

Granollers

Reflections and key takeaways

1st workshop on needs and barriers-Internal Stakeholders

Purpose of the document

1. Introduction

- Brief overview of the workshop
- Brief overview of attendees

2. Key takeaways

- Summary of the most important points covered in the workshop.
- Activities or exercises done during the workshop
- Next steps to consider:

3. Conclusion

4. Appendices

Additional resources or materials related to the workshop

Detailed agenda: Activities or exercises done during the workshop

- Photographs

Purpose of the document

The purpose of a reflections and takeaways report of a workshop is to summarize and reflect on the key insights, learnings, and outcomes of the workshop. This report serves as a valuable tool for both the participants and the organizers of the workshop, as it provides a clear and concise overview of what was covered and what was achieved. This information can be used to inform future workshops or to guide the implementation of any new ideas or initiatives that were discussed.

Part of this first report seeks to answer the following questions in your neighbourhood scale pilot:

1. What are the perceived and/or real barriers to change for each stakeholder group that you have engaged with?
2. What actions or mitigations need to be put in place to overcome these barriers?
3. What are the main drivers for change that could be capitalised on to reach carbon neutrality for each stakeholder group that you have engaged with?
4. How did you reach out, and who to, to gather your findings? Was there anyone missing from the engagement process?

Please try to address each point for each stakeholder group. You can be brief and include images if this would help our understanding. This report can be updated as the project increases its reach and understanding in the neighbourhood.

The findings will form the workshop report required for Milestone 5 in Month 4; **Deliverable 4.2 in Month 6**; support the development of a toolkit (D2.3) and the vision for your pilot (T2.4); refinements to the tools/ approaches/ solutions within WP3, as well as future engagement activities within your LAA (WP4). The gender data will also feed into the gender situation and needs analysis and reporting.

1. Introduction

- [Brief overview of the workshop](#)

Granollers, Can Jonch Culture Center for Peace, March 29th, 2023.

Programme:

- Welcome (5 min)
- Why is climate neutrality by 2030 important? (5 min) - PPT
- Presentation of the UP2030 project and the pilot cities (5 min) - PPT
- What will be done in Granollers? (10 min) PPT
- The co-creation process and the proposed methodology (5 min) - PPT
- Needs and challenges in the co-creation of neutral neighbourhoods. The case of the Bòbila sector in Granollers. Participative dynamics (120 min) - Diverse activities in order to identify needs and barriers
 - Ice-breaker questions:
 - As an institution, what does a “carbon neutral city” mean for your city?
 - What are the targets and plans set by your city for carbon neutrality?
 - How do you currently monitor and assess your city’s emissions?
 - Objectives of UP2030 in Granollers: Discussion and consensus on the pilot objectives
 - Roles, contributions and needs regarding the pilot objectives
 - Barriers and stakeholders regarding the pilot objectives
- Next steps and closure (15 min)

After the workshop, a total of 13 individual interviews were carried out to discuss the dimensions of governance proposed by the UIC.

- [Brief overview of attendees](#)

- **Participants / Stakeholders**

Stakeholder group	Total individuals engaged	Female	Male	Non-binary	Unknown
Local government (councillors and technicians)	23	11	11		1

44% of participants belong to the age group 55-64, 28% to 45-54 and 28% to 35-44.

The average age of the attendees whose gender is identified as female is 48.33 years, if we include the attendance of our partners (GRA, AQUATEC and ICA) (4 more), it would be 45.1.

The average age of the attendees whose gender is identified as male is 56.78 years, if we include the attendance of UIC partner (1 more), it would be 55.2.

2. Key takeaways

- Summary of the most important points covered in the workshop.

- New insights or perspectives gained:

- **Did you meet your objectives of this engagement activity?:**

Yes, the objectives were met, the participation and involvement of participants was high, and all questions posed were answered.

- **Did the stakeholders understand the LAA concept and confirm their involvement?:**

Yes, the LAA concept was explained in detail, our impression is that stakeholders understood its meaning and function and they confirmed their involvement by signing the LAA consent form, which was signed by 22 of the 23 participants (meaning 96% of the participants).

- **Responses to the ice-breaker questions (If included during workshop)**

As an institution, what does a “carbon neutral city” mean for your city?

First of all, it must be pointed out that just around 30% of participants were familiar and understood the concept of climate neutrality and its implications. Of those who knew the concept, they think that a carbon/climate neutral city means:

- A strategic horizon for the city of Granollers which is already present in the political agenda
- Liveable and healthy city (better quality of life)

What are the targets and plans set by your city for carbon neutrality?

As in the previous question, there is a high percentage of the participants who do not know the targets, or the plans set by the city for carbon neutrality. During the meeting, the city councillors and related technicians explained where these targets and plans are defined, basically:

- The Sustainable Energy & Climate Action Plan - SECAP (2016) + adherence to the CoM for Climate and Energy (2015 EC commitments) + adherence to new commitments of CoM (2021 EC commitments)
- Granollers 2030 Strategic Plan (2022) with 3 main axes: 1. A carbon-neutral and resilient city facing the climate emergency; 2. A city that fosters talent and innovation; 3. A city that looks after the citizens’ well-being
- Granollers Urban Agenda (2022) with 10 strategic objectives and 16 projects to transform the

city and achieve: a conserved and protected territory; a revitalized urban model; a resilient city; a resource management with a circular vision; a sustainable mobility; a better governance.

- The Energy Savings and Efficiency Plan of Granollers (2023) to accelerate the green transition and establish actions aimed at a new energy management model to become a more efficient and sustainable city. The Plan is a cross-cutting city project, which is organized around 4 axes: reduction of energy consumption; promotion of the production of renewable energy and promotion of its use; improved energy management; coordination of the areas of citizenship: domestic, industrial, commercial and municipal.

How do you currently monitor and assess your city’s emissions?

In line with the previous answer, most of the participants did not know how the city is assessing CO₂ emissions. Some comments though came up in this space:

- It was pointed out the necessity to implement compensation actions on site (such as Forest carbon offsets), nor to pay for compensating projects in other planet regions: Amazonas, etc.
- Not all compensation policies should be based on planting trees, it is estimated that 60-70 trees per inhabitant are necessary to compensate urban emissions and this is not viable, it is also important to invest in emission reduction policies.

○ **Brief overview of the responses to answers from Pre-workshop survey**

In the case of Granollers, the first workshop was held on March 29th, and at that time, the pre-workshop survey was not available. Consequently, regarding the following specific questions:

What does a “carbon neutral city” mean for your city?
 What does carbon neutrality practically mean for your organisation?

- This question was formulated as an ice breaker question at the beginning of the workshop. Answers were diverse (see previous section of the report), and because of it, Granollers’ team decided to prepare an infopackage to be send for the next session to external stakeholders where the concept of climate neutrality was described, together with a description of the plans and programs being locally developed to mitigate GHG emissions in 2030 and achieve climate neutrality in 2050, as well as the available tools to calculate energy and water consumption of municipal sectors and the associated emissions.

What do you know about the targets and plans set by your city for carbon neutrality?

- This question was formulated in the in-depth interviews carried out from 29th March and 26th May, 2023). A summary of these answers is included in the Table of results for the first dimension of governance on the alignment of governance plans and programs to achieve carbon neutrality.

What do you know about how the emissions measurements are assessed in your city?

- This question was formulated in the in-depth interviews carried out from 29th March and 26th May, 2023). A summary of these answers is included in the Table of results for the sixth dimension of governance on monitoring.

- Objectives:

What were the views of group regarding the objectives of UP2030/ your pilot outlined? Did everyone agree on the priorities or were other ideas proposed?

The following table compiles the prioritisation of pilot objectives according to the group of councillors and the group of technicians (City Council policy makers and planners):

Importance of project objectives	Councillors	Technicians
1.Design of a climate-neutral, liveable and resilient neighbourhood in La Bòbila sector	1st	1st
2.Implementation of cross cutting, climate mitigation/adaptation and spatial justice tools to assess future urban planning	3rd	2nd
3. Develop a proposal to connect the urban green (balance of blue/green infrastructure)	4th	3rd
4. Inclusion and equality to avoid gentrification is cross-cutting across each objective	2nd	4th

As it can be observed, although most of them agreed on the importance of the first objective, there were some differences regarding the prioritisation of objectives 2, 3 and 4.

How did the participants imagine the objectives could be realised? What actions did they identify to meet the objectives? (if applicable in your workshop)

Objective	Actions identified
1.Design of a climate-neutral, liveable and resilient neighbourhood in La Bòbila sector	<ul style="list-style-type: none"> -Promotion of sustainable and efficient mobility at local scale -Creation of a deterrent parking -Planning of energy strategy at neighbourhood level/energy communities -Generation of energy communities that allow renewable energy to be supplied to the rest of the city -Regulation of zero emission buildings -Public transport planning -Proper connection of the neighbourhood -Efficient, self-sufficient and sustainable housing -Parking for pack and collect/distribution of goods

	<ul style="list-style-type: none"> -Shared services and integrated waste collection in buildings -Ensure pedestrian routes -Promotion of renewable energy -Accessible streets and spaces -Introduce gender perspective -Play/Leisure areas as an element of inclusion and cognitive development -Municipal energy management with the promotion of energy communities -Urban regulations that guarantee the objectives -Balance/adjust commercial space to meet the need of the neighbourhood at the level of daily commerce -Shared flats between elderly and young people
<p>2.Implementation of cross cutting, climate mitigation/adaptation and spatial justice tools to assess future urban planning</p>	<ul style="list-style-type: none"> -Application of new technologies to reduce consumption and emissions in an affordable way so that they can reach everyone. -Apply proven technological solutions to ensure minimum energy consumption, water sustainability, minimum pollution (acoustic, light, environmental) -Apply social innovation to housing: favouring inclusion, promoting intergenerational uses, etc. -Ecological and efficient lighting -Sustainable and efficient water management -Sustainable energy (energy communities, heat networks and renewable energies) -Laboratories and public procurement of innovation -Consider the results of the Urban Drainage Master Plan -Implement ICT and data to avoid social exclusion and evaluate the indicators that allow progress towards climate neutrality -Provide and socialise CO2 emissions data among the population -Local energy production: solar panels, etc.
<p>3. Develop a proposal to connect the urban green (balance of blue/green infrastructure)</p>	<ul style="list-style-type: none"> -Maintain compensatory green spaces -Green connection plan -Wide tree-lined sidewalks thinking in all ages and conditions -Interconnection with the rest of urban and peri-urban green itineraries -Application of SUDs (Sustainable Urban Drainage Systems) -Concentrate the area intended for housing in order to leave a large green space/forest, and a commercial fabric of basic necessities.
<p>4. Inclusion and equality to avoid gentrification is cross-cutting across each objective</p>	<ul style="list-style-type: none"> -Ensure a percentage of social housing for vulnerable groups -Promote public housing -Improving access to public transport -Right balance of facilities/services (education, health, sports..)

	<ul style="list-style-type: none"> -Promotion of civic behaviours -Promote public spaces for social relation -Promote social mixture -Alliances with supra-municipal administrations to find funding opportunities -Re-education to raise citizen's awareness -Programming cultural and recreational activities to discover new spaces and decongest city centre -Facilitate the participation of different groups in the design process -Non-elitist, socially engaged for young people and local families -Create civic and natural spaces to promote community life -Adapt the language to involve as many people as possible, we tend to technify the discourse so much that we alienate a lot of people
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- Challenges or barriers identified (Option 2): Suggested for cities that used the governance dimensions in the workshop format (adapt based on level of detail achieved during design and implementation of the session).

This table compiles the most relevant results obtained from the individual in-depth interviews, carried out from 29th March and 26th May of 2023, to 13 persons that participated in the face-to-face workshop. The questionnaire used is based on the matrix of questions and the governance dimensions developed within WP2.

SYSTEMIC AND DECENTRALISED APPROACH	Focus the discussion on the alignment of the pilot case with other plans and targets at city level. If applies, discuss how does the pilot case contributes for moving toward decentralised (resilient and just) carbon neutral infrastructures and services.	
Gaps <i>Moving toward <u>carbon neutral and decentralised infrastructures and services is key for resilient and sustainable cities.</u></i> <i>What is still missing to achieve a decentralised and systemic approach among actions/plans/policies?</i>	List of barriers <i>What do you think is the main barrier(s) moving toward decentralization?</i>	List of needs <i>What do you think it is necessary to do to overcome the barrier(s)?</i>
Good coordination between plans and executive projects	Lack of specificity in the projects	Efficient definition of necessities at neighbourhood scale putting people at the center of decisions

The execution of projects must consider the point of view of all the involved departments	Resources to properly align plans and projects, specifically from the point of view of maintenance and management	To follow the guidelines that dictate the plans regarding the need for decentralized services (sewage, water distribution, etc.)
If services are efficient they do not need to be decentralized	It is necessary to transform the look, implementing changes to the system is the responsibility of the entire organization. Strategic documents must be shared	Systemic approach with people at the center of decisions/opinion
Binding and approved Master Plan that obliges all City Council services to work in the same direction		Coordination of the municipal services through a Technical Action Plan (guide)
Structural and concept deficiencies		Transversal coordination. Change from traditional working by competences associated to traditional city council services to a city project-based approach. Multidisciplinary teams.
Clear political and technical guidelines towards climate neutrality	Few public awareness about climate neutrality, there is no feedback, actions must be demanded from the public but especially at an industrial level	Internally: to work with people who encourage teamwork, externally: to invest resources more efficiently
Sustainable transport network covering the entire city and connecting with other cities	Lack of will/political courage. Some decisions and investment concerning transport do not depend on the local government	Networks and alliances with other cities (metropolitan arch)
Lack of common vision and governance		Current climate change situation (driver)
Coordination of supramunicipal administrations		

CAPACITY BUILDING	Focus the discussion on the knowledge gaps , in order to link the pilot case to the overall neutral carbon, resilient and equality city strategies?	
Gaps <i>Which skills are still missing to</i>	List of barriers <i>What do you think is the main</i>	List of needs <i>What do you think it is necessary to do to</i>

<p><i>achieve neutral carbon, resilient and inclusive city targets?</i></p> <p><i>Who needs training? Respect to which topics? Technical training or political? The lack of training and need of capacity building is due to lack of motivation, or resources or political mandate?</i></p>	<p><i>barrier(s)?</i></p>	<p><i>overcome the barrier(s)?</i></p>
<p>Technical and political training and awareness to implement efficient and specific actions it's important to understand key concepts such climate neutrality</p>		<p>To plan this training necessities</p>
<p>Lack of expert professionals covering different areas and skills. This capacity building should involve both policy makers and planners, it is important to understand the needs of both sectors.</p>	<p>Resources and strengthening certain technical departments to achieve more governance and training</p>	<p>Political will to put it into practice</p>
<p>Ability to share how the actions are carried out to achieve the objectives</p>		<p>Understand and transfer technical/political aspects to citizens and vice versa to transmit social problems to be solved technically.</p>
		<p>Technical formation to key (motivated) people. Learning by doing. Public-private alliances.</p>
	<p>Lack of personnel</p>	<p>It is necessary that the most qualified people dedicate their efforts to the tasks that require greater training: optimal responsibilities</p>
<p>Knowledge on efficient use of data and technological tools to project scenarios in the decision-making process: where we are, what we do (objectives) and why we do it.</p>	<p>Lack of clarity of where we want to go (roadmap). And if objectives are not met, you must be able to say why they haven't been met.</p>	<p>Clear objectives</p>
		<p>Combination of transversal internal expertise with the outsourcing of specific external expertise</p>

	Urgencies are prioritized over planning	Work for the common good above the individual good
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COMMUNITY BUILDING	Focus the discussion on the engagement gaps of key target groups from institutional (internal departments) to external organisations, stakeholders and civil society.	
Gaps <i>Do you think the engagement and communication with stakeholders and civil society should be improved? Which are the nature of the community building gaps? Lack of trust? Lack of motivation? Lack of available funding? Lack of guidance?</i>	List of barriers <i>What do you think is the main barrier(s)?</i>	List of needs <i>What do you think it is necessary to do to overcome the barrier(s)?</i>
Proper communication and feed-back of the receivers who may feel manipulated in some cases	Lack of resources, personnel and dynamic agents	Communication and participation plan Paradigm shift: from the welfare society to the society driving change
Communication must be efficient and selective, too much information can become overwhelming	Traditional methods of decision-making not considering participatory processes	Break with traditional methods
There is a certain reluctance to share with the public, this must be broken, likewise on the part of the public there is mistrust and ignorance towards the administration, it is essential to get to know each other.	Society is very broad in a city there are citizens and inhabitants and you have to reach everyone, all the inhabitants	Global, cultural change to deal with climate change. The change process must have drivers (political, communication, economic, research university & innovation knowledge, etc.). Projects must be worked on progressively, changes must be implemented step by step little by little in order to be assimilated.
Not involve or make people participate from the first moment.	Lack of planification and time to get involved	It is necessary to rethink the existing municipal participatory bodies to incorporate a much more participatory citizenry
Effective information and feed-back	Lack of time, human resources and budget	Technical facilitators and planning
	Individual interest comes before the collective interest	It is necessary to reach more groups and greater representation. Trust must be reciprocal, from the local administration

		and civil society. Good planification from the very beginning of the projects
Lack of clear objectives and planning	Lack of motivation. Formalization of processes due to legality issues.	Define the target audience and give feedback and follow up of participatory processes. Promote less formal spaces to boost the involvement in city projects
Expert communication staff People in the services to energize the current bodies of participation in the councils	Some participants do not have enough knowledge or information on processes/plans/programs/projects to provide added value. Lack of resources	Resources to make an effective and useful revitalization Less formal environments
Lack of pedagogy and awareness regarding health, environment and economic drivers of mobility	The whole population cannot be reached, most of them are unmotivated Usually the same (motivated) people participate in the participatory processes Lack of representativeness	We have to explain why we want a neutral neighborhood and know how to explain the benefits, make a complete and global story, easily understood by everyone and reaching everyone. Use of visual (attractive) material to reach more people.
	People seek comfort and this sometimes makes them selfish	Communicate the positive benefits of the project (air quality, public health,...). Publish projections, project scenarios
	Timetables for participatory processes (it is difficult to involve internal staff in the afternoons and external staff in the mornings)	
Distinguish between propaganda and information in a bidirectional way		Highlight things that have worked, have examples as references.

INNOVATION AND FLOURISHING ENVIRONMENTS	Focus the discussion on how the pilot case encourages innovation and creative processes to improve citizen's quality of life and livelihood . Discuss how the project foresees to achieve a healthy, cohesive and fair to all (just) action without leaving anyone behind.	
Gaps <i>Which gaps may appear in the framing of innovative projects or policies? Do you think there is a</i>	List of barriers <i>What do you think is the main barrier(s)?</i>	List of needs <i>What do you think it is necessary to do to overcome the barrier(s)?</i>

<p>gap when tackling social segregation such as gentrification processes?</p> <p>Which are the gaps in the city in offering incentives and a flourishing environment for innovation and investments for carbon neutrality, resilience and just city initiatives?</p>		
Lack of co- culture (cooperation, cocreation, ..)	Policies are installed in comfort, it is difficult to innovate in politics. There is a resistance to change, it is difficult to be a pioneering city.	Involvement of private sector and researchers Transformative awareness at the political level is needed to allocate resources towards more innovative projects
Lack of awareness	Lack of budget and lack of management capacity associated to new technologies	
	Lack of national policies	Encourage private investment to innovate
Make consolidated cities and neighborhoods more livable and sustainable	Lack of budget to invest on innovation	Public investment/collaboration
Lack of knowledge on innovative solutions	Lack of technical knowledge and global vision	Tools to avoid gentrification and incentives to favour sustainable solutions. Strategic plan
Proposed actions are not understood. It is necessary to transform them as an opportunity	The local administration can influence to a certain extent	
It is often difficult to identify the needs to make a good diagnosis, without which it will not be possible to make a good definition of proposals	Lack of use of data to make good planning, or a sufficiently innovative action.	Driving these innovative solutions by knowledgeable internal staff
Maintenance and management of implemented actions	Human resources	
	Innovative solutions tend to be more expensive (e.g. electric vehicle) and not everyone can afford them	
	Knowledge transfer model between universities (research centers) and business and	Increase investment in research at supramunicipal/national level.

	industry.	
Lack of technological research.	The public sector does not have the resources to innovate, innovation depends on the private sector	Public-private collaboration

SUSTAINABLE FINANCE AND SOCIO-ECONOMIC IMPACTS	Focus the discussion on the short and long-term economic feasibility of the actions (pilot case), considering public and private partnerships. If it applies, discuss the possible socio-economic impacts that can be carried out during and after the implementation of the project.	
Gaps <i>Which are the main sustainable economic mechanisms available or missing?</i> <i>How can the economic feasibility be guarantee over time?</i> <i>Which gaps you may have from a regulatory perspective?</i>	List of barriers <i>What do you think is the main barrier(s)?</i>	List of needs <i>What do you think it is necessary to do to overcome the barrier(s)?</i>
	Lack of promoters if the demands are high	Affordable housing prices
Balance of public-private investment to achieve the desired social and environmental return		Equilibrium between investment cost and sale/rental cost of housing. Public investment will be needed
		Increase city attractiveness to favour investments
		Subsidies for more vulnerable people who are difficult to convince towards change
	Economic viability of resulting project for urban development of La Bòbila's sector and its maintenance	Seek support from European funds that drive the big projects
Unsustainable projects over time		Finding mutual interest (public-private), sharing needs and creating alliances. Learn from other experiences (Europe and rest of the world)
Lack of priorities in public policies	It is not clear that the income generated by construction will	

	be sufficient to sustain the new sector.	
	Lack of public-private co-responsibility	Economic incentives to the private sector Supra-municipal regulation that facilitates implementation. Networking.
	Regulatory framework that implies a lack of agility External factors difficult to predict (COVID, Ukraine war, etc.)	Resources must be guaranteed for execution throughout all phases Projects must be sectorized to minimize risks
		It is necessary to demonstrate, to communicate, the climate crisis. It is important to show indicators even if these are negative

CO-DEVELOPING MONITORING	Focus the discussion on how to overcome data collection gaps and monitoring needs as for the pilot case, thinking as a blueprint to scale-up later at wider scales.	
<p>Gaps</p> <p><i>What information is missing and necessary to map properly the gaps and opportunities toward carbon neutrality?</i></p> <p><i>What information could you or your organisation provide, or need, from whom? Is there a lack of data, a lack of transparency, a lack of monitoring and evaluation culture, or a lack of learning and up-taking from the monitoring and evaluation happening with no consequences?</i></p>	<p>List of barriers</p> <p><i>What do you think is the main barrier(s)?</i></p>	<p>List of needs</p> <p><i>What do you think it is necessary to do to overcome the barrier(s)?</i></p>
Proper communication of data/indicators to make people think/react		<p>It would be interesting to first ask if people would be interested in living in the new neighbourhood, with its conditions.</p> <p>To define efficient indicators to evaluate the improvement of the neighbourhood and to detect spaces of improvement</p> <p>Technological tools to manage and transfer data</p> <p>To develop an interpretation center or</p>

		broadcaster about climate neutrality in Granollers.
SIG support and data treatment and analysis		Training and resources from the City Council to collect and process (interpret) the data and knowledge about the consequences that this fact entails.
		To properly select what to communicate. Discern is essential, as too much information can be disorienting.
Information does not reach the citizens. Population is oversaturated and overinformed. Awareness on the importance of data	There is technical ability but there is a lack of time, in any case training is always necessary.	
Grouping and correlation of data	Pool existing data from and for all services	Intranet to share data
There is no lack of data, but it is necessary to communicate that it exists	Lack of credibility	The data must allow us to project city scenarios, which allow us to understand the city of the future and what city scenario we want (climate action responsibility).
Lack of clear objectives	Some necessary private data can not be accessed	Technological tools to systematise the use of data (GIS platform). To generate health and environmental indicators to monitor all the plans and programmes.
	Lack of resources to use advanced sensors	Transfer the results to the public. Make maximum use of existing resources
Management of big data amounts	Lack of capacity, time and resources to manage such amount of data	Investment in computing solutions
		Follow-up and evaluation during all the process
Lack of access to supra-municipal competence data		Transparency and sharing of data between administrations

Is there any further barrier, gap, and needed solution to overcome them to become carbon neutral and resilient, which do not fall within previous categories?

- **Opportunities or potential solutions suggested in the workshop:**

See answers in the section of: How did the participants imagine the objectives could be realised? What actions did they identify to meet the objectives?

- Practical tips or strategies learned on workshop design and implementation (optional):

To divide the working groups into maximum 8-10 people otherwise the participative dynamics run more slowly.
 During the activities, focus on the framework of what we are going to discuss.
 In the case of the stakeholder mapping activity, look beyond the organised groups to reach as many people from society as possible.

- Best practices shared from participants of the workshop (optional):

- [Activities or exercises done during the workshop](#)

See Appendix: detailed agenda

- [Next steps to consider:](#)

Do you have any future plans to re-engage with these participants?

A summary of this report will be send to participants and those who have signed the LAA consent form will be invited to the upcoming workshops.

How would you tailor your approach to future engagement activities, based on this experience?

Provide a pre-activity context and definitions with examples of what a climate neutral city is (kind of “Pilot tailored info package”), to advance the participants what is expected from the session and try to allocate them by focus groups.

In participatory dynamics, start with activities that involve the use of materials (post-its, voting stickers, etc.), and then allow time for dialogue and explain the different perspectives to ensure that participants work on the canvas and maps.

Other comments

Prior to the workshops, ask about the level of knowledge of the topic to be covered and whether they would like to receive information/training - Info package

Establish a protocol for re-engage the participants, i.e. by sending periodic emails with checklist and content / newsletter, as well as mini-questionnaires.

3. Conclusion

The initial results of the workshop and the detailed results from the interviews has allowed to:

- Start the LAA process with internal and external stakeholders and set the basis for further discussions
- Validate the objectives of the UP2030 pilot in Granollers
- Clarify some concepts regarding climate change and climate neutrality focused on the city context
- Agree on some aspects regarding the governance dimensions (defined by WP2), specifically:

Systemic and decentralised approach:

- Decentralisation of services is not a target for Granollers neighbourhoods. Granollers is not such a large city and the 15-minutes rule is accomplished for the majority of services. It is though important to optimise the use of resources, e.g.: energy communities by installing solar panels on large municipal roofs and that it is distributed in x neighbours, avoid duplicates and allocate many resources to achieve the same goal.
- Plans and projects must be aligned through a systemic approach putting people at the center of decisions.

Capacity building

- There is a lack of (technical and political) knowledge in the concept of climate neutrality and just transition. Planning, political mandate and technical mandate lack technological and human resources. It is key to combine transversal internal expertise with the outsourcing of specific external expertise.

Community building

- It is necessary to explain why we want a neutral neighborhood and know how to explain the benefits, making a complete and global story, easily understood by everyone and reaching everyone.
- Communication must be efficient and selective, too much information can become overwhelming.

Innovation and flourishing environment

- It is necessary to involve the private sector and research centres, otherwise local administration does not have resources to push them.

Sustainable finance and socio-economic impacts

- It would be key to find an optimal balance between public and private investment to reach affordable housing prices and to achieve the desired social and environmental return.

Co-developing monitoring

- It is key to define efficient indicators to evaluate the improvement of the neighbourhood and to detect spaces of improvement.

- it is necessary to have the necessary resources to treat and interpret the data, for this the technological/computing tools can help.
- It is also key to properly select what to communicate. Discern what is essential, as too much information can be disorienting.

4. Appendices

- [Additional resources or materials related to the workshop](#)
 - Post-its of different colours to answer the questions or explain barriers/needs
 - Pens
 - Coloured stickers to indicate compliance level: “gomets” to weight the participants’ experience / perceptions (red: non important/not agree; yellow: indifferent; green: important/agree).
 - Paper canvas
 - 4*2 A3 with the pilot objectives to be weighted and completed (2 division of each canva to explain with post-its: 1. other areas/foci to over objective; 2. how objective might be met in reality, steps/actions needed
 - 4*2 A3 with the pilot objectives (2 division of each canva to explain with post-its: 1. How do you think your department can contribute to this objective. 2. How is each department contributing/can each department contribute to the achievement
 - 4*2 A3 with common barriers
 - 5*2 A3 with stakeholders mapping of Granollers
 - Maps of the La Bòbila Sector
 - ICA Mini-questionnaire online (googleforms) to be filled in by attendees after the WS, complementary for block 3 (barriers & stakeholders)
 - Informed consent form to be signed by participants
 - Personal data questionnaire on paper to be filled by attendees.
- [Detailed agenda: Activities or exercises done during the workshop](#)

Agenda: 29th March 2023, 10 to 12.30h

WORKSHOP #1: “Neutral neighbourhoods in Granollers, habitable and desirable”

Team: Internal stakeholders working group (Granollers city council areas involved in pilot)

Facilitators: City council UP2030 team/ AQUATEC (Liason)/ICATALIST

Rapporteurs: City council team UP2030 team/ AQUATEC (Liason)/ICATALIST

Photos: done during the workshop to be uploaded to the whatsapp group Up2030Spain - Sara (ICA)/Judit (GRA)/Virginia (GRA)/Montse (AQUA)

Time	Duration	Activity	Description	Annotated agenda
9.00-10.00	60´	Preparations	Granollers (GRA)/AQUATEC (AQUA)/ICA: Everyone at the venue 1 hour before the workshop starts	<ul style="list-style-type: none"> - Arranging tables and chairs - Testing projector - Sticking extra info to the walls (Basin Map, SDGs) - ...
10.00-10.05	5´	Welcome	Chair: Mr. Albert Camps, Environmental Councilor of Granollers City Council (GRA) Welcome from <u>hosting</u> institution. Virgínia (GRA), Workshop agenda and objectives (MfC-Granollers WS guidance): <ul style="list-style-type: none"> - Gauge the level of understanding of the participants in terms of carbon neutral - Introduce the UP2030 project - Explain and discuss the aims of the pilot Identify the main actions to achieve the pilot aims Identify any missing stakeholders Propose a working group and nominate members Relator: Time control: Sara (ICA)	<ul style="list-style-type: none"> - Distribution of documentation to be completed by participants: signatures, personal data questionnaire, informed consent (LAA) - Photo of the participants
10.05-10.15	10´	Introduction	Chair: Montse (AQUA) <ol style="list-style-type: none"> 1. Why is climate neutrality by 2030 important? 2. UP2030: Presentation of the UP2030 project and the pilot cities. Relator: Virgínia (GRA)	Granollers welcome presentation (PPT, p. 1-8)

			Time control: Sara (ICA)	
10.15-10.25	10'	The City Case of Granollers	Chair: Judit (GRA) <ul style="list-style-type: none"> What will be done in Granollers ? Relator: Virgínia (GRA) Time control: Sara (ICA)	Granollers welcome presentation (PPT, p. 9-15)
10.25-10.30	5'	The co-creation process and the proposed methodology	ICATALIST Chair: Sara (ICA)/ Montse (AQUA) Relator: Virgínia (GRA) Time control: Sara (ICA)	
Needs and challenges in the co-creation of neutral <u>neighbourhoods</u>. The case of the Bòbila sector in Granollers. Participative dynamics				
10.30-10.40	10'	Introduction of the participative dynamics	Chair: Sara (ICA)/ Virginia (GRA) Explanation of the participatory exercise, basic rules of participation Group A: <u>Responsibles</u> of technical areas of Granollers city council Chair: SARA (ICA) Relator and time control: Judit (GRA) GroupB: Councilors of Granollers city council Chair: Montse (AQUA) Relator and time control: Virgínia (GRA)	After the explanation, participants will be divided in <u>2 groups</u> (group A & B), distributed in the 2 spaces of Can Jonch place. In every place will be the materials for the dynamics: Block1: <ul style="list-style-type: none"> maps of the La Bòbila Sector 4*2 A3 with the pilot objectives to be <u>weithened</u> and completed (2 division of each canva to explain with post-its: 1. other areas/foci to over objective; 2. how objective might be met in reality, steps/actions needed "gomets" post-its Block2: <ul style="list-style-type: none"> 4*2 A3 with the pilot objectives (2 division of each canva to explain with post-its: 1. How do you think your department can contribute to this <u>objective</u>. 2. How is each department contributing/can each department contribute to the achievement

				<ul style="list-style-type: none"> - post-its <p>Block3:</p> <ul style="list-style-type: none"> - 4*2 A3 with common barriers - "gomets" to weighing the participants' experience / perceptions (red: non important; yellow: indifferent; green: important). - Post-its to explain how these barriers might affect the potential of becoming carbon neutral. - 5*2 A3 with stakeholders mapping of Granollers - post-its to answer the questions - ICA questionnaire on complementary questions.
10.40-11.00	25'	Block 1: Objectives of UP2030 in Granollers: Discussion and consensus on the pilot objectives	<p>Discussion and consensus on the objectives with the stakeholders so that everybody is very clear about the main objective according to the project and other interesting objectives for the city in the short and medium term (the medium term ones are very interesting for the on visions workshop)</p> <p>It would be interesting to check if the objectives are the same for internal and external stakeholders.</p> <p>Use of a map of the Granollers area, marking the area of the new neighbourhood and introducing the objectives and problems with post-its in the map</p> <p>5': If they consider next objectives to be relevant and important to reach carbon neutrality? (weighing with "gomets". Red: non important; Yellow: indifferent; Green: important).</p>	<p>➤ From Granollers WS guidance (MfC)... ask participants them to discuss:</p> <ul style="list-style-type: none"> - If they consider next objectives to be relevant and important to reach carbon neutrality? (weighing with "gomets" (red: non important; yellow: indifferent; green: important). - If they would prioritise other areas/foci over this objective? (with post-its) - Ask to feed back to the room for further discussion (1 representative per group) <p>NEXT: Using separate post-it notes:</p> <ul style="list-style-type: none"> - ask participants to discuss how each objective might be met in reality. What steps/actions are needed

			<p>10': Other areas/foci to over objective (yellow post-its) on the La Bòbila maps sector</p> <p>10': How objective might be met in reality, steps/actions needed (green post-its)</p>	<ul style="list-style-type: none"> – Ask participants to feed back to the room (1 representative per group) <p>These will form the basis for further exploration during later sessions and interviews</p> <p>The pilot objectives are:</p> <ul style="list-style-type: none"> – Design a climate-neutral <u>neighbourhood</u> – Implementation of cross cutting, climate mitigation/adaptation and spatial justice tools to assess future urban planning – Develop a proposal to connect the urban green (balance of blue/green infrastructure) – Inclusion and equality to avoid gentrification is cross-cutting across each objective <p><u>Do you want to make nuances or complement that objective?</u></p>
11.05-11:40	35'	Block 2: Roles, contributions and needs	<p>We separate this block into two parts: one dedicated to the main objective, and one dedicated to the secondary objectives, using the same questions and working around the map.</p> <p>Priority will be given to the activity related to the main objective of the project.</p> <p>If they talk about the problems they have, let them talk about them.</p> <p>15': How do you think your department can contribute to this objective? (Group blue post-its) In group B, were used green post-its</p> <p>How is each department contributing / can each department contribute to the achievement of these</p>	<p>Guiding questions</p> <ul style="list-style-type: none"> i) How do you think your department can contribute to this objective? <ul style="list-style-type: none"> a. How is each department contributing / can each department contribute to the achievement of these objectives? ii) What are the needs that you need to be fulfilled in order to be able to contribute to these objectives?

			<p>objectives? orange post-its In group B, were used yellow post-its</p> <p>20': Needs that you need to be fulfilled in order to be able to contribute to these objectives fuchsia post-its</p>														
11.40-12.15	35'	Block 3: Barriers & Stakeholders	<p>From Granollers WS guidance (MfC):</p> <p>Barriers: discussion on how common barriers resonate with the participants' experience / perceptions and how they might affect the potential of becoming carbon neutral</p> <p>Stakeholders mapping: who are the Stakeholders? Is anyone missing / not represented?</p> <p>ICA questionnaire</p> <p>Barriers- 20':</p> <ul style="list-style-type: none"> - How these barriers resonate with the participants' experience / perceptions (<u>weighing with gomets</u>, Red: non important; Yellow: indifferent; Green: important). - How they might affect the potential of becoming carbon neutral . In group B the question was <u>reformulades</u> as "How these barriers can be transformed in <u>opportunities</u>" (yellow post-its) <p>Stakeholders-15' (yellow post-its): Is anyone missing / not represented. Questions to ask :</p> <ul style="list-style-type: none"> • Are there any clusters missing? • Do you think the balance between the <u>groups</u> involvement is fair? 	<p>➤ Discuss how these barriers resonate with the participants' experience / perceptions. How they might affect the potential of becoming carbon neutral?:</p> <table border="1"> <thead> <tr> <th>GOVERNANCE</th> <th>TECHNOLOGICAL</th> <th>ECONOMIC</th> <th>SOCIAL</th> </tr> </thead> <tbody> <tr> <td> <ul style="list-style-type: none"> -Lack of consistency multilevel targets -Fragmentation of climate responsibilities (Sectoral silos) -Disconnection between strategy and implementation -Lack of knowledge -Lack of transparency and mainly top-bottom approaches -Cities face resistance/fear to change business as usual behaviour -Lack of capacity of scaling up citizens engagement </td> <td> <ul style="list-style-type: none"> -Urban infrastructure deterioration -Deficit of technological infrastructure -Lack of infrastructure regulation -Lack of integration standards -Lack of systems security, privacy isolation -Poor quality of ICT-based services -Lack of data management </td> <td> <ul style="list-style-type: none"> -High cost of urban infrastructure -Inefficiency of resource management -Lack of funding and investors, short time horizon of investments -Lack of knowledge on climate finance and investment planning -Discrepancy between competitiveness and quality of life -Unemployment, lack of equity access to labour market -Weak Public-Private Partnership </td> <td> <ul style="list-style-type: none"> -Lack of citizen participation -Lack of trust -Lack of social awareness -Cultural diversification -Citizen's inequality -Digital divide -Resistance to change -Social exclusion and gentrification -Inequity access to services </td> </tr> </tbody> </table> <p>➤ Who are the Stakeholders? Is anyone missing / not represented?</p> <table border="1"> <tr> <td>City clusters (publicly directed policy makers)</td> <td>Universities, research centers, youth (citizens)</td> <td>NGOs, activists (support networks)</td> <td>Local business (business)</td> <td>Therapist, health, education (service providers)</td> </tr> </table> <p>Questions to ask –</p> <ul style="list-style-type: none"> • Are there any clusters missing? • Do you think the balance between the <u>groups</u> involvement is fair? • Is there any more detail you could add to the groups, e.g. specific <u>organisations</u>? 	GOVERNANCE	TECHNOLOGICAL	ECONOMIC	SOCIAL	<ul style="list-style-type: none"> -Lack of consistency multilevel targets -Fragmentation of climate responsibilities (Sectoral silos) -Disconnection between strategy and implementation -Lack of knowledge -Lack of transparency and mainly top-bottom approaches -Cities face resistance/fear to change business as usual behaviour -Lack of capacity of scaling up citizens engagement 	<ul style="list-style-type: none"> -Urban infrastructure deterioration -Deficit of technological infrastructure -Lack of infrastructure regulation -Lack of integration standards -Lack of systems security, privacy isolation -Poor quality of ICT-based services -Lack of data management 	<ul style="list-style-type: none"> -High cost of urban infrastructure -Inefficiency of resource management -Lack of funding and investors, short time horizon of investments -Lack of knowledge on climate finance and investment planning -Discrepancy between competitiveness and quality of life -Unemployment, lack of equity access to labour market -Weak Public-Private Partnership 	<ul style="list-style-type: none"> -Lack of citizen participation -Lack of trust -Lack of social awareness -Cultural diversification -Citizen's inequality -Digital divide -Resistance to change -Social exclusion and gentrification -Inequity access to services 	City clusters (publicly directed policy makers)	Universities, research centers, youth (citizens)	NGOs, activists (support networks)	Local business (business)	Therapist, health, education (service providers)
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12.15-12.25	10´	Next steps	<p>Chair: Judit (GRA) / Virginia (GRA) / Montse (AQUA)</p> <p>Thank the participants for their collaboration, <u>explain in the next weeks will be done some</u> interviews to <u>deep in some</u> of the results of this first session, and to create a working group. Also will be explained that this same process will be carried out with external stakeholders, where some of the information gathered today will be used and the conceptual map completed. So, it is hoped that they will also be able to attend on that day.</p>	<p>Commitment level of the WG: Project duration: Jan 2023 – Dec 2025. Expected engagement:</p> <p>Monthly updates shared</p> <ul style="list-style-type: none"> • Individual interview requests • Regular focus group sessions • Potential to join steering group
12.25-12.30	5´	Closure		

Instructions for facilitators	Ground Rules for participants ▾
<p>Focus on the process not the content</p> <ul style="list-style-type: none"> - Always stay neutral (actually if you focus on the process, the neutrality should follow; facilitator should never engage in the content discussions offering their opinions or suggestions) - In case of strong or <u>biased</u> statements ask “Anyone <u>has</u> a different opinion?” <p>Encourage full participation (draw out all participants)</p> <ul style="list-style-type: none"> - Ask questions “who else who didn’t speak so far would like to add something?” <p>Promote mutual understanding</p> <ul style="list-style-type: none"> - Ask for explanations of technical terms and abbreviations <p>Promote concreteness</p> <ul style="list-style-type: none"> - Ask to clarify vague and general statements - Ask for examples 	<p><i>Participate and help others to participate</i></p> <ul style="list-style-type: none"> Everyone participates, no one dominates Success depends on participation – share ideas, ask questions, draw others out <p><i>Respect other participants</i></p> <ul style="list-style-type: none"> Respect other participants’ thinking and value their contributions Speak your truth, without blame or <u>judgement</u> <p><i>Listen carefully</i></p> <ul style="list-style-type: none"> Listen to understand Inquire (ask) before you advocate (persuade) <p><i>Speak to connect</i></p> <ul style="list-style-type: none"> One speaker at a time Share the airtime – be brief and meaningful when voicing your opinion <p><i>Make it safe</i></p> <ul style="list-style-type: none"> Let others know if you don’t think it’s safe Help others to feel safe Feel free to share and use the information received, but do not link it to identity or the affiliation of any participant

- [Photographs](#)







