



## Climate City Contract

# 2030 Climate Neutrality Investment Plan

## 2030 Climate Neutrality Investment Plan of the City X

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V2.1

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| Document history |         |        |   |
|------------------|---------|--------|---|
| Date             | Version | Author | Changes   |
| January 2023     | V1      | BwB    | /   |
| June 2023        | V2      | BwB    | The template was amended to include a front-page note "The IP template is to be followed closely, and cities should fill in every section to the level of detail that they have, remaining mindful of the CCC Checklist and guidance documents. If it is not possible to complete a section, please state why it cannot be filled out".   |
| November 2023    | V2.1    | BwB    | <p>The template has been amended based on the experiences of Window 1 and Window 2 cities, with input from City Advisors, consortium partners, the European Commission and the EIB.</p> <p>Headline changes to the document include the introduction of tables 1, 7, 8 and 15 to provide more granular detail on the city's climate action history and prospective investments. Table guidelines have been provided for all tables to provide clarity on what data is required, and a task goal for each task identifies the key outcomes of each task within the IP.</p> |



**The IP template is to be followed closely, and cities should fill in every section to the level of detail that they have, remaining mindful of the CCC Checklist and guidance documents.** If it is not possible to complete a section, please state why it cannot be filled out as opposed to leaving the section blank.

**Given sections of the Investment Plan require insight into municipal budgets and the forecasted costs of climate actions, it is recommended to share this resource with the municipal Finance or Treasury teams as soon as possible to begin work on the document (particularly A1, A2, B1, B2 and B3).**



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## Glossary of Terms

| Acronym | Description                       |
|---------|-----------------------------------|
| AP      | Action Plan                       |
| IP      | Investment Plan                   |
| KPI     | Key Performance Indicator         |
| MEL     | Monitoring Evaluation & Learning  |
| MRV     | Monitoring Reporting Verification |
| WP      | Work Package                      |



# 1 Part A – Current State of Climate Investment

Part A “Current State of Climate Investment” is the **structural element** of the climate neutrality investment plan, putting the basis for the development of the plan through a detailed-oriented evaluation and assessment of the city’s existing financial policies and funding/financing activities.

## 1.1 Module IP-A1: Existing Climate Action Funding and Financing

This section represents the initial step of the 2030 Climate City Investment Plan and will require an evaluation and assessment of previous and existing funding and financing for climate activities by field of action. The purpose of this task is to assess the city’s history of climate actions to date – including past failures and successes – to establish the baseline for climate actions in the future. These past actions should be broken down to the project level where possible and grouped as per the fields of action identified in the Action Plan. A full breakdown of historic climate initiatives and their financing is recommended, including historic budget data for the past 3-5 years.

**Task Goals:** *This task will help the city to collate all historical climate actions and initiatives – assessing previous successes and any issues that arose. By establishing a baseline for climate action the city can then track their future development and the implementation of their Climate Action and Investment Plans.*

| Model IP-A1   |
|---|
| Guiding questions: <ul style="list-style-type: none"> <li>• Have you already engaged in climate budgeting and – if so – what is the city’s historical track record with climate actions and projects?</li> <li>• Do you have sufficient data on each field of action and is data collection carried out internally within the finance department?</li> <li>• Has the city engaged in any PPPs or has there been any significant private sector engagement in recent years, and what is the current status of these projects ? If not, why not – is this a political or regulatory hurdle ?</li> </ul> |

| A-1.1: Textual element |
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*Table 1 Guidelines: Please provide municipal budget data for the past five years from baseline (the most recent budgetary year) – **this should be the approved budget for the current year and the real expenditure for the previous four years**. If the city has a split operating/current expenditure and capital expenditure identified in their budget, please include both. As a minimum, please include city budget data, but consider also adding the budget for municipally-owned companies and clearly distinguishing where this is the case via an extra row.*

**Table 1: Historical Municipal Budget and Budget for Climate Actions**

| Budget Data  | 20xx | 20xx | 20xx | 20xx | 20xx |
|--|------|------|------|------|------|
| Municipal Budget (€)                                     | ...  | ...  | ...  | ...  | ...  |
| Municipal Budget for Climate Actions & Projects (€)      | ...  | ...  | ...  | ...  | ...  |
| % of Municipal Budget for Climate Actions & Projects (%) | ...  | ...  | ...  | ...  | ...  |



*Table 2 Guidelines: Please provide historical budget data for all climate actions and projects that the city has undertaken in the past three years from baseline (the most recent budgetary year). Please provide some indication in the textual element as to the requirements for projects to be considered as a climate action (for example, following the EU Taxonomy for Sustainable Finance). This should be in € as well as % of overall budget.*

**Table 2: Finance Sources By Field of Actions, for Years 20XX to 20XX**

| Fields of Action                                | Sector Subsection   | Budget Allocation for Climate Actions and Projects |      |      |
|---|---|--|------|------|
|   |   | 20XX   | 20XX | 20XX |
| Transportation                                  | (e.g. Walking)  |  |      |      |
|   | (e.g. Cycling)  |  |      |      |
|   | (e.g. Car)  |  |      |      |
|   | (e.g. Light Rail / Metro)   |  |      |      |
| Built Environment                               | (e.g. Residential)  |  |      |      |
|   | (e.g. Commercial)   |  |      |      |
|   | (e.g. Public Buildings)   |  |      |      |
| Energy Systems                                  | (e.g. Solar Thermal / Solar PV)   |  |      |      |
|   | (e.g. Oil)  |  |      |      |
|   | (e.g. Natural Gas)  |  |      |      |
|   | (e.g. Coal / Lignite)   |  |      |      |
|   | (e.g. Wind)   |  |      |      |
| Green Infrastructure and Nature Based Solutions | (e.g. Hydro)  |  |      |      |
|   | (e.g. Parks, Green Roofs, Community Gardens, Rivers, Protected Areas, Forestry)         |  |      |      |
| Waste and Circular Economy                      | (e.g. Household Waste, Industrial Waste, Other Commercial Waste, Sectoral By-products ) |  |      |      |
| <b>Total in €</b>                               |   | €  | €    | €    |

## 1.2 Module IP-A2: Strategic Funding and Financing Evaluation

This section requires an evaluation of the city’s existing financial policies to understand how they are currently managing the capital allocation towards climate neutrality. This will include strategies in place and what the city has at its disposal to facilitate the transition. **The forms of capital it has access to and which are specific to their climate neutrality targets should be identified, and the current debt level of the city and any legislative requirements for new debt issuance should be outlined**



**Task Goals:** By identifying the existing income and capital sources to the city – as well as potential for future capital sources – the city can start to identify ways to fund the climate actions and initiatives identified within the Climate Action Plan.

| Model IP-A2   |
|---|
| <p>Guiding questions:</p> <ul style="list-style-type: none"> <li>Do you have a clear overview of public sources of capital as well as private funding and financing sources? If yes, how detailed and accurate is it?</li> <li>To which aspects of this module does the municipality have the internal capacity to delve into detail on? Given some of these sources of finance may be combined to deliver on actions and priorities defined in the Action Plan.</li> </ul> |

| A-2.1: Textual element |
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*Table 3 Guidelines: Please identify and list all recurring city income sources for the city (e.g. local taxation revenue, deferred funding from the national or state level, profits generated by municipally-owned companies).*

**Table 3: List of Income Sources for the City**

| Income Category       | City income | % of city budget |
|-----------------------|-------------|------------------|
| Source of City Income | ...         | ...              |
| ...                   | ...         | ...              |

*Table 4 Guidelines: Please identify and list all extraordinary capital sources for the city (e.g. EU grants and funding, loans from organisations like the EIB or Municipal Banks, PPPs). Give details as to when the capital was granted to the city, how much of it is left, and any specific projects to spend it.*

**Table 4: List of Capital Sources for the City**

| Type              | Size Range  | Level             | Description  |
|-------------------|---|-------------------|--|
| Source of Capital | Quantum of Capital Accessible to the city through this source | Private or Public | (Description of capital source e.g. cost & provider) |
| ...               |   | ...               | ...  |
| <b>Total in €</b> |   |                   |  |

### 1.3 Module IP-A3: Barriers to Climate Investment

This section requires evaluation and identification of the range of structural, policy, economic, and financial barriers for capital deployment in support of climate action.

**Task Goals:** By listing the current barriers to climate investment, cities can start to identify solutions to overcome these barriers and facilitate further capital flows. This could involve collaborating to enact new policy, or identifying external stakeholders that can help to overcome structural and financial barriers.



| Model IP-A3  |
|--|
| <p>Guiding questions:</p> <ul style="list-style-type: none"> <li>• How is internal capacity considered to be a barrier? Are barriers able to be overcome and if so, what solutions are available ?</li> <li>• For which of the identified barriers do you need support from the Mission Platform?</li> <li>• For which of the identified barriers can other stakeholders provide support?</li> </ul> |

| A-3.1: Textual element |
|------------------------|
| ...                    |

Table 5 Guidelines: Please provide an exhaustive list of all barriers to climate investment and any potential solutions (including the stakeholders involved) to overcome these barriers.

Table 5: Barriers to Climate Investment

| Financial Barriers to achieving Climate Neutrality | Typology of Barrier | Description | Sector and stakeholders involved |
|--|---------------------|-------------|----------------------------------|
| ...  | ...                 | ...         | ...                              |

## 2 Part B – Investment Pathways towards Climate Neutrality by 2030

**Part B “Investment Pathways towards Climate Neutrality by 2030”** is in place to capture the actions and needs for mobilising and delivering the funding and financing needed for climate neutrality. This Part of the Investment Plan will be aligned with and build upon the Action Plan. In addition, each of these Plans are likely to entail multiple iterations over the course of the path to climate neutrality. Cities are encouraged to fill this section out with the help of their municipal Finance or Treasury teams - the data provided should be as complete and as robust as possible. In the instances where macroeconomic data or forecasting has been completed, a breakdown of the assumptions that the city has used should be provided as an annex and – if possible – the model or worksheet that was used to obtain the data should be presented for validation.

### 2.1 Module IP-B1: Cost Scenarios for Climate Neutrality

These are the actions and measures which make up the 2030 Climate Neutrality Action Plan that need to be costed. It is expected that to tie the Investment Plan and Action Plan together, any action or initiative identified within the Action Plan should be referenced in Table 6, alongside forecasted costs, direct benefits (via GHG reduction) and co-benefits. Given the Investment Plan needs to be practical, the measures defined within the Action Plan need to be tagged by how much they will cost for the city, considering implementation and operational costs, so the city budget can be adapted to include them. As a minimum, absolute capex and operational costs must be presented in Table 6 – incremental costs can be provided as an addition if such data is also available.

Cities have the option to provide cost estimates at their own discretion on the measures disclosed in the Action Plan template as per table B-2.2 and in the Investment Plan template as per table 6. Given these cost estimates for the actions, cities can then include non-sectorial costs (the cost of the levers to implement these actions) these should be considered alongside the concrete actions.





For all cost-related assumptions please provide – or link to – costing methodology, headline assumptions and the macroeconomic parameters used for forecasting.

**Task Goals:** *By identifying the costs and potential direct and indirect benefits to all climate actions, cities can begin to budget for their climate actions and also begin to approach external funding and financing actors to help financially support their climate plans.*

**Model IP-B1**

Guiding questions:

- How much have you already engaged in costing activities and is this carried out internally or with additional partners?
- Have you previously costed actions as a part of a climate action plan?
- What are optimal sources for gathering data?
- Can you identify a number of high priority and capital-intensive projects and provide details on these?

**B-1.1: Textual element**

...

*Table 6 Guidelines: Please provide a breakdown of all the anticipated costs of the climate actions identified in the Action Plan – **it is encouraged that this covers the period from present day to 2030.** In each instance, please provide the absolute capex and operational costs. Implementation Costs / Capital Expenditure is the cost to develop and implement the project. Operational Expenditure is the expected annual running costs of the project once completed or operational (include annual costs and any cost savings from the project). Direct Impacts is, in this case, the CO2e reduction per annum forecasted by the project, and the indirect impacts are ideally the monetised co-benefits (or a qualitative assessment).*

*To support the analysis below, please provide a methodology and all assumptions for your workings as an annex. This should include unit costs benchmarking, a baseline year for cost estimates and the methodology for both direct and indirect benefits of GHG reduction.*

**Table 6: Sectorial Costing**

| Fields of Action | Action / Indicator                         | Implementation Costs/Capex | Operational Costs | Direct impacts (Emission reductions)*  | Cost Effectiveness (EUR/tCO2e) | Indirect impacts (co-benefits)*        |
|------------------|--|----------------------------|-------------------|--|--------------------------------|--|
| Transportation   | e.g. Pedestrian and Cycling Infrastructure | ...                        | ...               | Impacts in terms of monetary savings** |                                | Job Creation**                         |
|                  | e.g. Metro / Light Rail                    | ...                        | ...               | (list more direct impacts as needed)   |                                | (list more indirect impacts as needed) |
|                  | e.g. Fleet Electrification                 | ...                        | ...               | ...                                    |                                | ...                                    |
|                  | e.g. Shift to public & non-                | ...                        | ...               | ...                                    |                                | ...                                    |



|   |   |     |     |     |  |  |
|---|---|-----|-----|-----|--|--|
|   | <i>motorized transport</i>                            |     |     |     |  |  |
|   |   |     |     |     |  |  |
| Built Environment                             | <i>e.g. energy saving building retrofit</i>           | ... | ... | ... |  | ...  |
|   | <i>e.g. district heating and cooling</i>              | ... | ... | ... |  | ...  |
|   | <i>e.g. indoor and public lighting</i>                | ... | ... | ... |  | ...  |
|   | <i>e.g. infrastructure re-use and urban re-design</i> | ... | ... | ... |  | ...  |
|   |   |     |     |     |  |  |
| Energy Systems                                | <i>e.g. community energy and PED</i>                  | ... | ... | ... |  | ...  |
|   |   |     |     |     |  |  |
| Green Infrastructure & Nature Based Solutions | ...   | ... | ... | ... |  | ...  |
|   |   |     |     |     |  |  |
| Waste and Circular Economy                    | ...   | ... | ... | ... |  | ...  |
| <b>Total</b>                                  |   |     |     |     |  |  |
|   |   |     |     |     |  |  |
| Cross Cutting Costs                           |   |     |     |     |  | These can include any supporting activity needed across different sectors, such as citizen engagement, communication with relevant stakeholders, governance and planning exercises, capacity building, the setting-up of SPVs for project management, etc. |

\*Referring to the Action Plan

\*\*Indicative indicators

*Table 7 Guidelines: Please fill the following table in with the largest and / or most capital-intensive projects that have been established within the Action Plan and Investment Plan (in Table 6). For these projects, provide the below details including the proposed or envisaged funding structure and a description of the project including development timelines and current status.*



**Table 7: Capital Intensive Projects**

| Fields of Action | Action / Indicator |                                  |           |                                |   |
|------------------|--------------------|----------------------------------|-----------|--------------------------------|---|
| Transportation   | e.g. New Tram Line | Capex (€m)                       | Opex (€m) | Cost Effectiveness (EUR/tCO2e) | Investment (Split by Stakeholders)                        |
|                  |                    | ...€m                            | ...€m     | ...EUR/tCO2e                   | e.g. 25% Municipality, 25% National Funds, 50% Green Loan |
|                  |                    | <i>Project Description : ...</i> |           |                                |   |

## 2.2 Module IP-B2: Capital Planning for Climate Neutrality

This section will include a definition of the city's capital goals and how to achieve them. As the implementation of its programme starts the below sources of capital can be laid out as a starting point. These should be aligned with the city's goals and relevant to the actions selected. Ideally this will be a target and the city will optimise towards.

**Task Goals:** *This exercise forces cities to identify the funding and financing gaps within their Investment Plans so as to begin the process of securing additional and (in most cases) external funding and financing for climate actions. This exercise encourages cities to begin the process of identifying potential capital solutions on the project level.*

| Model IP-B2  |
|--|
| <p>Guiding questions:</p> <ul style="list-style-type: none"> <li>• What are the existing resources already available for each action or project (e.g., public contributions, existing funding or investments secured)?</li> <li>• How much of the budget is available for climate investment, and is the municipality operating at a surplus or deficit?</li> <li>• How can you optimise use of both public funding and private investment capital to ensure capital deployment for all costs identified to reach the climate neutrality goal?</li> <li>• Do you have experience on creating a pipeline of projects with the involvement of the private sector?</li> </ul> |

| Textual element |
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| ...             |

*Table 8 Guidelines: For each identified action, please identify the costs to all stakeholders including private citizens and the private sector or municipally-owned companies. The actions from Section B1 and the Action Plan should all be referenced here in similar detail.*

**Table 8: Capital Planning by Stakeholder**

| Field of Action | Action / Indicator | Citizens (€) | Private Sector (€) | Municipality (€) | Transport Operators (€) | Utility Providers (€) | Total (€) |
|-----------------|--------------------|--------------|--------------------|------------------|-------------------------|-----------------------|-----------|
| ...             | ...                | ...          |                    |                  |                         |                       |           |
| ...             | ...                | ...          |                    |                  |                         |                       |           |



|              |     |     |  |  |  |  |  |
|--------------|-----|-----|--|--|--|--|--|
| ...          | ... | ... |  |  |  |  |  |
| ...          | ... | ... |  |  |  |  |  |
| <b>Total</b> |     |     |  |  |  |  |  |

*Table 9 Guidelines: For each identified action from the Action Plan, please identify the costs specifically to the municipality and what percentage of costs is currently covered. For any actions that will be funded in full or in part by other stakeholders (e.g. private sector, loans, grant funding), please identify where these costs will come from if a source has been identified.*

**Table 9: Capital Planning**

| Field of Action | Action / Indicator | Cost to Municipality | Cost to Other | % of Costs Covered |
|-----------------|--------------------|----------------------|---------------|--------------------|
| ...             | ...                | ...                  |               |                    |
| ...             | ...                | ...                  |               |                    |

## 2.3 Module IP-B3: Economic and Financial Indicators for Monitoring, Evaluation and Learning

A range of financial policies need to be considered to execute the actions laid out in the 2030 Climate Neutrality Action Plan. The city’s financial policies should align with their current process and capital allocation. This will depend on the actions selected and be drawn from possible financial tools to assist the transition.

**Task Goals:** *A strong and robust monitoring, evaluation and learning framework is crucial for internal monitoring of the implementation of climate actions, as well as a requirement for securing external capital where any private actor would require the ability to monitor project implementation and progress towards benchmarks and targets. By developing this framework now, cities can fully track their progress through the NetZeroCities Mission.*

| <b>Model IP-B3</b>   |
|--|
| Guiding questions: <ul style="list-style-type: none"> <li>• Do you have a monitoring system in place that evaluates the impact of green investments?</li> <li>• Do you have a system to estimate emission reduction (following recognised methodologies) or co-benefits to measure the impact of investments?</li> <li>• Do you have a monitoring and evaluation system for capital investment planning process-mapping deviation?</li> <li>• Which indicators are most aligned with the work done in the Action Plan?</li> <li>• Is the required data for the calculation of selected indicators available, or do you need to involve additional stakeholders?</li> </ul> |

| <b>B-3.1: Textual element</b> |
|-------------------------------|
| ...                           |

*Table 10 Guidelines: Please develop some project- and sector-level economic indicators as well as some cross-cutting indicators to monitor the implementation of the Investment Plan and identified*



projects. If you are having trouble conceptualising these indicators, please utilise the **Indicators Guidebook** which can be found on the [NetZeroCities portal](#).

**Table 10: Economic Indicators by Sector**

| Fields of Action                                | Indicator   | Indicator Unit | Indicator Baseline* | Indicator Target 2030* |
|---|---|----------------|---------------------|------------------------|
| Transportation                                  | <i>e.g. Pedestrian and Cycling Infrastructure</i>         | ...            | 1%*                 | 30%*                   |
|   | <i>e.g. Metro / Light Rail</i>                            |                | 0%*                 | 25%*                   |
|   | <i>e.g. Fleet Electrification</i>                         |                | 5%*                 | 50%*                   |
|   | <i>e.g. Shift to public &amp; non-motorized transport</i> | ...            | ...                 | ...                    |
| Built Environment                               | <i>e.g. energy saving building retrofit</i>               | ...            | ...                 | ...                    |
|   | <i>e.g. district heating and cooling</i>                  | ...            | ...                 | ...                    |
|   | <i>e.g. indoor and public lighting</i>                    | ...            | ...                 | ...                    |
|   | <i>e.g. infrastructure re-use and urban re-design</i>     | ...            | ...                 | ...                    |
| Energy Systems                                  | <i>e.g. community energy and PED</i>                      | ...            | ...                 | ...                    |
| Green Infrastructure and Nature Based Solutions | ...   | ...            | ...                 | ...                    |
| Waste and Circular Economy                      | ...   | ...            | ...                 | ...                    |

\*Indicative indicators



*Table 11 Guidelines: Please develop some project- and sector-level financial indicators as well as some cross-cutting indicators to monitor the implementation of the Investment Plan and identified projects. If you are having trouble conceptualising these indicators, please utilise the **Indicators Guidebook** which can be found on the NetZeroCities portal.*

**Table 11: Financial Indicators by Sector**

| Fields of Action                                | Indicator | Indicator Unit |
|---|-----------|----------------|
| Transportation                                  | ...       | ...            |
|   | ...       | ...            |
|   | ...       | ...            |
| Built Environment                               |           |                |
| Energy Systems                                  |           |                |
| Green Infrastructure and Nature Based Solutions |           |                |
| Waste and Circular Economy                      |           |                |



### 3 Part C – Enabling Financial Conditions for Climate Neutrality by 2030

Part C “**Enabling Conditions for Climate Neutrality by 2030**” is the third section of the Investment Plan and is intended to identify other enabling factors the city needs to consider in the implementation of the Investment Plan.

#### 3.1 Module IP-C1: Climate Policies for Capital Formation and Deployment

The allocation of capital will need to be optimised between both public and private sources across the portfolio outlined in the Action Plan to meet the cost of the actions identified for reaching climate neutrality over time.

**Task Goals:** Tied to A3, this exercise is an opportunity for cities to identify existing and potential policies to help facilitate capital flows towards climate actions. This could be focused on high-level municipal actions such as the ability to issue green municipal bonds, through to increasing parking fares in the city centre to raise funds for climate actions. If including EU-wide and national policies, please explain the direct impact for the city of these actions. **Although linked to the Action Plan exercise, please use this as an opportunity to identify climate policies that specifically support capital formation and deployment.**

| Model IP-C1   |
|---|
| Guiding questions: <ul style="list-style-type: none"> <li>Does your city have an existing process for policy formulation (tool method, transversal team, procurement and innovative contracting, etc.) that supports financing or funding innovative areas and climate action?</li> <li>What process is in place for your Transition Team to input on financial/funding policy, so that they do not operate in a silo for the 2030 ambition?</li> </ul> |

| C-1.1: Textual element |
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| ...                    |

*Table 12 Guidelines: Please identify and describe any potential policies to support capital facilitation and deployment in the city, describing the policy, its current status or stage of development, and the intended outcome (e.g. increased parking fares to deter driving but also raising capital for additional climate actions). **For city-level policies, please include some quantifiable range as to the amount of capital raised by intended policies.***

**Table 12: List of Climate Policies to Enable Capital Deployment**

| Climate Policy | Policy Status (Enacted, In Process, Development, etc.) | Description of the policy (sector, targeted audience, etc.) | Intended Outcome for Capital Formation |
|----------------|--|---|--|
| ...            |  | ...   |  |



## 3.2 Module IP-C2: Identification and Mitigation of Risks

The risks relevant to the implementation of an Investment Plan should be considered, which may impact the ambition to achieve climate neutrality, mitigation techniques should be identified where necessary and where possible, these should align with the financial policies selected.

**Task Goals:** All projects identified in the Climate Action Plan will have potential risks regarding funding and financing – for example, a project overshooting cost estimates. By establishing a risk management framework and developing risk mitigations at both the sector and project level, cities can ensure they are equipped to identify any problems quickly, and sufficiently deal with these problems once they arise.

| Model IP-C2   |
|---|
| <p>Guiding questions:</p> <ul style="list-style-type: none"> <li>• Does risk analysis feature in your decision-making investment process?</li> <li>• How do you regularly identify and measure risk related to financing actions?</li> <li>• What is your understanding of risk mitigation and quantification methods?</li> <li>• How have you devised your risk management framework and how frequently – and via what process – will it be reviewed?</li> </ul> |

| C-2.1: Textual element |
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| ...                    |

*Table 13 Guidelines: Please identify potential risks, routes to monitoring these risks, and a mitigation plan to prevent risk escalation. This should be completed for the project- and sector-level as well as city-wide risks. Instead of simply listing risks, this is an opportunity for cities to outline a risk management framework (including identifying high, medium and low priority risks), the likelihood of all risks and any residual risks following mitigation actions.*

**Table 13: Climate Investment Plan Risk Framework**

| Fields of Action                                | Sectoral Project | Risks Identified | Description of Risk | Risk Priority | Mitigation of Risk |
|---|------------------|------------------|---------------------|---------------|--------------------|
| Transportation                                  | ...              | ...              | ...                 |               | ...                |
|   | ...              | ...              | ...                 |               | ...                |
| Built Environment                               | ...              | ...              | ...                 |               | ...                |
|   | ...              | ...              | ...                 |               | ...                |
| Energy Generation                               |                  |                  |                     |               |                    |
| Green infrastructure and Nature Based Solutions |                  |                  |                     |               |                    |
| Waste and Circular Economy                      |                  |                  |                     |               |                    |
| City Wide Risks (Cross Cutting)                 |                  |                  |                     |               |                    |





### 3.3 Module IP-C3: Capacity Building and Stakeholder Engagement for Capital and Investment Planning

Internal capacity and capabilities should be assessed and developed, working with both internal and external stakeholders to accelerate the transition to climate neutrality by 2030. This stakeholder mapping and identification of engagement pathways are tied to the Action Plan exercise but should focus on financial and investment-focused stakeholders including (but not limited to) municipal banks, private sector companies that must invest to decarbonise their assets and all private capital providers or funding organisations. For non-financial stakeholders, provide a breakdown of costs for any stakeholder incentive schemes such as transport subsidies or funding for retrofitting of residential properties.

**Task Goals:** *The first element of this task is an opportunity for cities to assess internal capacity and identify any knowledge or resource gaps within the Transition Team. This should be clearly outlined in the text as well as any plans to overcome these gaps.*

*For the stakeholder engagement exercise, cities should use this exercise to identify any potential stakeholders that can support the financing and development of their Climate Action Plan. As has been documented, the local authority accounts for a small proportion of emissions within the city and private stakeholders must also invest to decarbonise their emitting assets. By identifying these stakeholders early, cities can facilitate engagement optimally. **Cities can take the same approach to this task as the similar task within the Climate Action Plan, but focus on financial actors (i.e. any stakeholder that can deploy funds for proposed climate investments – whether to public projects or their own corporate actions) or the costs associated with interacting with the non-financial actors (e.g. incentive schemes for citizen behavioural shift).***

| Model IP-C3   |
|---|
| Guiding questions: <ul style="list-style-type: none"> <li>• Is your Transition Team well-resourced and does it have the necessary skillsets to develop a robust Investment Plan?</li> <li>• Have you identified the capacity gaps (both knowledge and personnel) in your Transition Team to develop and implement the Plan?</li> <li>• Have you identified relevant stakeholders to develop an Investment Plan in your city?</li> <li>• Do you have a clear engagement strategy for relevant stakeholders?</li> </ul> |

| C-3.1: Textual element |
|------------------------|
| ...                    |

*Table 14 Guidelines: Please identify any financial stakeholders – private sector companies, commercial banks and lending organisations – that the city has an existing or future relationship with, including the level of influence and interest, and the type of engagement. If they are linked to a specific climate action or project, please list that here as well as the required investment from the stakeholder.*

**Table 14: Stakeholder Engagement Mapping**

| Stakeholders involved | Required Investment (€) | Network | Influence | Interest | Level and Type of Engagement |
|-----------------------|-------------------------|---------|-----------|----------|------------------------------|
| ...                   | ...                     | ...     | ...       | ...      | ...                          |



*Table 15 Guidelines: For any engagement or incentive schemes involving non-financial actors, please list these below and identify any specific costs to the city for conducting these (e.g. reduced transport fares to encourage modal shift).*

**Table 15: Stakeholder Activity Cost**

| Stakeholders involved | Activity | Cost to Municipality (€) |
|-----------------------|----------|--------------------------|
| ...                   | ...      | ...                      |
| ...                   | ...      | ...                      |