



CNCA
CARBON NEUTRAL CITIES ALLIANCE

CNCA 2019 ANNUAL MEETING
HELSINKI, FINLAND
27-29 MAY 2019

#CNCA

CNCA 2019 Annual Meeting Meeting Report

AGENDA

Transformational Leadership Training: 25-26 May

Objectives

- Understand Systems Change principles and practices as applied to the difficult work of deep decarbonization
- Apply Systems Change principles and practices to city-specific challenges to unlock new approaches
- Become more effective Systems Change leaders

Friday, 24 May

Training hotel: Hotel Rantapuisto, Furuborginkatu 3, <https://www.rantapuisto.fi/en/>

Arrival and check-in for those participating in the Transformational Leadership Training
Evening Welcome Dinner at the hotel.

DAY 1: Saturday, 25 May

07:30 - 08:30

Breakfast at the hotel

08:30 - 17:00

Systems Change Leadership, Practice and Principles Applied to the Difficult Work of Deep Decarbonization

Opening Session

- Welcome, Introduction and Purpose
- Participant Introductions
- Agenda, Ground Rules and Dialogue Practices
- Changing the System – Applying Systems Change Practice and Principles to Our Work
- Systems Change Leadership - Becoming a “Radical Bureaucrat”

Lunch at the hotel

- High Performance Teams: Structural Dynamics
- Creative Tension & Innovation
- Personal and Shared Vision

17:00

Wrap

18:00 - 20:00

Dinner at the hotel

20:00

Sauna

DAY 2: Sunday, 26 May

07:30 – 08:30

Breakfast at the hotel

08:30 – 12:30

Applying Systems Change Principles and Practices to City-specific Challenges, and Becoming More Effective Systems Change Leaders

- Case Clinic – Case givers present specific challenges; facilitated peer groups help as consultants based on the systems change principles and practices to generate new ways to look at and respond to the challenge.
- Group Dialogue: Next steps
- Closing Circle

12:30

Wrap

12:30 – 13:30

Lunch at hotel

13:30

Transfer to CNCA meeting hotel in Helsinki city center. Shuttle from Hotel Rantapuisto to Hotel Klaus K.



AGENDA

CNCA Annual Meeting: 27-29 May

Meeting Hotel: Klaus K, Bulevardi 2-4, 00120 Helsinki. <https://www.klauskhotel.com/en/>

Sunday, 26 May

Arrival for those not participating in the Transformational Leadership Training

Check in for all participants at Hotel Klaus K

- 15:30 Meet in hotel lobby for bike tour
- 15:45 – 16:00 Walk to Oodi Library (Töölönlahdenkatu 4) for bike pickup
- 16:00 – 18:00 Helsinki Bike Tour: “Green Helsinki” - visit Keskuspuisto (Central Park) to look at adaptation, forests and carbon sinks
Bike tour ends at the Restaurant Saari Pier, Merisatamanranta 10
- 18:00 For participants not joining the bike tour: Meet at Restaurant Saari Pier, Merisatamanranta 10
- 18:00 – 21:00** **Welcome Dinner at Restaurant Saari** (address: Sirpalesaari Island - requires a 2-minute ferry ride from Restaurant Saari Pier)

DAY 1: Monday, 27 May

Meeting Venue: Finlandia Hall, Mannerheimintie 13e, meeting room: Hall B

- 06:30 – 08:00** **Breakfast at the hotel**
- 08:00 Meet in hotel lobby to walk to meeting venue
- 08:00 – 08:15 Walk to Finlandia Hall
- 08:30 – 09:30 Welcome!
 - Agenda overview
 - Introductions
 - City round-robin on where each city is with its carbon neutrality planning & implementation
- 09:30 – 10:00 Where CNCA is Today
- 10:00 – 10:30** **Break**
- 10:30 – 11:00 Overview of Helsinki’s Deep Decarbonization Work
- 11:00 – 12:15 CNCA Innovation Fund & Game Changer Fund
 - Innovation Fund pitch session
 - Game Changer Fund pilot projects
- 12:15 – 13:30** **Lunch - Töölönrinta** (address: Helsinginkatu 56)
- 13:30 – 14:30 Plenary: Innovative Approaches for Co-creating Solutions with Community
- 14:30 – 16:00 Key Deep Decarbonization Issues: Breakout Session #1: The Future of Buildings

- Breakout 1A: Increasing the Pace of Deep Retrofits (performance vs. prescriptive paths, reducing embodied carbon in existing buildings, building the business case)
- Breakout 1B: Building Electrification (transitioning off natural gas, storage, renewable solutions, building construction equipment, building the business case)
- 16:00 – 16:15** **Break**
- 16:15 – 16:30 Report-back from Breakouts
- 16:30 – 18:00 System & Stakeholder Mapping Game
 - Group 1: Climate budgets
 - Group 2: Other, TBD by participants
- 18:00 Wrap
- 18:00 - 18:15 Walk to hotel
- 18:30 Meet in hotel lobby to walk to Ferry Terminal at the Market Square (Kauppatori)
- 18:45** **Ferry to Suomenlinna Island and Dinner at Suomenlinnan Panimo Restaurant**
- Return to hotel via public ferry on your own (return ferries run every 20 minutes until 23:00)

DAY 2: Tuesday, 28 May

Meeting Venue: Oodi Helsinki Central Library, Töölönlahdenkatu 4, meeting room: Majansali

- 07:00 – 08:00** **Breakfast at the hotel**
- 08:00 Meet in hotel lobby to walk to meeting venue
- 08:00 – 08:15 Walk to Oodi Library
- 08:30 – 08:35 Review agenda for the day
- 08:35 – 10:00 Key Deep Decarbonization Issues: Breakout Session #2: The Future of Transportation
 - Breakout 2A: Decarbonizing the Movement of People (car sharing, ride hailing, municipal fleet electrification, EV access issues, PPPs)
 - Breakout 2B: Decarbonizing the Movement of Goods (freight, last-mile package delivery, food/grocery delivery, PPPs)
- 10:00 – 10:30** **Break**
- 10:30 – 10:45 Report-back from Breakouts
- 10:45 – 12:15 Case Studies in Climate Communications
- 12:15 – 13:15 Guided Tour of Oodi
- 13:15 – 13:30 Pick up box lunches
- 13:30 – 18:00 Helsinki Deep Dive Site Visits - Part 1



AGENDA

CNCA Annual Meeting: 27-29 May

Stop 1: Kuninkaantammi: Area development with renewable energy requirements and low embodied energy in construction. Pilot area for large scale, nature-based stormwater solutions. See why Helsinki and Finland are often identified as climate adaptation leaders.

Stop 2: Kalasatama - MySMARTLife: Kalasatama is a Smart City experimental innovation platform to co-create smart and clean urban infrastructure and services. Learn more about the “world’s smartest energy system.”

18:00

Return to hotel

18:45

Meet in hotel lobby to walk to City Hall

19:00 – 21:00

Reception at City Hall hosted by Anni Sinnemäki, Vice Mayor for Urban Environment

DAY 3: Wednesday, 29 May

Meeting Venue: Finlandia Hall, Mannerheimintie 13e, meeting room: Hall B

06:30 – 07:30

Breakfast at the hotel

07:30

Meet in hotel lobby to walk to meeting venue

07:30 – 07:45

Walk to Finlandia Hall

08:00 – 08:05

Review agenda for the day

08:05 – 09:00

Plenary: Getting from 80% to 100% (or more)

- Copenhagen: What does 1.5 degrees “look” like?
- Sydney: Upgrading our goal from 80% to 100%
- Vancouver: Climate emergency declaration

09:00 – 09:30

Keynote by Mayor Jan Vapaavuori

09:30 – 09:45

Break

09:45 – 11:15

Regional Strategy Sessions

11:15 – 11:30

Report Out from Regional Strategy Sessions

11:30 – 11:45

Open Space Pitch Session

11:45 – 13:15

13:15 – 13:30

13:30 – 14:45

14:45 – 15:30

15:30

15:30 – 18:00

18:00

18:45

19:00 – 20:30

Open Space Sessions & Lunch (on site) Lunch sponsored by Bionova - OneClick LCA

- Group 1: Negative emissions / carbon sinks / sequestration / CCS
- Other groups TBD during open space pitch session

Report Out from Open Space Sessions

What Does CNCA Want to Accomplish in the Next 3 Years?

What’s Next/Where Do We Go From Here and Closing Circle

Wrap

Helsinki Deep Dive Site Visits - Part 2

Option 1: Helen Ltd: Learn about how Helsinki’s city-owned utility is working to become carbon neutral by 2035. Visit to the Katri Vala heat pump plant, the Kruunuvuorenranta energy storage plant, and the Suvilahti solar plant.

Option 2: Helsinki Mobility Solutions (by bike): Learn about how Helsinki invests in sustainable mobility infrastructure via its walking and bicycle path network, reducing the number of vehicles in the city, making its public transit system zero emissions with light rail, electric buses and robot buses, and connecting the city to outer regions in a sustainable way.

Return to hotel

Meet in hotel lobby to walk to sauna & dinner

Sauna and Dinner at Allas Sea Pool (address: Katajanokanlaituri 2a)



Themes



Transformational Leadership & Shifting Systems

"Proceed until apprehended."

22 people from 16 cities came together the weekend before the Annual Meeting to learn how to apply systems change principles and practices to our work in order to unlock innovative ways of addressing challenges, and to become more effective systems change leaders and peer coaches.



Member Progress and Strengthening the Network

“We shall either find a way or make one.”

CNCA Director Johanna Partin walked participants through where CNCA has been and where the Alliance is today, highlighting members' significant progress and the growth of the network as a whole.



WHERE WE'VE BEEN



2014 (Copenhagen)



2015 (Vancouver)



2016 (Oslo)



2017 (Melbourne)



2018
(Boulder)

CNCA Cities' Progress

City	Baseline Year	GHG Reductions	Change in Local Economy	Change in Population
Adelaide	2007	↓ 15%	↑ 33%	↑ 34%
Amsterdam	1990	↑ 50%	↑ 90%	↑ 24%
Boulder	2005	↓ 16%	↑ 57%	↑ 10%
Copenhagen	2005	↓ 42%	↑ 24%	↑ 21%
Hamburg	1990	↓ 19%	↑ 33%	↑ 11%
Helsinki	1990	↓ 24%	↑ 55%	↑ 32%
London	1990	↓ 32%	↑ 58%	↑ 27%
Melbourne	2015	↓ 1%	↑ 3%	↑ 15%
Minneapolis	2006	↓ 20%	↑ 30%	↑ 12%
New York City	2005	↓ 15%	↑ 7%	↑ 23%
Oslo	2009	↓ 22%	↑ 57%	↑ 17%
Portland	1990	↓ 21%	↑ 33%	↑ 37%
Rio de Janeiro	2005	↓ 16%	↑ 180%	↑ 13%
San Francisco	1990	↓ 36%	↑ 166%	↑ 22%
Seattle	2008	↓ 6%	↑ 19%	↑ 19%
Stockholm	1990	↓ 40%	↑ 172%	↑ 35%
Sydney	2006	↓ 20%	↑ 44%	↑ 42%
Toronto	1990	↓ 44%	↑ 50%	↑ 22%
Vancouver	2007	↓ 11%	↑ 26%	↑ 9%
Washington DC	2006	↓ 29%	↑ 44%	↑ 17%
Yokohama	2013	↓ 21%	↑ 1%	↑ 1%



CNCA

Equity and Community Involvement

“We need to rethink how we do our climate work.”

How can cities shift their approach from reducing GHGs to improving the lives of all of our citizens, especially those most underserved, through our climate work?

In Helsinki, the Aalto University works on improving service design to make new technology less complex, to be able to better time stakeholder interaction in the energy transition, and to serve a system of stakeholders.

The City of Portland leads the way on human-centered design to make sure that all Portlanders can ride the bus safely, stay warm in the winter and benefit financially from the fossil-free economy. Progress is improvement in the most marginalized communities.



Communicating More Effectively

“Keep it text-light, image-heavy and user-friendly.”

CNCA Communications Director Michael Shank helped members warm up for speaking engagements and communicate their climate work more effectively through their websites and social media. He also presented this year's Communications Awards – congratulations to this year's recipients: Adelaide, New York, San Francisco, Seattle and Yokohama!



Member Collaboration through Funded Projects

“What is truly ‘innovative’? What is ‘game changing’?”

Representatives of the Game Changer Committee updated members on the status of CNCA’s new Game Changer Fund, which was launched this year to support the development of actions that have the highest potential to produce deep, durable GHG emissions reductions in key systems at a “transformational” scale. They posed this question to the group: Should game changer projects be “game changing” just for the proposing city; or should they also have to be transformational in other cities?

For this year’s round of funding under the CNCA Innovation Fund, members presented the nine projects being proposed and met in teams to discuss the projects in more detail.



**CARBON NEUTRAL CITIES ALLIANCE (CNCA) INNOVATION FUND
SUMMARY OF ROUND 5 PROPOSED 2019 PROJECTS**

	Lead City	Project Title and Idea Summary	Amount Requested (USD)
1	Boulder, CO, USA	Reverse Auction Model Pilot: A project to double the typical rate of energy savings by creating and piloting a version of the reverse auction model that leverages the benefits of existing model.	\$100,000
2	London, England	Zero-Carbon, Zero-Emission Freight Delivery Hub: A project to conduct a feasibility study for the UK's first Zero Carbon Zero Emission Freight Delivery Hub that will integrate and control energy supply and demand across buildings and transport. This London Hub operated by Gnewt Cargo (the UK's largest all-electric delivery company) will support the London Environment Strategy aim for a zero carbon and zero emission London by 2050.	TBD
		Local Area Transition Pathways: A project to develop and apply Local Area Transition Pathways that will integrate heat, power and transport to meet the energy demand of consumers and provide system wide benefits.	TBD
3	Melbourne, Australia	Zero Waste: A project to identify key service delivery partners and develop a flexible operating model for the City of Melbourne's waste and resource recovery strategy. It will build out and pilot an assessment toolkit for residential organics solutions.	TBD
4	Rio de Janeiro, Brazil	Heat – Island Reduction through School Pilots: A project to implement pilots to reclaim and create green spaces and gardens in schools located in the hottest areas of the City, allowing the evaluation of the decrease of the islands of heat and perception of environmental comfort and efficiency by students.	TBD
		Comprehensive GHG Reduction Tool: A project to build on an existing GHG reduction tool in a way that comprehensively addresses urban design excellence, sustainable urban solutions, intelligent services, complete accessibility, pedestrian safety, improved traffic in the City and greater and better dynamics of land use.	TBD
		Building Energy Consumption Tool: A project that will develop a platform for calculating energy consumption in buildings, allowing the visualization of consumption performance in comparison with typological and market patterns, and identify improvements and prioritize reforms.	TBD
5	Sydney, Australia	Carbon Neutral Office Building Challenge: A project to develop a social competition that accelerates transition towards carbon neutrality across office buildings in Australia.	TBD
6	Yokohama, Japan	Reaching Carbon Neutral - Renewable Energy Conversion: A project to address the conversion of power consumption in the city area into renewable energy, and consider implementation methods to achieve carbon neutrality by 2050.	TBD



Deep Decarbonization Challenges

"These challenges are not technical; they are about changing behavior – both the people we serve and our own."

Buildings received the attention in the first breakout. One group discussed how to increase the pace for **deep retrofits** of existing buildings. While cities want to learn from best practices and see a clear need for a human-centered approach to retrofits, they are also acutely aware that we are running out of time and that mandatory solutions must be pursued aggressively wherever possible.

The second group discussed **building electrification**. Also in this group, the sense of urgency is clear – no more pilots; we need big moves. There is a need for regulatory change, developing a take-over strategy for utility commissions, and advocacy.

Transport was the topic of the second breakout. One group focused on **moving goods**, especially the need to decarbonize urban freight and delivery through the use of delivery hubs; charging infrastructure for heavy users; and the need for cities to influence online retailers and delivery services to offer zero-emission delivery options.

The second group discussed **moving people**. In this group one conversation was on mobility hubs to reduce private car ownership. Another was on how to get people out of their cars through congestion pricing and better public transit. A third focused more on technical issues for substantially increasing uptake of EVs. Lastly, cities want to be prepared for developments in drone technology, and would like CNCA's support in this work.



Deep Decarbonization Challenges – Needs Identified

"These solutions will require high levels of collaboration."

Increasing the Pace of Deep Retrofits

- Establish human-centered metrics for socioeconomic outcomes of retrofit policies (jobs, affordability, etc.)
- Based on a meta-analysis of adopted retrofit policies, develop a decision-tree that considers context and desired outcomes
- Support development of city-specific roadmaps

Building Electrification

- Develop funding and financing mechanisms and the associated business cases to address the upfront cost issue
- Develop strategy to influence utility regulators
- Build a communications campaign in support of building electrification
- Foster deeper understanding of the role of smart city technologies (including storage, role of EVs) through exchanges, and build relationships with big data

Movement of People

- Curated best practice sharing on the prototyping of new technologies or new mobility business models
- Define the role of cities in "mobility as a service"
- Curated best practice sharing on congestion pricing

Movement of Goods

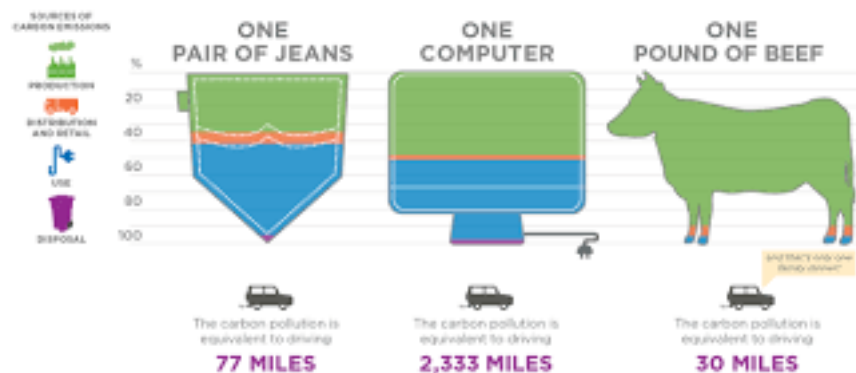
- Organize cities to influence online retailers and goods delivery companies (opportunity for C40 meeting?)
- Develop resources that outline existing and emerging strategies to mitigate the impact of freight, including information about context specific considerations and "how to" descriptions
- Work together to design strategies to address the challenge of market ready and cost competitive heavy truck electrification, including the role (or not) of bridge fuel strategy options



Deep Decarbonization Challenges – ‘Open Space’ Sessions

“Transformative solutions can be found at the intersection of systems.”

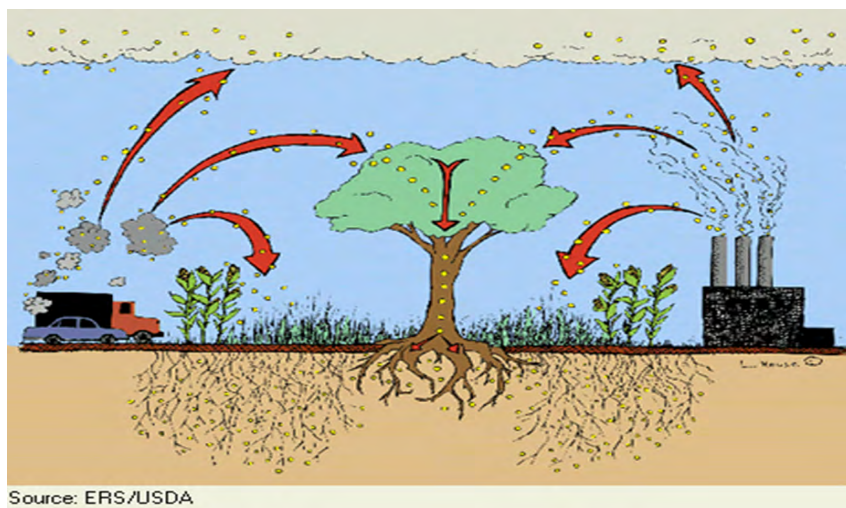
Members selected two topics they wanted to discuss together in more detail:



Source: City of Portland

Consumption-Based Emissions

Consumption-based emissions account for 50-60% of GHGs in many cities. While city governments may have little direct control over them, because urban demand for goods and services is the biggest cause, cities can and should be doing more collectively to reduce them.

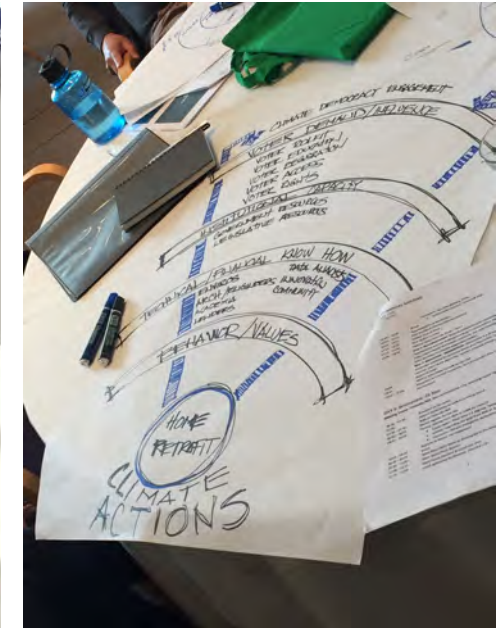


Natural Carbon Sequestration

While cities have become prominent forces in efforts to innovate and implement emissions reduction strategies, few have engaged in the now vital task of recapturing carbon and restoring terrestrial and aquatic carbon cycles. Transformative systemic solutions can be found at the intersection of food, climate, health and the regeneration of soil, forests and aquatic systems.



“Achieving breakthroughs is rarely possible in the comfort zone.”

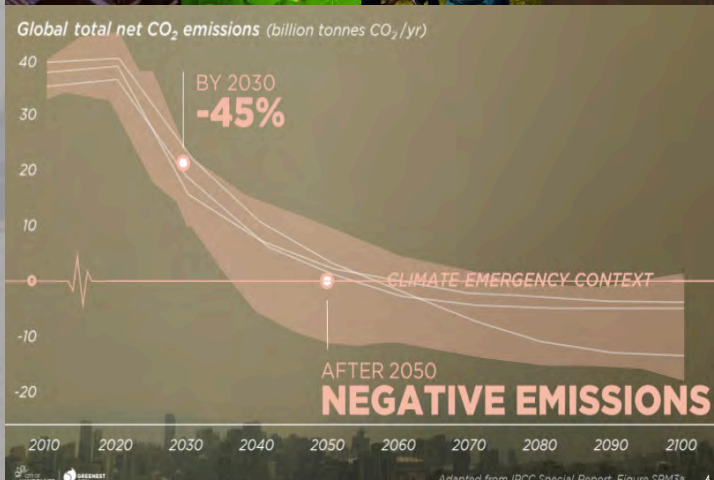
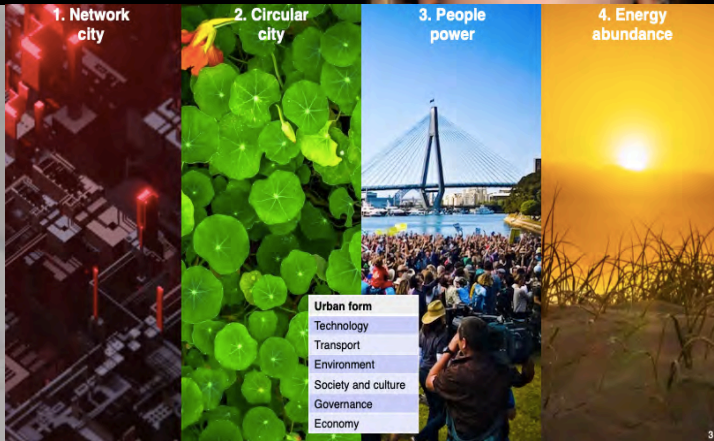
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CARBON NEUTRAL

– FIRST STOP – GET TO 80%

GET FROM 5 TO 1 TON OF CO₂ IN 15 YEARS

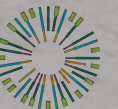
CO-CREATE COPENHAGEN



Getting from 80 to 100

“We’re at base camp. We have to get to the top of the mountain.”

- Copenhagen: What will getting to 1.5 degrees look like?
- Sydney: We’ve upgraded our goal from 80% to 100%; now what?
- Vancouver: The 6 new ‘big moves’ that declaring a “climate emergency” will allow us to make



Regional Priorities & Approaches

“Our biggest challenge is systemic issues.”

For the first time, the Annual Meeting included a regional session in which members discussed issues that they had agreed upon beforehand.

The **Australian** members focused their conversation around flood risks, building performance, scaling up to regional action, engaging with other stakeholders e.g. academia and industry, and a ban on single use plastics by 2025.

Among the **European** members the conversation focused on district heating and harbor electrification. Going forward, the European cities want to understand what it would take to electrify their harbors, barriers for district heating, better use of surplus heat and the overarching role of the EU in these questions.

The **North American** members discussed a Green New Deal for cities and how they should organize this work among cities, while also agreeing to take a human-centered approach to the work.

Separate meetings were held with CNCA's Asian and Latin American members about their priorities and potential new member cities in their regions.



CNCA Strategic Direction



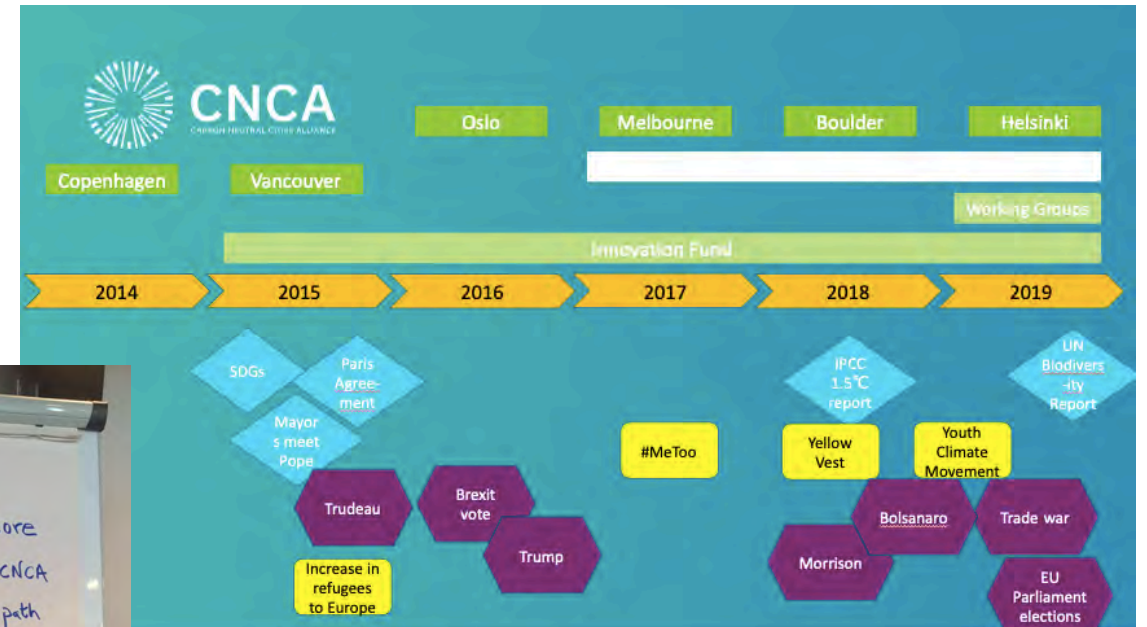
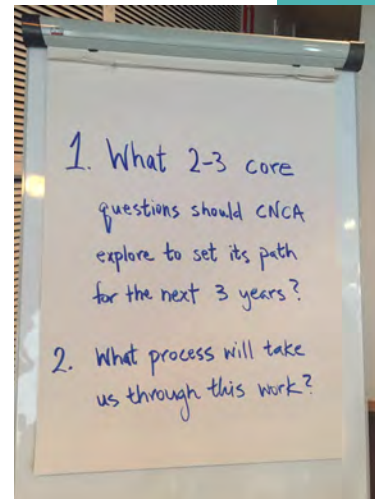
CNCA Strategic Direction & Next Steps

“Our ability to be successful will depend on our ability to grow the tent.”

Members’ shared their priorities for CNCA’s strategic direction, laying the groundwork for CNCA’s 2020-2023 strategic plan.

Key themes:

- Is ‘carbon neutrality’ the right goal?
- Is 2050 soon enough?
- How does CNCA center the work on people?
- What are the boundaries of the change we’re working toward? If it’s not at the scale of the city, how does CNCA’s work contribute to these larger changes?
- What is CNCA’s role? What’s being addressed by others, and what can CNCA uniquely contribute?
- How do we measure success?



CNCA Strategic Direction – Member Comments

- *“Our key challenge is how we are going to get to 100%.”*
- *“We need to use our voice to say, “We will not accept fossil fuels in our harbors, or in construction equipment, or buildings or infrastructure our city procures.”*
- *“Progress within our own boundaries won’t be enough. We need to focus on consumption-based emissions and carbon sequestration as well. We need to look beyond our own borders.”*
- *“Perhaps we need to change our theory of change.”*
- *“How do we want to measure member city success? It’s been GHGs. Do we want to look at other indicators?”*
- *“CNCA should continue doing what it does well, but also take on this greater challenge.”*
- *“What are the preconditions for carbon neutrality? What role can we play in influencing this?”*
- *“What is CNCA’s unique space? What can we do that others aren’t doing? Where are we going to have the biggest influence?”*
- *“We have a collective commitment; we need collective action.”*
- *“We need to focus much more on equity, climate justice and a just transition.”*
- *“We need to focus on the people making the change. We’re all change managers in our own roles. Professional development is important.”*
- *“How can we influence other cities around us to increase their ambition too?”*
- *“We need to figure out how to work effectively with cities in the Global South.”*
- *“We’re good at addressing technical challenges. We need to get better at addressing adaptive challenges.”*
- *“We need to become better story-tellers.”*



Helsinki's Climate Leadership





Mayor Jan Vapaavuori

"Cities are the new powerhouses of the world."

Helsinki's political leadership on climate is exemplary. Mayor Jan Vapaavuori and Vice Mayor Anni Sinnemäki are both strongly dedicated to Helsinki's carbon neutrality target.

Mayor Vapaavuori addressed the delegates, calling for stronger political leadership, and encouraging delegates to push their political leaders to commit to more ambitious targets and greater climate action.

Vice Mayor Sinnemäki hosted a reception at City Hall, demonstrating her passion and in-depth knowledge of the City's significant climate progress to-date, while also outlining the significant challenges that lie ahead as Helsinki works to achieve its extremely ambitious climate goals.



Vice Mayor Anni Sinnemäki

"Many of the world's most profound transformations take place locally."

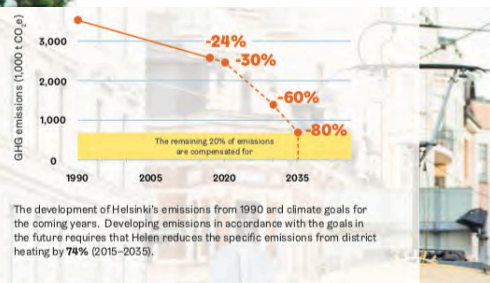


Carbon Neutral Helsinki 2035

"When this goal is reached, operations taking place in Helsinki will no longer warm the climate."

Carbon-neutral Helsinki 2035

Summary



Launched in 2017, Helsinki's new City Strategy illustrates many areas in which the city can be a pioneering local implementer of global responsibilities. Helsinki's vision is to be the world's most functional city, based on equality, non-discrimination, strong social cohesion and open, inclusive ways of operating. Ensuring comprehensive economic, social and ecological sustainability is one of the growing city's core missions. The strategy outlines the goal of reducing emissions by 60% by 2030 and of making Helsinki carbon neutral by 2035.



Helsinki Deep Dives

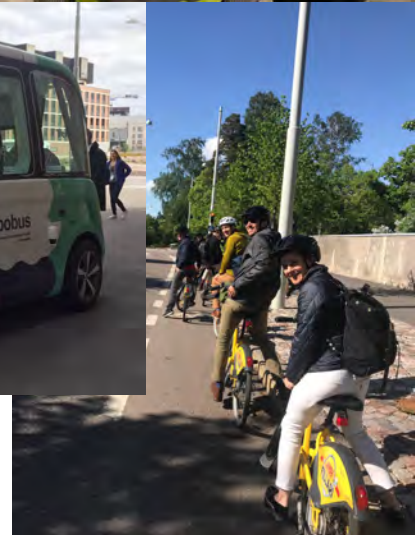
“Vision: One more hour a day.”

On the 1st Deep Dive day, in addition to a tour of the world class Oodi public library, the group visited **Kuninkantammi** where we saw how Helsinki uses nature based solutions in the adaptation work and wood construction to reduce embodied carbon in buildings.

From there, the group journeyed to **Kalasadama** to learn more about smart life solutions for residents, including a focus on giving people back “one hour a day” through efficient mobility.

On the 2nd Deep Dive day, the group split in two. One group went to **Helen Ltd.**, the city-owned utility. Helen aims to be carbon neutral by 2035. To do that they need to shift the energy system almost completely.

The second group went on a bike tour, with **Helsinki Mobility** as the topic. They learned about how the city makes it easier for travelers to choose the lowest-emission transport modes, including plans to make long stretches of roads available only to biking, walking and public transport.



Sense of Community



