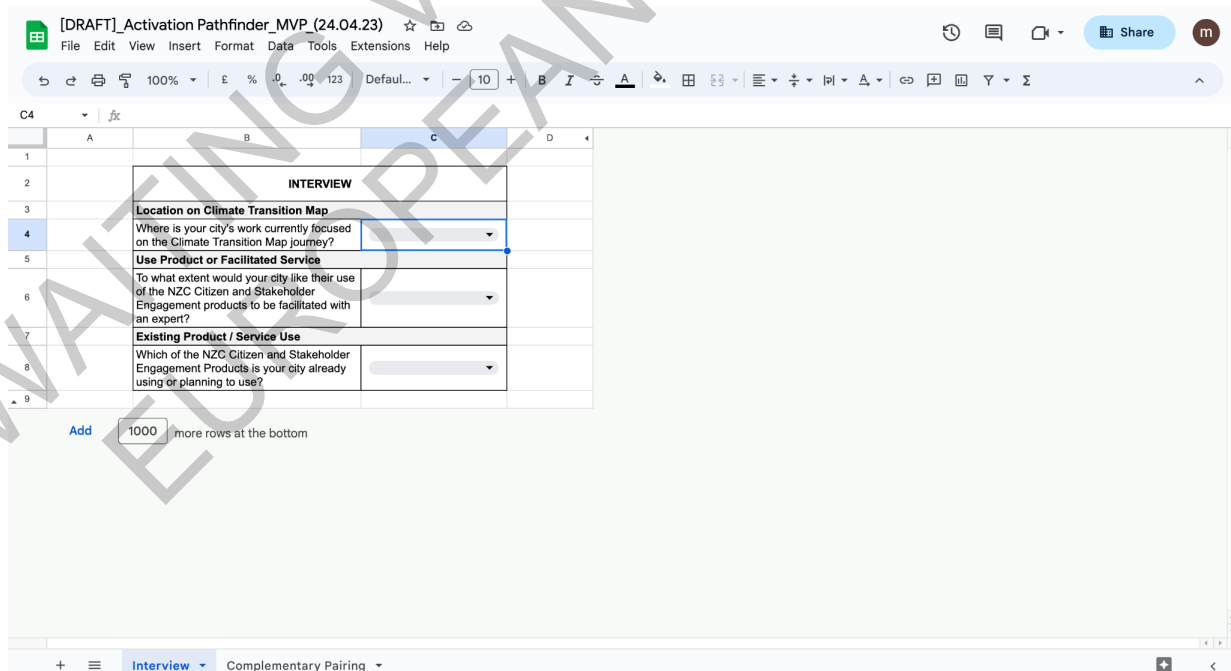Figure 30: Ecosystem Check-Up Backend Logic System (step 4: Services to Meet Priority Needs)

Figure 31: Activation Pathfinder Backend Logic System, screenshot

INTERVIEW	
Location on Climate Transition Map	
Where is your city's work currently focused on the Climate Transition Map journey?	
Use Product or Facilitated Service	
To what extent would your city like their use of the NZC Citizen and Stakeholder Engagement products to be facilitated with an expert?	
Existing Product / Service Use	
Which of the NZC Citizen and Stakeholder Engagement Products is your city already using or planning to use?	

Figure 32: Activation Pathfinder Backend Logic System (step 1: Defining the service context)

1.3.5 Design and Delivery of Minimum Viable Product and Integration Plan for NZC Portal

Building on all prior work done, Democratic Society led the design and delivery of Minimum Viable Product versions of each of the Service Model tools as well as creating an integration plan for the NZC portal. Working with each of the service design team leads, Demsoc embedded all the relevant content into each of the tool's backend logic systems. This content focused on how and when to use each WP8 service individually and how and when to pair it with other services for more effective impact. Having all this information within the service mode infrastructure affords users a full, accurate, and seamless experience with the service model.

Considering the backlog of products that need to be finalised on the NZC portal before the Ecosystem Check-Up and Activation Pathfinder can be integrated online as fully interactive services. As such, Democratic Society created a minimum viable product (MVP) version of each tool which can be used by cities and City Advisors in the meantime, until the service model is fully integrated into the portal. These MVPs are interactive PDFs, which cities or City Advisors can still use to similar effect (described below in section 2).

The MVPs, wireframes, front-end visual mock-ups, and backend system logics also offer a clear schematic for how the service can and should function online. As such, these have been bundled as part of a NZC Portal Integration Plan, which NZC consortium WP3 partner, LGI, can use to develop and launch the Ecosystem Check-up and Activation Pathfinder as interactive services on the NZC portal.

Figure 33: Cover of Ecosystem Activation Tools PDF (MVP of Service Model)

2. Service Model:

Ecosystem Check-Up and Activation Pathfinder

To make it easier for cities to identify and utilise relevant NZC citizen and urban stakeholder engagement services, two Service Model tools have been created - the Ecosystem Check-Up and the Activation Pathfinder. These tools offer a simple but effective way for cities to find the most resonant options for their needs, no matter where they are in their user journey. Whether they are unaware of their needs, uncertain about what to do, or in the process of their climate transition, these tools can help clarify their positionality and take appropriate action.

2.1   The Cities Journey Through the Service & How NZC Delivers the Service

The Ecosystem Check-Up is a diagnostic tool that helps cities define their local ecosystem needs and identify the services that can address their highest priority needs. The Activation Pathfinder is a tool that optimises the user experience by finding complementary services which can enhance the effectiveness of their overall approach to citizen and urban stakeholder engagement.

2.1.1 Finding the Service Model

In introducing the service model and cities' journey through the tools it includes, it is important to preface that there is the designed experience that will be offered by June or July, 2023 through interactive, digitised portal experiences and the experience cities will have in the meantime with the minimum viable products. In an effort to offer clarity, we will outline both experiences.

2.1.1.1 Digitised Experience

Finding the service model in its interactive, digitised form will be an extremely simple process for NZC portal using cities. From the central home page, users can click the "explore" button, which will bring them to a new page which includes key links for central NZC tools. On the "Explore" page, users will be able to select the "Ecosystem Activation Tools" button, which will bring them to the "Ecosystem Activation Tools" landing page. On the "Ecosystem Activation Tools" page users will be introduced to both the Ecosystem Check-Up and the Activation Pathfinder. Users will be encouraged to select whichever tool seems most appropriate for their needs at the point.
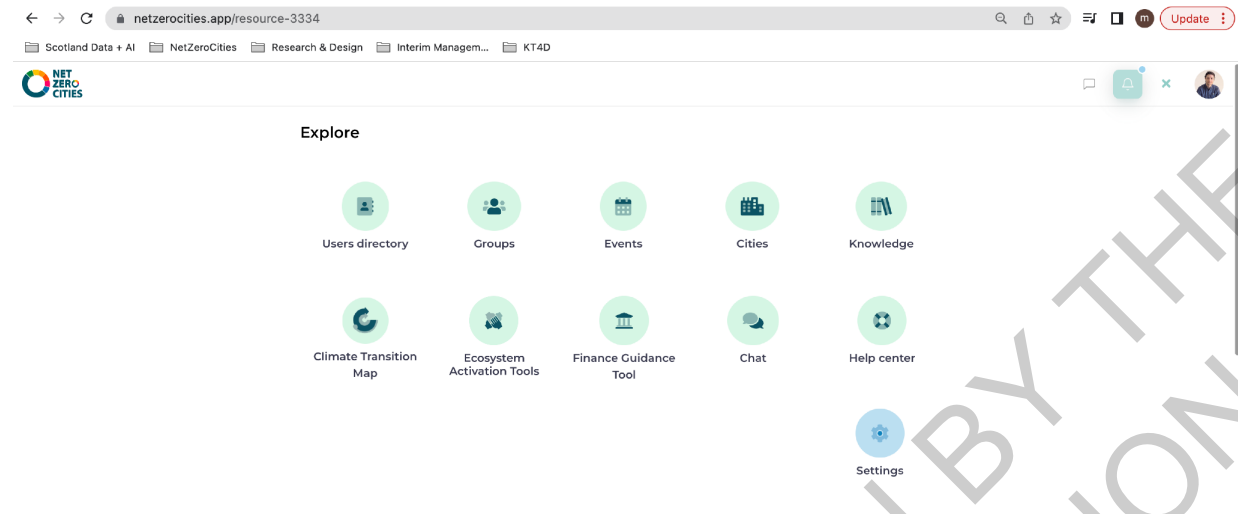
NET ZERO CITIES

Figure 34: Explore page, on which a user can find the "Ecosystem Activation Tools" button.

Figure 35: Landing page for WP8 Service Model Tool, i.e., Ecosystem Activation Tools (Ecosystem Check-Up and Activation Pathfinder)

2.1.1.2 Minimum Viable Products

Users can find the MVP versions of the service model tools in two places on the portal. Users can find the MVP Ecosystem Check-Up and Activation Pathfinder through either a Knowledge Repository Search or, alternatively, by navigating to the Climate Transition Map, clicking "Activating an Inclusive Ecosystem For All" and clicking "resources".

2.1.2 Using the Ecosystem Check-Up

2.1.2.1 Digitised Experience

The interactive, digital version of the Ecosystem Check-up is a user-friendly experience for cities. Once they've identified on the "Ecosystem Activation Tools" landing page that they'd like to use the Ecosystem Check-Up tool and clicked on it, they will immediately be brought to the launch page of the tool. The tool flows through five stages: (1) Introduction; (2) City Details; (3) Problem Areas; (4) Interview; (5) Results.

Introduction
The first two pages a city will encounter in the tool are an introduction to the Ecosystem Check-Up. These two pages introduce (1) what the tool is meant to do, (2) how the tool will go about achieving this outcome; and (3) how users should approach their use of the tool in order to optimise their results.

Figure 36: Introduction pages for digitised Ecosystem Check-Up

City Details

The third page a city will encounter in the tool is a request for the user to clarify whether they are a city user or a City Advisor. We've designed this tool particularly for these two user groups because we understand from learnings with cities and city advisors that both, frequently, are uncertain which services are most relevant to use / propose use of. With this quick interaction, we can clarify who is using the tool and also build in future functionality for cities to share their results with their respective City Advisors and vice versa.
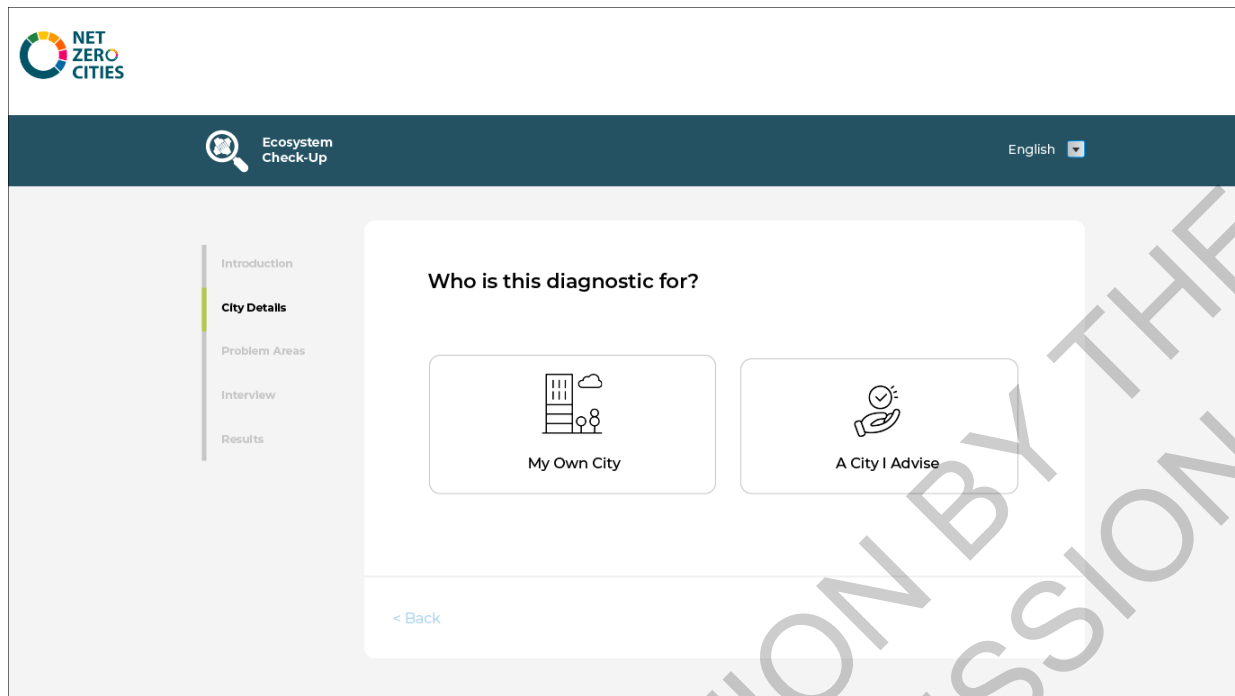
Figure 37: City Details page for digitised Ecosystem Check-Up

Problem Areas

The fourth page a city will encounter in the tool is a request for the user to clarify which problem areas they are currently managing. Very similar to a health diagnostic tool, this interaction is meant to encourage users to reveal the "symptoms" they are experiencing.

The tools back-end logic system is designed in such a way that each of the "problem areas" corresponds to a unique set of Citizen and Urban Stakeholder needs; These are the needs which we identified in our early research stage, from which each of the unique WP8 services emerged. Each WP8 service is meant to respond to one, specific need we learned from cities that were important. And each "Problem Area" acknowledges specific needs that might be at play. By encouraging users to select their specific problem areas, we can narrow down the list of potential needs they have when it comes to engaging their citizens and urban stakeholders. We use the interview section to allow users to more closely analyse and prioritise each of their needs.
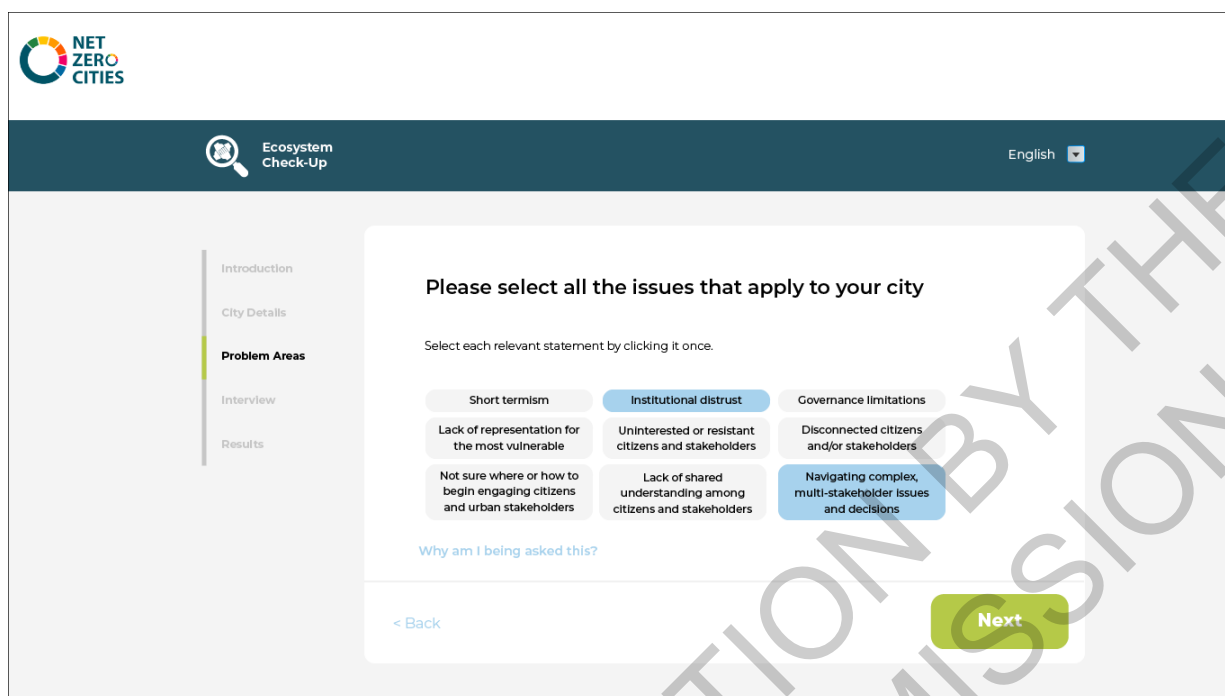
Figure 38: Problem Areas page for digitised Ecosystem Check-Up

Interview

The interview section of the tool, which users will encounter, corresponds to the specific problem areas they've identified. Depending on which "problem areas" they name as relevant to their city, a different set of interview questions will be introduced (see backend logic system to see the 7 sets of interviews they might experience). Each question a user answers will help analyse the particular relevance of a potential need and prioritise them. As such, if a user selects a suite of answers across the totality of the interview which suggest a higher degree of challenge with a specific need, that need will emerge as the highest priority need for the city to address. By going through the interview process in good faith, users can enable our backend logic system (algorithm) to name what their highest priority needs are.
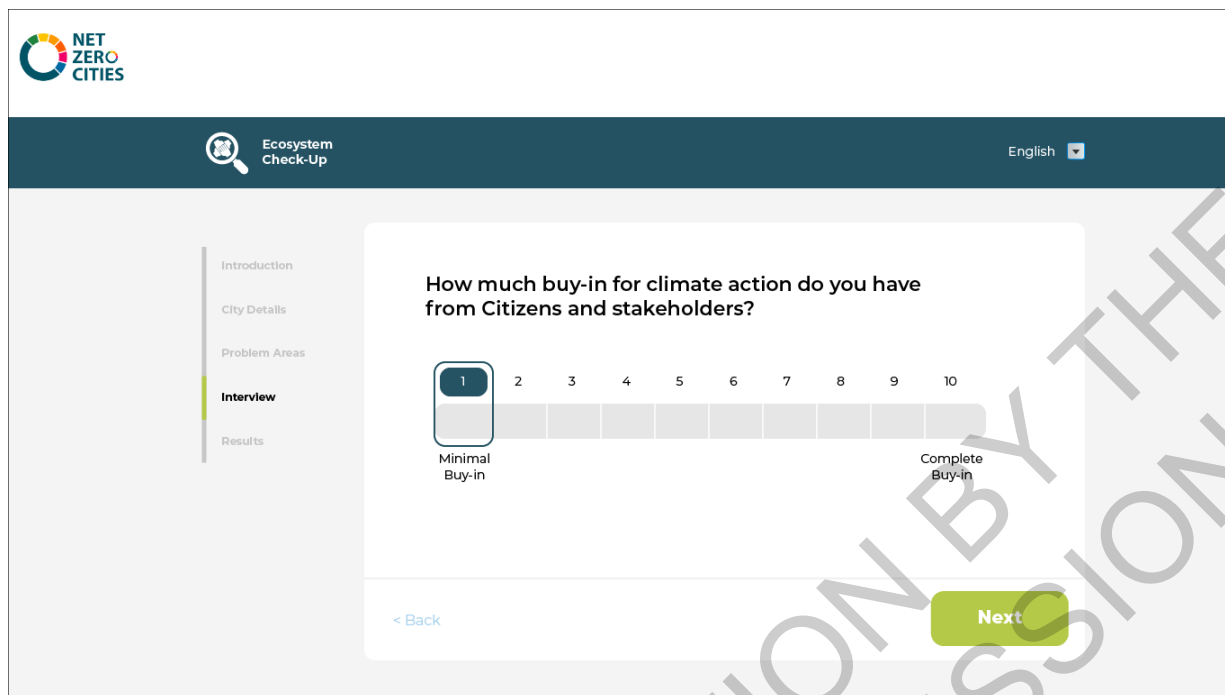
Figure 39: Example Interview page for digitised Ecosystem Check-Up

Results

Once a user has completed their interview, the algorithm will suggest, with an approximate calculation of certainty, which need/s are most pressing for the user. On the final page of the tool, the user will have a chance to review all their needs, listed in order of highest priority to lowest to learn more about what that need is and, most importantly, click on a link to be directly connected with the WP8 service which is meant to resolve that need.
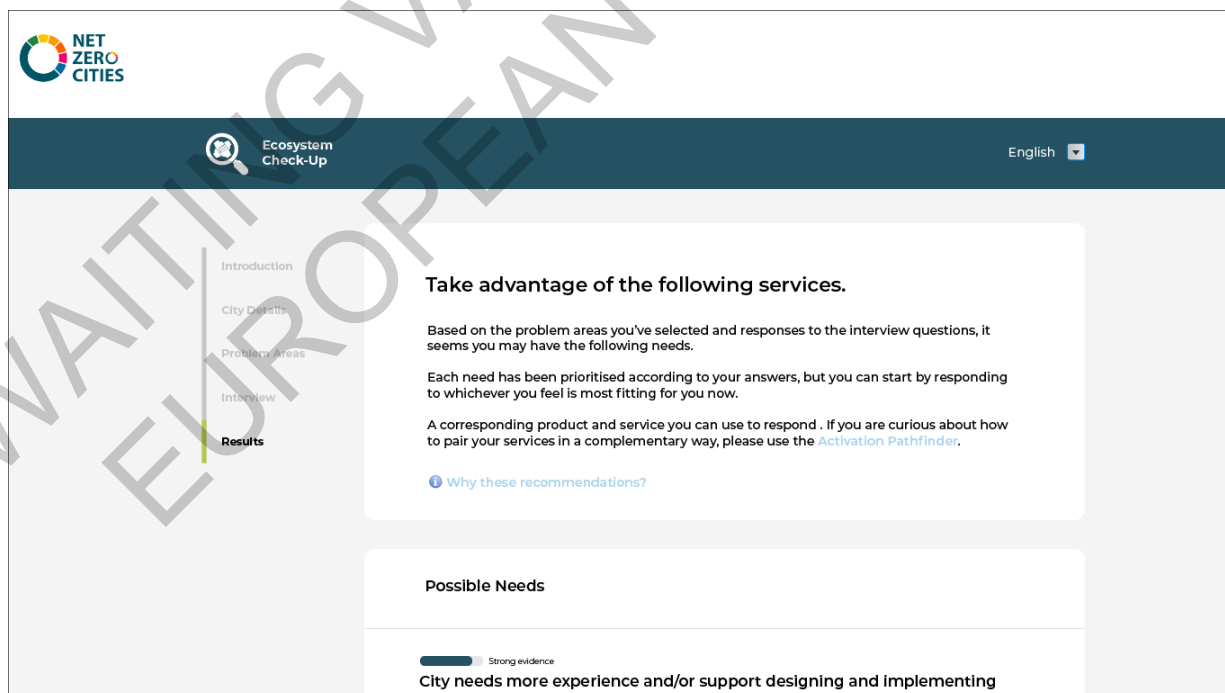
Figure 40: Results page for digitised Ecosystem Check-Up

By using this tool, a user -who may not even be aware what their precise needs are or where to start with the plethora of services available to them on the NZC portal, can quickly diagnose and review which needs seem most relevant to their context and be encouraged to make use of the service which is specifically designed to respond to that need. Once that need and corresponding service has been selected, a city or City Advisor can rely on the guidance provided within each of the WP8 services to utilise or deliver the service effectively.

2.1.2.2 Minimum Viable Products

The MVP version of the Ecosystem Check-Up operates in a similar way to the interactive, digitised version, but lacks the dynamic and back-end capabilities. As such, a user will go through an identical process of being introduced to the tool, indicating their use case (city or City Advisory), selecting their problem areas, running through an interview, and finding their results; however, the user themselves will have to rely on the way-finding guidance provided within the PDF and use their own cognitive abilities to go through the process. This includes finding the relevant interviews related to the problem areas they select, calculate their priorities needs, tabulating their results, and advance to their relevant services. In this way, the MVP is a less seamless version of the service model than the interactive and digitised version, but it can still function on the same logic system and can be extremely effective.

2.1.3 Using the Activation Pathfinder

2.1.3.1 Digitised Experience

The interactive, digital version of the Activation Pathfinder is a user-friendly experience for cities. Once they've identified on the "Ecosystem Activation Tools" landing page that they'd like to use the Activation Pathfinder tool and clicked on it, they will immediately be brought to the launch page of the tool. The tool flows through three stages: (1) an introduction; (2) an interview; and (3) the results.

Introduction
The first page a city will encounter in the tool is an introduction to the Activation Pathfinder. This page introduces (1) what the tool is meant to do, (2) how the tool will go about achieving this outcome; and (3) how users should approach their use of the tool in order to optimise their results.
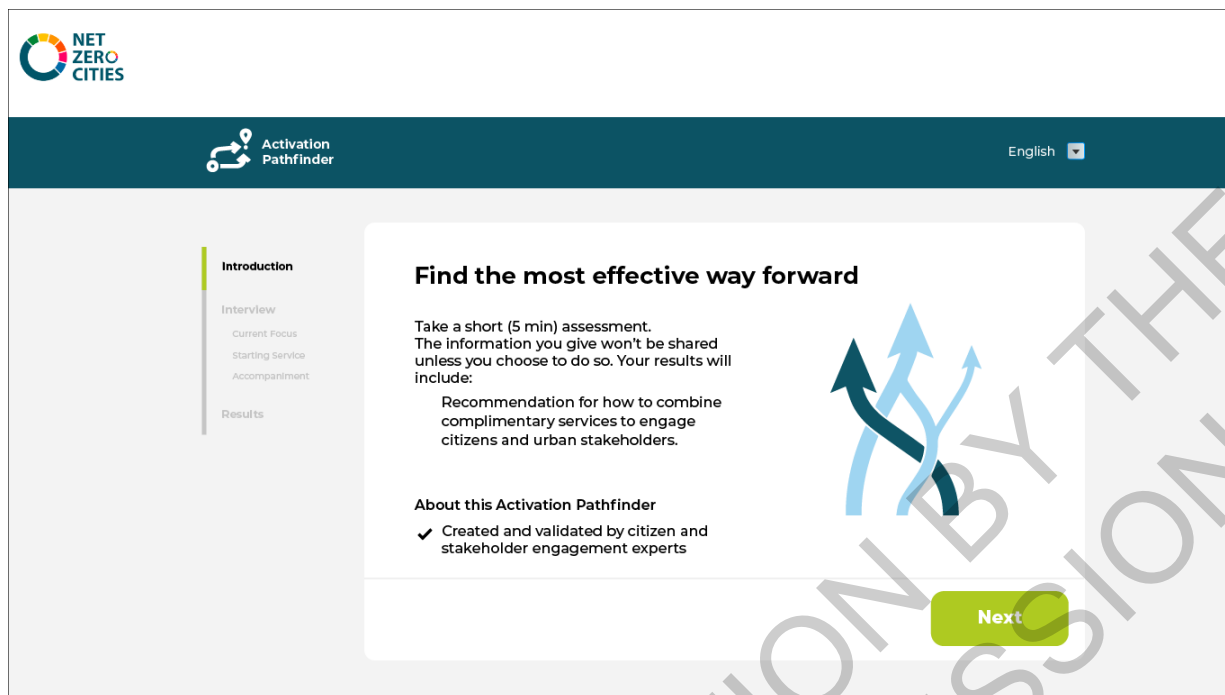
Figure 41: Introduction page for digitised Activation Pathfinder

Interview

The second set of pages a city will encounter in the tool are a series of three interview questions. These questions are:

1. Where is your city's work currently focused on the Climate Transition Map journey?
2. To what extent would your city like their use of the NZC Citizen and Stakeholder Engagement products to be facilitated with an expert?
3. Which of the NZC Citizen and Stakeholder Engagement Products is your city already using or planning to use?

The point of the questions is that they enable our back-end logic system to adequately identify the climate transition context the city is operating within and, therefore, which other services can support their intentions and complement their current approach. It also helps clarify to the city and city advisors (still the two primary target users for the tool) how the service ought to be delivered; either as a product for autonomous use by the city or as a more robust service, supported with the facilitation of an expert City Advisor or member of a City Support Group.

Figure 42: Interview pages for digitised Activation Pathfinder

Results

Once a user has completed their interview, the algorithm will suggest the suite of complementary WP8 services a user can add to their approach. Included in the results is an explanation for each of the complementary services which outlines why and how it can complement their current efforts.
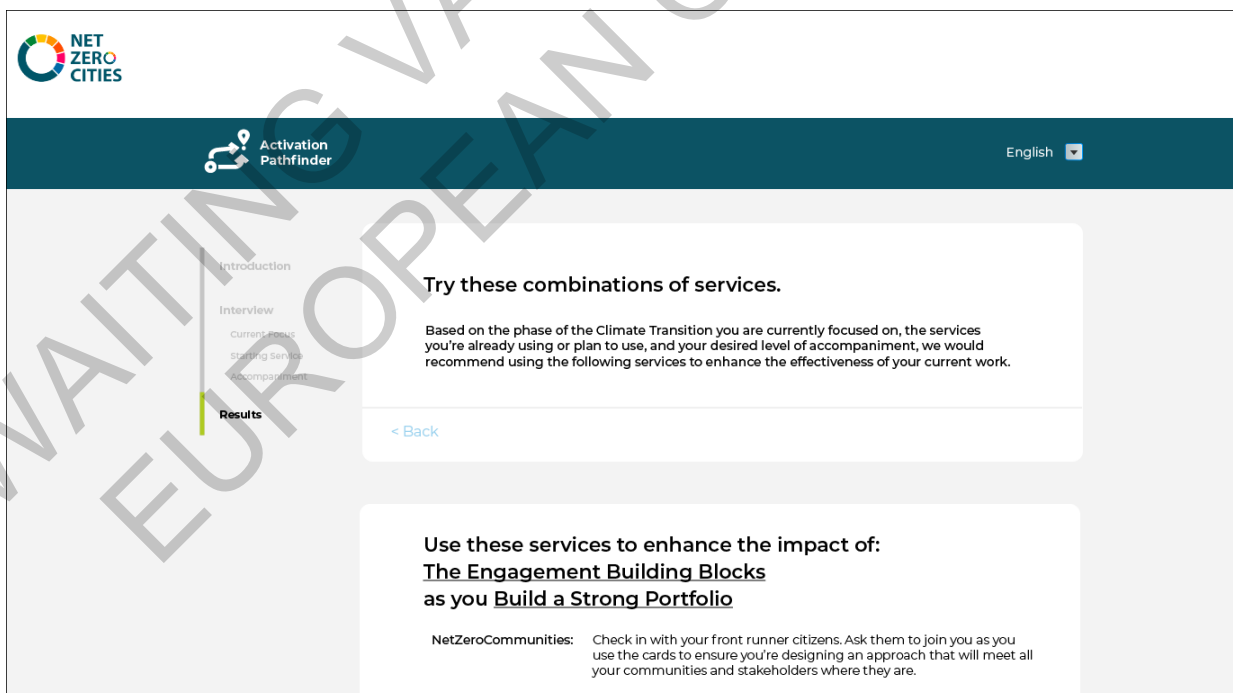
Figure 43: Results page for digitised Activation Pathfinder

In this way, the Activation Pathfinder rapidly encourages users to reflect on their current approach at the phase of the Climate Transition Map they are operating in while simultaneously allowing them to consider and add additional services to their approach which can enhance the effectiveness of their efforts to engage citizens and urban stakeholders toward climate neutrality in their city.

2.1.3.2 Minimum Viable Products

The MVP version of the Activation Pathfinder operates in a similar way to the interactive, digitised version, but lacks the dynamic and back-end capabilities. As such, a user will go through an identical process of being introduced to the tool, running through an interview to define their context, and finding their results. However - similar to the MVP Ecosystem Check-Up, the MVP Activation Pathfinder user will have to rely on the way-finding guidance provided within the PDF and use their own cognitive abilities to go through the process. This includes finding the relevant results, i.e., complementary services, which align with the answers they provide in the interview.. In this way, the MVP is a less seamless version of the service model than the interactive and digitised version, but it can still function on the same logic system and be extremely effective.

3. Next Steps

The service model, consisting of the Ecosystem Check-Up and Activation Pathfinder, will be developed and expanded upon in several ways. The first step in the development process will be to digitise the service model and integrate it into a portal by LGI. This will make it more accessible to the City Advisors and City Support Group, who will utilise it to deliver support to cities.

Once the service model is integrated into the portal, the City Advisors and City Support Group will use it to provide support to cities, and periodically evaluate the effectiveness of these services. They will gather feedback from cities and use it to improve the service model.

In addition to the development phase, the service model will also be expanded upon. Specifically, Work Packages 6-10 will collaborate to evaluate how to scale this WP8 service model into a workable model for all Work Package 6-10 services. This collaboration will ensure that the service model is effective and beneficial for all services within the Work Packages. The expanded service model will be regularly evaluated and improved upon based on feedback from cities and stakeholders.

CONCLUSION

The NetZeroCities mission is a vital initiative aimed at enabling the transition to climate neutral cities.
For Part A, the Spaces for Encounter Framework provides some elements to consider when setting up spaces that serve the purpose to connect people, provide a shared context, enable dialogue and action, generate learning and collaborative processes, and help people to collectively organise. They focus on creating spaces that are long-term and that build upon relationships to enable further collaboration. In the framework, we have introduced the underlying principles that need to be considered, determined and adopted to support you - the city authorities - to create spaces that enable citizens to make decisions on climate issues with the support of you and other influential stakeholders that will impact the community. To create this type of citizen power and multi-stakeholder collaboration links back to our thought of creating a network of actors in the whole city ecosystem to explore how they all can be collectively mobilised towards Climate Action .

For Part B, The Ecosystem Check-up is an innovative diagnostic tool that enables cities to identify their citizen and stakeholder engagement needs, find a corresponding service to use which can respond to that need, and offer complimentary services which can be used to enhance the city's effectiveness at addressing that need. The Activation Pathfinder is a user experience optimisation tool that enables users to make the most of the services provided by the NetZeroCities mission. Overall, the successful design, development, and delivery of the Ecosystem Check-up and the Activation Pathfinder represent a major step forward in the transition to climate neutrality. These innovative tools will play a crucial role in enhancing citizen and stakeholder engagement and promoting sustainable development in cities.

Bibliography

(1) European Committee of the Regions (2019) Working together to bring the EU closer to its citizens.

https://cor.europa.eu/en/engage/brochures/Documents/Working%20together%20to%20bring%20the%20EU%20closer%20to%20its%20citizens/3975%20blueprint%20brochure%20FIN.pdf?utm_source=Twitter&utm_medium=social&utm_campaign=StrategicAgenda

(2) European Commission Research and Innovation (2021) EU Mission: Climate-Neutral and Smart Cities.

https://research-and-innovation.ec.europa.eu/funding/funding-opportunities/funding-programmes-and-open-calls/horizon-europe/eu-missions-horizon-europe/climate-neutral-and-smart-cities_en

(3) Richard Florida (2002) The rise of the creative class (Updated 2019 paperback ed.). New York

ANNEX 1 Spaces for Encounter Framework

You can find the entire Spaces for Encounter Framework (Part A) online on Miro here.

Key Words

Civic Engagement Mapping Canvas

A service that provides Mission cities guidance and access to a series of mapping tools and canvases within the knowledge repository.

Conviviality

A concept that is deeply rooted in the idea of living together harmoniously, sharing experiences, and fostering a sense of community and belonging.

Engagement Building Blocks

A tool to support the visualisation of citizen and stakeholder engagement processes. It consists of four that set and identify the goals of an engagement, the context in which an engagement is created in, the different design choice, and the possible methods of engaging stakeholders.

Humble Governance

A model that can be used to break political gridlocks through focusing on building thin consensus between stakeholders with diverse views and then giving these stakeholders the autonomy to pursue these goals in their own way.

NetCeroCommunities

A collaborative board to broadcast and connect the activities and voices of front-runner citizens on climate action.

Participation

An individual or group of individuals have the ability, space and support to freely express their views, to be heard and to contribute to decisions that affect them or are important to them.
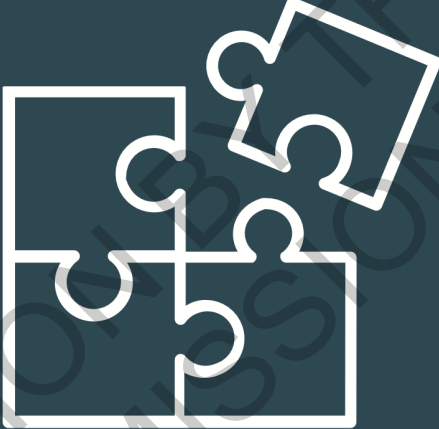
Spaces for Encounter

Spaces that enable interactions, discussions, debates, disagreement, consideration, and decision making amongst citizens and diverse stakeholders in settings that disrupt typical power hierarchies and dynamics. Despite differences, the actors seek to create action for the longer term.

Transition Team Playbook

A guide that rovides information on how to develop a collective transition. It provides information on the Transition Team, a range of possible models for this team, acknowledging the diversity needed to match city context, and it guides the reader through possible steps for setting up such a team, with insights on necessary skills and capabilities.

iv

INTRODUCTION TO THIS FRAMEWORK

NET ZERO CITIES

DESCRIPTION: WHAT ARE SPACES FOR ENCOUNTER?

NET ZERO CITIES

To initiate the creation of Spaces for Encounter, you need to understand what they are, who they are for and why they are needed to support your city's Climate Action.

Goals of the spaces

Activating an Inclusive Ecosystem for Change

Spaces for Encounter are places that enable citizens to discuss and create action with multiple and diverse actors to come together to create change and make decisions on issues that are relevant to them and possibly close to them. They are a way to convene a plurality of actors into a space where they come together with what they have and create impact together and lasting collaboration and relationships. Various spaces can be open to a wider community of citizens and actors or be closed to specific groups of citizens.

The spaces are meant to create outcomes that have been developed by citizens with the support of influential stakeholders which can be translated to change in the community and policy recommendations. The spaces create the ability for citizens to impact their community through interactions, discussions, debates and disagreements with other stakeholders such as you the city authorities, policymakers, academic institutions, civil society organisations and private sector enterprises.

We think the opportunity for the greatest impact lies in focusing on creating the Space for Encounter through networks of actors in the whole city ecosystem and exploring how they can be collectively mobilised towards Climate Action. This forms long-term connections between citizens and the other actors such as you, the city authorities, civil society organisations and policymakers that attempt to overcome the tendency for government actors to be dominant in these spaces as the ultimate decisionmakers. The Spaces for Encounter instead seek to instil certain qualities such as equality, inclusion, accountability, transparency, trust and to lessen power imbalances.

Purpose of the spaces

Spaces for Encounter enable interactions, discussions, debates, disagreement, consideration, and decision making amongst citizens and diverse stakeholders in settings that disrupt typical power hierarchies and dynamics. Despite differences, the actors seek to create action for the longer term.

Spaces for encounter connect people, provide a shared context, enable dialogue and action, generate learning and collaborative processes, and help people to collectively organise[1]. They aim to gather citizens with different perspectives and worldviews, and different life experiences to co-create solutions and decisions with influential stakeholders to combat climate change.

1 Community of Practice. *Why communities of practice are important. Community of Practice.* Available at: https://www.communityofpractice.ca/background/why-communities-of-practice-are-important/

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Values of the spaces

The aim of the Spaces for Encounter is to create a foundation on the basis of long-term engagement and collaboration, and to generate a genuine momentum of meaningful actions spurred by citizens. The values of the spaces ensure that meaningful action and collaboration can take place. We have compiled some values and competencies that we consider to be important for creating and designing the spaces as well as for using them.

Collaboration, partnership & co-creation, and reciprocity

Identifying ways that enable each person to apply their unique talents and expertise to move the work forward. Demonstrating that collective working is effective. Supporting and developing individuals to contribute effectively to communities. Developing a culture of informed and accountable decision making[2]. Decision making and planning responsibilities are shared among those involved. Taking interest in what and how others think. Engaging in disagreement, listening to differing viewpoints and sharing experiences. Finding solutions that others support and taking ownership of the solutions. Nurturing solidarity and group feeling.

Cultural humility, lived experience, respect and empathy

Recognising the influence of one's own biases when understanding others' experiences, emotions and thoughts.

Sharing own experiences and the different dimensions of those experiences through observations, thoughts, memories or feelings. Coming as yourself and having confidence in one's own opinion. Respecting the physical, emotional and mental boundaries of the members of a community, and the consent of the members of the community in the space and the activities. Everyone has the ability to speak up, but does not need to. Actively trying to understand other peoples' perspectives by putting oneself in their situation. All those involved should be present in the moment and actively listen to each other. Compassion and relating own experiences to what others have said, and using everyday language to explain difficult terms. Being open to the diversity of opinions, and checking for any miscommunication and differences in understanding.

Power, transparency & honesty, and trust

Recognising the power dynamics in the work; are you working with or for the community? Who has decision-making power in the work? Openly communicating to those involved on the progress of the work and how outcomes are communicated to outside entities. Being clear and honest of the goals of the spaces and the roles in the spaces. Having the ability to say "*I don't know*" and willingness to hear from others. Building mutual respect and establishing a level of trust that supports open dialogue across a diversity of perspectives. Creating a welcoming space by listening to others and building relationships.

2 Community Development Foundation. (2006). *The community development challenge*. Available at: http://www.bl.uk/collection-items/community-development-challenge

PEOPLE: KEY PARTICIPANTS AND STAKEHOLDERS

THE PROCESS: THE HUMBLE GOVERNANCE MODEL

Governance refers to how something is organised and steered towards its goals, including how the structures and relationships between stakeholders work towards a shared goal. Governance is at the core of achieving the aims of Spaces for Encounter: to diffuse traditional power dynamics between different actors; to embed accountability in spaces to ensure dialogue leads to changes in policy; and to form a thin consensus between people with different - and sometimes polarised - viewpoints. The **Transition Team Playbook** is also a great source to understand the orchestration of action with a collective.

In brief, thinking about governance means thinking about the structures, processes, and methodologies being used to connect different people and actions, and the thinking and values they are based on. How a space is organised and steered is fundamentally influenced by and affects the dynamics of relationships and interaction within the space.

The Transition Team Playbook

The playbook is a guide to develop a city's ability to lead a collective transition. It lays the principles of a Transition Team, the key ingredients in enabling transformative action from a coalition of actors for the clear goal of climate neutrality emissions by 2030. The playbook provides a range of possible models for this team, acknowledging the diversity needed to match city context, and it guides the reader through possible steps for setting up such a team, with insights on necessary skills and capabilities.

Much of this links to the components you have already explored. Firstly, the governance of a space should be oriented around the goals, purpose, and vision of the space covered in the first section, Initiation. Additionally, it is important that the contents of the second section, People, are considered in the way a space is governed. In order to diffuse power dynamics, different people's experiences must be considered, including how their incentives factor in and how to develop a sense of agency and belonging among all people in a space.

THE MANAGEMENT: CREATING LASTING SPACES

As mentioned, the management of Spaces for Encounter is inextricably linked to its governance. In this sense, management activities should be designed in such a way that is compatible with the governance's focus on learning through doing. The organised and well thought out management of the space will support its longevity. These spaces will foster conviviality, ensure clearly outlined roles, well orchestrated commitments and communication, and learning from the activities and others, thus creating a cycle of learning and doing which drives towards the space's goals.

Conviviality Infrastructuring[15 16 17]

The term "*conviviality*" is derived from the Latin word "*convivium*," which is a combination of "*con-*" meaning "*together*" and "*-vivium*" meaning "*living*." The concept of conviviality is deeply rooted in the idea of living together harmoniously, sharing experiences, and fostering a sense of community and belonging. This notion of togetherness and collaboration is at the core of creating convivial spaces, which are essential for promoting inclusiveness, understanding, and mutual support. As presented at the start of this guide, the values of collaboration, empathy, reciprocity and humility are echoed in the notion of conviviality.

The Core Elements of Conviviality

Hospitality: One of the key components of conviviality is hospitality – the act of welcoming and accommodating others with warmth and generosity. This sense of hospitality involves creating an inclusive atmosphere where individuals feel respected and valued, regardless of their background or beliefs.

Social Bonding: Conviviality fosters social bonding and connections among individuals, helping to break down barriers and encourage collaboration. This can be achieved through shared experiences, such as group activities, discussions, or even the simple act of sharing a meal together.

Mutual Respect and Understanding: A convivial environment is one where mutual respect and understanding are cultivated among participants. This involves active listening, empathy, and a genuine interest in learning from others' perspectives and experiences.

Emotional Wellbeing: Conviviality contributes to the emotional wellbeing of individuals by creating a sense of belonging, security, and trust within a group. When people feel emotionally supported and connected to others, they are more likely to engage in open communication and work together towards common goals.

15 Illich, I. (1971). *Deschooling Society*. Harper & Row.
16 Illich, I. (1973). *Tools for Conviviality*. Harper & Row.
17 Brown, A. M. (2019). *Pleasure Activism: The Politics of Feeling Good*. AK Press.

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RESOURCES: SUPPORTING CITIES IN INITIATING SPACES FOR ENCOUNTER

This section introduces various facilitation approaches and principles, methodologies, real life cases of Spaces for Encounter that can support the development of the spaces, and networks and funding opportunities. While the resources we are sharing can be quite specialised, and might be of high interest for expert facilitators, you may find inspiration and incorporate some of the aspects in the design and running of the spaces with the stakeholders. While each of the various facilitation and methodology approaches are different, they all aim to create a better understanding of the ecosystem, embrace tensions and create solutions.

1. **Facilitation approaches:** Descriptions of various principles of facilitation and approaches that can support the activities in the spaces.

2. **Methodologies:** Practical resources for creating Spaces for Encounter.

3. **Stories from the field:** Examples of successful Spaces for Encounter from different cities.

4. **Training and capacity-building:** Workshops, courses, and webinars to develop the necessary skills for stakeholders.

5. **Funding opportunities:** Information on potential funding sources to support Spaces for Encounter initiatives.

6. **Networks and platforms:** Communities of practice and online forums for sharing experiences, learnings, and best practices.

Facilitation approaches

Transformative facilitation[18]

Transformative facilitation helps people collaborate and connect equitably in many different contexts. It aims to remove the barriers to collaboration between different people. It focuses on working through the purpose and objectives of the collaboration, deciding who does which roles, what process and resources are used, and reviewing the different elements of the work.

The stakeholders can be made up of both large and small groups, consisting of teams, task forces, and stakeholders from different backgrounds and positions, and different organisations. Through a process of vertical and horizontal facilitation, a facilitator guides the stakeholders toward the intended goals of the activity. The facilitator supports the participants to understand why they are a part of the problem as well as the solutions to it. The facilitators use these two facilitation techniques alternatively depending on the directions of discussions.

18 Kahane, A. (2021, August). Facilitate collaborative breakthrough with these moves. *Strategy + Business*. Available at: https://www.strategy-business.com/article/Facilitate-collaborative-breakthrough-with-these-moves

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ANNEX 2 Ecosystem Activation Tools (WP8 Service Model)

You can find the entire Ecosystem Activation Tools (Part B) components online on Miro here.

ECOSYSTEM CHECK-UP

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OVERVIEW: THE ECOSYSTEM CHECK-UP

What is this tool for?

The Ecosystem Check-Up is a diagnostic tool to help you define your highest priority, local ecosystem needs and identify the NetZeroCities services you can use to address them.

Who is this tool for?

This tool is best used with a team, such as your Transition Team.

Additionally, the tool has been designed so you can use it with a NetZeroCities City Advisor or member of a City Support Group as a facilitator, if it would be helpful to have some support or an outside perspective while conducting the Check-Up.

How is this tool best used?

This check-up depends on your answers.
Reflective and accurate completion of the check-up will improve the precision of results and usefulness of the recommended next steps.

A collaborative approach may help.
Completing this check-up as a team (Transition Team or otherwise) and with partners may improve the accuracy of the results.

NET ZERO CITIES

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CONDUCTING AN ECOSYSTEM CHECK-UP

Estimated Time Investment: ~**10-15 minutes**

Instructions

The Ecosystem Check-Up consists of three steps.

1. **CONFIRM** any *problem areas* you may be managing with the citizens and urban stakeholders in your city. Think of these as the "symptoms" you might be dealing with.

2. **RESPOND** to a series of *interview* questions, related to the problem areas you've selected, which will help assess which needs might be the highest priority when it comes to engaging and activating your local ecosystem, as a group, other possible goals of engagement in your city. These goals, shared by the group, may be written on the blank cards.

3. **NAME** the current phase of the Climate Transition Map you are focused on.

4. **REVIEW** your *results*. Based on a relatively quick series of calculations, you can convert the answers you gave during the interview into a clear hierarchy of needs. And, with these needs prioritised, you can quickly identify which NetZeroCities service or services can support you to effectively engage and activate the citizens and urban stakeholders in your city.

NET ZERO CITIES

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CONDUCTING AN ECOSYSTEM CHECK-UP: CONFIRM ANY PROBLEM AREAS

Please select any and all the issues that apply to your city.

If you select this issue	Proceed to these interviews.
☐ Short-termism	Interviews: #1, #2, #6
☐ Institutional distrust	Interviews: #1, #2, #3, #5, #6
☐ Governance limitations	Interviews: #1, #3, #6, #7
☐ Lack of representation for the most vulnerable	Interviews: #2, #3, #4, #5, #6
☐ Uninterested or resistant citizens and/or stakeholders	Interviews: #2, #5, #6
☐ Disconnected citizens and/or stakeholders	Interviews: #2, #3, #4, #6
☐ Not sure where to begin engaging citizens and stakeholders	Interviews: #1, #2, #3, #4, #5, #6, #7
☐ Lack of shared understanding among citizens and/or stakeholders	Interviews: #2, #4, #6, #7
☐ Navigating complex, multi-stakeholder issues and decisions	Interviews: #1, #2, #3, #4, #5, #6, #7

NET ZERO CITIES

Please complete all interviews that correspond to the problem areas you selected. Select the answers that most closely align with your own.

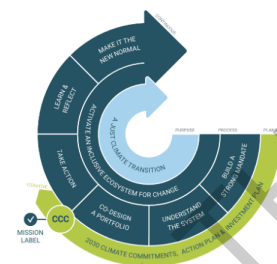Do not calculate your priority levels until you have completed all interviews.

Interview #7

1. To what extent are you familiar with the role engaging citizens and stakeholders can play in advancing long-term climate action?
   a. Familiar
   b. Somewhat familiar
   c. Not familiar

2. To what extent are you familiar with how it would help (why it matters) to spend time designing an engage process for/with citizens and stakeholders?
   a. Familiar
   b. Somewhat familiar
   c. Not familiar

3. To what extent are you familiar with how to map citizens and stakeholders in our local ecosystem?
   a. Familiar
   b. Somewhat familiar
   c. Not familiar

4. To what extent are you familiar with how to map citizens and stakeholders in our local ecosystem?
   a. Familiar
   b. Somewhat familiar
   c. Not familiar

5. To what extent are you familiar with the role a shared and co-created vision can play to advance long-term climate action?
   a. Familiar
   b. Somewhat familiar
   c. Not familiar

Any "a" answer = 0 priority points
Any "b" answer = 0.5 priority points
Any "c" answer = 1 priority point

Total Priority Points: _____

NET ZERO CITIES

CONDUCTING AN ECOSYSTEM CHECK-UP:
CONFIRM YOUR CURRENT FOCUS

Please clarify which phase of the Climate Transition Map you are currently focused on.

- [ ] Building a Strong Mandate
- [ ] Understanding the System
- [ ] Co-Designing a Portfolio
- [ ] Taking Action
- [ ] Learning and Reflecting
- [ ] Making it the New Normal

NET ZERO CITIES

REVIEWING YOUR RESULTS

Estimated Time Investment: ~**10-15 minutes**

Calculating your Priorities and Finding Effective Services

Once you've completed all the interviews that correspond to the problem areas you selected, go back and calculate their respective priority levels.

Each interview helps to explore the priority level of a specific need related to citizen and urban stakeholder engagement. These needs are the basis for each of NetZeroCities citizen and urban stakeholder engagement services; each service is meant to resolve one of the needs. As such, by determining whichever need is your highest priority, you can also determine which service you should start using first.

On the following pages, add the priority scores from each of the interviews you conducted. Then, based on whichever score is the highest and phase in the Climate Transition Map you're currently focused on, you can define, precisely, which service to use and how to use it at this phase in your work.

INTERVIEWS

NET ZERO CITIES

INTER-VIEW	PRIORITY SCORE	NEED	SERVICE	CLIMATE TRANSITION MAP ADAPTATIONS
#1	Add your score here.	Need clear examples, specific methods, or general knowledge in order to advance climate agenda.	Knowledge Repository	**BUILD A STRONG MANDATE** The knowledge repository can provide access to case studies, resources, and methodologies that have been successfully used by other cities to build public support for climate neutrality. This includes examples of effective communication strategies, community engagement tactics, and successful policy implementation approaches. By leveraging this knowledge, you can develop a targeted and effective campaign to educate and engage your community on the importance of climate neutrality and build a strong mandate for action. **UNDERSTANDING THE SYSTEM** Achieving climate neutrality requires a deep understanding of the complex systems that underpin our economy, society, and environment. A knowledge repository can provide access to resources and case studies that help us better understand the relationships between different systems and how they impact our ability to achieve our goals. This could include resources on systems thinking, stakeholder analysis, and the role of innovation in driving systemic change. **CO-DESIGN A PORTFOLIO** A portfolio of projects is essential to achieving climate neutrality. A knowledge repository can provide access to case studies and resources that can inform the co-design of these projects. This could include examples of successful projects from other cities, tools for project design and evaluation, and guidance on how to engage with different stakeholders to ensure that projects are effective and sustainable.

NET ZERO CITIES

ACTIVATION PATHFINDER

OVERVIEW: THE ACTIVATION PATHFINDER

What is this tool for?

The Activation Pathfinder is a tool to help you build on what you've already done, or plan to do, by finding recommendations for how to combine complementary citizen and stakeholder engagement services which can activate your entire city.

Who is this tool for?

This tool can be used by an individual, but is best used with a team, such as your Transition Team.

Additionally, the tool has been designed so you can use it with a NetZeroCities City Advisor or member of a City Support Group as a facilitator, if it would be helpful to have some support or an outside perspective.

How is this tool best used?

This check-up depends on your answers.
Reflective and accurate completion of the check-up will improve the precision of results and usefulness of the recommended next steps.

A collaborative approach may help.
Completing this check-up as a team (Transition Team or otherwise) and with partners may improve the accuracy of the results.

FINDING ACTIVATION PATHWAYS

Estimated Time Investment: ~**5 minutes**

Instructions

The Activation Pathfinder consists of two steps.

1. **RESPOND** to three *interview* questions, related (a) where you're currently focused on the Climate Transition Map (CTM), (b) which citizen and stakeholder engagement service or services you're already using or plan to use, and (c) how much accompaniment / facilitation you would like with your use of citizen and stakeholder engagement services.

2. **REVIEW** your *results*. Using the "database" of options we've compiled, you can locate the phase of the Climate Transition Map you are currently focused on, the service/s you are (or will) use, and the complementary service options you can incorporate into your approach. You can then share these results with your City Advisor or a member of a City Support Group to gain your desired level of accompaniment / facilitation.

FINDING ACTIVATION PATHWAYS
RESPOND TO THE INTERVIEW QUESTIONS
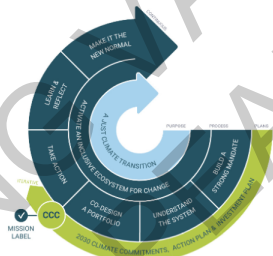
Please clarify which phase of the Climate Transition Map you are currently focused on.

- [ ] Building a Strong Mandate
- [ ] Understanding the System
- [ ] Co-Designing a Portfolio
- [ ] Taking Action
- [ ] Learning and Reflecting
- [ ] Making it the New Normal

FINDING ACTIVATION PATHWAYS
RESPOND TO THE INTERVIEW QUESTIONS

Which of the NZC Citizens and Stakeholder engagement services are you already using or planning to use?

- [ ] Engagement Building Blocks
- [ ] Civic Environment Mapping
- [ ] NetZeroCommunities
- [ ] Spaces for Encounter
- [ ] Activating Ecosystems for Change; Capability Building Module

If you haven't found a service to start with yet, please try using the Ecosystem Check-Up

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NET ZERO CITIES

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FINDING ACTIVATION PATHWAYS
RESPOND TO THE INTERVIEW QUESTIONS

To what extent would you like your use of NZC Citizen and Stakeholder Engagement services to be facilitated with an expert?

☐ **Zero Facilitation**
We would like to use the seervice on our own.

☐ **Service Introduction**
Facilitator introduces how to use the service

☐ **Accompaniment**
Facilitator introduces and answers questions throughout use

☐ **Coaching**
Facilitator introduces and coaches throughout use

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REVIEWING YOUR RESULTS

Estimated Time Investment: ~**10-15 minutes**

Try these Combinations of Services

Once you've completed all the interviews you can proceed to reviewing your results.

Based on the phase of the Climate Transition you are currently focused on, the services you're already using or plan to use, and your desired level of accompaniment, we have compiled a "database" of recommendations to enhance the effectiveness of your current work.

This "database" of recommendations is organised in the following pages according, first, according to the phases of the Climate Transition Map, and, second, according to the specific tools you may be using / planning to use. You can use the shortcuts on the next page (page 38) to go directly to the most relevant recommendations for you.

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Links to each recommendation for pairings services

CLIMATE TRANSITION MAP Which phase are you currently focused on?	SERVICES Click on the service you already using / planning to use?
Build a Strong Mandate	Engagement Building Blocks
	Civic Environment Mapping Service - Canvases & Guide
	NetZeroCommunities
	Framework for Spaces for Encounter
	Activating Ecosystems for Change, Capability Building Module
Understanding the System	Engagement Building Blocks
	Civic Environment Mapping Service - Canvases & Guide
	NetZeroCommunities
	Framework for Spaces for Encounter
	Activating Ecosystems for Change, Capability Building Module
Co-Designing a Portfolio	Engagement Building Blocks
	Civic Environment Mapping Service - Canvases & Guide
	NetZeroCommunities
	Framework for Spaces for Encounter
	Activating Ecosystems for Change, Capability Building Module
Taking Action	Engagement Building Blocks
	Civic Environment Mapping Service - Canvases & Guide
	NetZeroCommunities
	Framework for Spaces for Encounter
	Activating Ecosystems for Change, Capability Building Module
Learn and Reflect	Engagement Building Blocks
	Civic Environment Mapping Service - Canvases & Guide
	NetZeroCommunities
	Framework for Spaces for Encounter
	Activating Ecosystems for Change, Capability Building Module
Make it the New Normal	Engagement Building Blocks
	Civic Environment Mapping Service - Canvases & Guide
	NetZeroCommunities
	Framework for Spaces for Encounter
	Activating Ecosystems for Change, Capability Building Module

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REVIEWING YOUR RESULTS

Building a Strong Mandate

SERVICE The service you are already using or planning to use	OPTIONAL PAIRINGS Additional services you can add to your approach	DESCRIPTIONS What the additional service can add to your approach
Engagement Building Blocks	Knowledge Repository Resources	The Knowledge Repository can provide resources to build a strong mandate for climate neutrality. For example, it can provide case studies of successful climate neutrality initiatives, best practices in stakeholder engagement, and methodologies for measuring progress towards climate neutrality.
	Civic Environment Mapping Service - Canvases & Guide	The Civic Environment Mapping tool can be used to support the identification and engagement of key stakeholders in the city. It can help to map out existing networks and relationships and to identify potential allies and champions who can or should be engaged with en route to achieving climate neutrality.
	NetZeroCommunities	NetZeroCommunities offers a platform to connect with citizens and stakeholders who are local climate action leaders. It can also facilitating the building of relationships with harder-to-reach communities and empowering stakeholders to contribute to the achievement of climate-neutral goals.
	Framework for Spaces for Encounter	Completing this process within a Space for Encounter can be a good starting point to encourage collaboration and thinking around engagement.
	Activating Ecosystems for Change, Capability Building Module	The Activating Ecosystems for Change Capability Building Module offers a space to learn more about how to engage citizens and stakeholders toward a strong mandate and can equip participants with the skills needed to effectively do so.