

Urban Future.

Stuttgart 23

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EURO  
CITIES

Deutscher  
Städtetag



# EVENT PROGRAMME

Stuttgart, Germany  
June 21-23, 2023

#UF23  
[www.urban-future.org](http://www.urban-future.org)

# Welcome to Urban Future

Europe's biggest event for those who shape the future of our cities. Home to a global community of 50,000+ urban change-makers.

**#UF23**  
JUNE 21-23, 2023

**2,500+**  
ATTENDEES

**200+**  
SPEAKERS FROM  
4 CONTINENTS

**125+**  
MAYORS

**8**  
TRACKS

**35**  
FIELD TRIPS

**15+**  
SIDE EVENTS

**60+**  
SESSIONS

**100+**  
PARTNERS

**C40 CITIES**

**eit Climate-KIC**  
Co-funded by the European Union

**CNCA**  
CARBON NEUTRAL CITIES ALLIANCE

**Covenant of Mayors for Climate & Energy EUROPE**

**EURO CITIES**

**LSE Cities**

**POLIS**  
CITIES AND REGIONS FOR TRANSPORT INNOVATION

**WORLD GREEN BUILDING COUNCIL**



# UF23 KEY PARTNERS

These visionary partners support us and the global community of CityChangers in making UF23 happen. Thank you!

STUTTGART



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SOMMER

#iCapitalAwards



# URBAN FUTURE WEEK

MONDAY | JUNE 19

TUESDAY | JUNE 20

WEDNESDAY | JUNE 21

THURSDAY | JUNE 22

FRIDAY | JUNE 23

SATURDAY | JUNE 24

10TH INTERNATIONAL  
CITIES FOR MOBILITY CONGRESS



MEETING OF THE  
STUTTGART SISTER CITIES



STADTWERKE  
IMPACT DAY



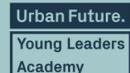
URBAN DATA  
SUMMIT



#UF23  
YOUNG LEADERS  
PROGRAMME



YOUNG LEADERS  
ACADEMY



DGNB TAG DER  
NACHHALTIGKEIT 2023



ANNUAL PARTNERS  
MEETING



CITY DEVELOPMENT  
SUPERCOMPUTER  
HACKATHON



UF23 VIP RECEPTION  
HOSTED BY THE MAYOR OF  
STUTTGART

## UF23 CONFERENCE

## Urban Future.

STUTTGART'S BIGGEST DINNER  
CITYCHANGERS  
DINNER & NETWORKING

FOOD RESCUE  
OPEN AIR BANQUET



REINVENTING CITIES  
MASTERCLASS



ITALIANS DO IT BETTER  
MISSION CITIES APERITIVO HOUR



LÄRMKONGRESS  
2023



CITIES FUCKUP NIGHT &  
AFTERPARTY



FOOD FIGHTER  
FILM EVENT

IBA'27 FESTIVAL  
2023



IBA27.de

STUTTGARTER  
KLIMAAKTIONSTAG



# CONFERENCE TRACKS

Welcome to our best programme to date! More than a year of preparation has gone into its development. The tracks combine the expertise of more than 450 leading urban shapers, who have helped us tailor the content exactly to our CityChangers' needs. These tracks will equip you with the tools you need to grow as a change-maker and create more impact with your work.

## Track 1

Cities cutting emissions

## Track 2

Fixing mobility in regions

## Track 3

Innovate for Transformation

## Track 4

Decarbonising the built environment

## Track 5

Reinventing city centres and districts

## Track 6

Citizen engagement & collaboration

## Track 7

Future Industries

## Track 8

Leadership & Skills

# UF23 CONFERENCE DAY 1

Wednesday, June 21, 2023

08.00 09.00	<b>0.0.</b> <b>Opening press conference</b>									
09.00 10.30	<b>0.1.</b> <b>Welcome CityChangers!          Official Opening of #UF23</b>						<b>2.1.</b> <b>Welcome to the nightmare: Mobility in cities and regions</b>	<b>1.6.</b> <b>Essential mission cities workshop</b> 		
11.00 12.30	<b>1.1.</b> <b>Pathways to Zero: Cities' carbon emission strategies</b>	<b>2.2.</b> <b>Metropolitan area (mobility) management</b>	<b>4.1.</b> <b>Decarbonising the built environment: Yes, we can!</b>	<b>5.1.</b> <b>Cities, watch out what's happening under the surface!</b>	<b>6.1.</b> <b>If collaboration is what makes us human, why are we so bad at it?</b>	<b>7.1.</b> <b>From boom to bust and back again</b>	<b>8.1.</b> <b>Getting started: Leading change through visions</b>	<b>2.7.</b> <b>The challenge of moving goods in cities</b>		
14.00 15.30	<b>1.2.</b> <b>Scrap the chatter: Get the job done</b>	<b>3.1.</b> <b>Overwhelming: What to do with all that innovation?</b>	<b>4.2.</b> <b>Waking up to the retrofitting challenge</b>	<b>5.2.</b> <b>Meet the entrepreneurs bringing life back to our treasured centres</b>	<b>6.2.</b> <b>Nailing participation with your back against the wall</b>	<b>7.2.</b> <b>If Stuttgart must not become Detroit, what will it become?</b>	<b>5.7.</b> <b>Fightclub: Re-allocating city space</b>	<b>2.4.</b> <b>Focus on commuters</b>		
16.00 17.30	<b>3.4.</b> <b>It's a match: Cities finding solutions that pay off</b> 	<b>2.5.</b> <b>Corporate mobility management</b>	<b>4.8.</b> <b>Getting it done: How to decarbonise existing buildings at scale</b> 	<b>3.6.</b> <b>Tech: What's hot &amp; what's coming</b>	<b>4.3.</b> <b>New constructions: Bringing your vision to life</b>	<b>5.4.</b> <b>Net Zero hero neighbourhoods: it's all about proximity</b>	<b>6.5.</b> <b>Unlocking the potential of collaboration</b>	<b>7.4.</b> <b>Welcome to the job centre: Who you need to succeed</b>		

# UF23 CONFERENCE DAY 2

Thursday, June 22, 2023

09.00 10.30	<b>8.3.</b> How to mobilise	<b>6.3.</b> Climate panels: Hope or hype?	<b>5.3.</b> New solutions to the affordable housing crisis	<b>3.2.</b> Sustainability by data	<b>4.5.</b> Challenging the status quo of building materials	<b>1.3.</b> Making city admin fit for the task	<b>2.11.</b> Big mobility infrastructure = big risk of disaster	<b>2.12.</b> Making people change their mobility behaviour
11.00 12.30	<b>8.2.</b> Living with your vision	<b>7.3.</b> Electrify & automate	<b>6.7.</b> Cutting edge participation tools and methods	<b>6.4.</b> CityChangers' lottery	<b>4.4.</b> Redevelopments: Get inspired by top-of-the-class projects	<b>3.3.</b> This changes everything	<b>2.8.</b> Stop it: No more entry for vans and trucks?	<b>3.5.</b> The COVID-19 innovation booster
14.00 15.30	<b>8.5.</b> How to get the European Union to finance you project	<b>7.5.</b> The amazing washing machine session	<b>6.6.</b> How to definitely f*** up your participation exercise	<b>5.5.</b> Wanted: From "hippie idea" to leadership tool	<b>5.8.</b> Smartest guy in the room vs. the power of all	<b>4.6.</b> How to get a handle on embodied carbon in construction NOW	<b>2.6.</b> How to break up men's love affair with their cars	<b>2.9.</b> Distribute it: New & creative ways to deliver goods
16.00 17.30	<b>8.4.</b> Good intentions, bad regulations	<b>8.6.</b> How to gain influence	<b>5.6.</b> Keep going, don't look down!	<b>1.4.</b> Cutting emissions with data	<b>1.5.</b> What about your lifestyle?	<b>4.7.</b> Tell it differently: The power of storytelling in the built environment	<b>2.10.</b> Mobility unicorns: How cities are tackling emissions	<b>2.3.</b> The trouble with SUMP's and how to move forward
18.00	<b>0.2.</b> Cities FuckUp Night & Afterparty							

# UF23 CONFERENCE DAY 3

Friday, June 23, 2023

#UF23 will feature a very diverse portfolio of more than 30 excursions, fieldtrips, and experiences. Meet the makers, innovators, drivers, and transformers from the Stuttgart Region, who will personally take you behind the scenes, and into the hearts of the sustainability highlights the region has to offer.

**The official Fieldtrip Programme will be released in March.**

Fieldtrip 4

Fieldtrip 5

Fieldtrip 6

Fieldtrip 10

Fieldtrip 11

Fieldtrip 12

Fieldtrip 15

Fieldtrip 16

Fieldtrip 17

Fieldtrip 18

Fieldtrip 19

Fieldtrip 20

Fieldtrip 21

Fieldtrip 22

Fieldtrip 23

Fieldtrip 24

Fieldtrip 25

Fieldtrip 26

Fieldtrip 27

Fieldtrip 28

Fieldtrip 29

Fieldtrip 30

# TRACK AND SESSION DETAILS



CityChanger  
at heart!

## Track 1 CITIES CUTTING EMISSIONS

Cities need to transform and many do. This track will be all about how to get it done, what mistakes to avoid along the way, what teams & skills are needed, how to prioritise actions, and how to collaborate with citizens in order to succeed.



# Track 1

## SESSION DETAILS

June 21, 2023  
11.00 – 12.30

### Pathways to Zero: Cities' carbon emission strategies

Learn from leading cities'  
sobering experiences

We like to imagine that low-carbon cities all look the same – 15-minute heavens with people walking & cycling, electric cars humming, and locally produced organic food feeding the masses. Reality is quite different: some cities have airports, others don't; some have tourists, others coal mines; some boast low-carbon district heating, others heat with coal and gas. Strategies for cutting emissions reflect this variety and every city is navigating its own pathway to net zero. In this session, we're looking at how very different cities approach their climate goals strategically: they will share their sometimes-frustrating learnings and report on pros and cons of their respective strategies.

**1.2.** June 21, 2023  
14.00 – 15.30

### Scrap the chatter: Get the job done

Tools and instruments  
to actually achieve your  
emission target

Okay, so you've got your pretentious emission reduction target – great marketing job! You even have a strategy and a plan in place to reduce emissions? Not bad! But the hard part is still to come: implementing it! We'll get businesses, city representatives, and activists to share their insights into making it happen and how they get all stakeholders to pull together in a structured process. And we will meet the experts behind some of the most effective tools and instruments – from climate budgets to mission cities – that will help you achieve your emission targets.

**1.3.** June 22, 2023  
09.00 – 10.30

### Making city admin fit for the task

To reach your climate targets,  
you must shake up your  
organisation's structure

City departments were founded to conserve a status quo. Their very structures run against the idea of change. It shouldn't come as a surprise then, that "changing structures" is considered the single most difficult task! Even worse, people have very different ideas on how it's done: some argue for stand-alone units – such as climate SWAT teams – separated from the 'alpha' ones. Others claim that, since new departments have no standing, key to success is having the right people in top positions. Surely, it cannot hinge on a few 'chosen' ones; it's about cracking the damn silos, critics swear! Join in to witness offbeat examples of transformation and hear from those who had the guts to take on their organisation.

**1.4.** June 22, 2023  
16.00 – 17.30

### Cutting emissions with data

How to approach  
data strategically

Data solution providers will have cluttered your inbox with all kinds of promises. They may not understand how your organisation works, not to speak of governments' quirks, but do you know how to save resources and cut emissions with data? Why do busses run empty, do lights light up when no one is around, is greenery watered according to schedule, not weather? Even if most future uses of data are beyond our imagination, the time to consider their potential is now. Join this session to understand how to be strategic with data.

# Track 1 SESSION DETAILS



**1.5.**

June 22, 2023  
16.00 – 17.30



## What about your lifestyle?

### How to tackle emissions from consumption

Have you ever wondered how on earth cities measure their carbon emissions? Unless you live under super surveillance, the city will not know how you spend your money – buying a fancy new phone, wining & dining, driving to work, going on business trips, etc. And you're right: so-called 'scope 3' emissions, stemming from all kinds of consumption, are notoriously difficult to measure – if not overlooked altogether. If cities were to report them, their overall totals would end up 60% higher than emissions currently reported. But how can cities even begin to tackle your guilty consumer pleasures? Join in to find out!

**1.6.**

June 21, 2023  
09.00 – 10.30



## Essential mission cities workshop

### Transition support service for city representatives

Based on Mariana Mazzucato's mission approach, the EU has launched a mission to reach "100 Climate-Neutral and Smart Cities by 2030". NetZeroCities, the support platform for cities to reach this aim, will host this highly interactive transition support service and co-design session for city representatives.

## Track 2 FIXING MOBILITY IN REGIONS

Mobility is infrastructure, vehicles, big business, data, the political battlefield, and so much more. Critically, current modes are highly unsustainable – on the road to climate neutrality, mobility is the bad apple. In this track, we're looking at how cities and regions must work out solutions that transcend municipal borders. There is no alternative.



## Track 2

# SESSION DETAILS

**2.1.**June 21, 2023  
09.00 – 10.30

### Welcome to the nightmare: Mobility in cities and regions

#### Why we are so far away from finding a solution to the mobility challenge

People and goods need to move. But today, most cities not only experience horrific congestion but also suffer from its side effects. These include health problems associated with toxic air and noise pollution, road safety hazards, and an increasing lack of space and funds to upgrade existing mobility infrastructure. Let alone the need to fully decarbonise mobility within the next 15-20 years! Even though these issues have been on the horizon for a very long time, most city leaders haven't dared to truly touch on the delicate subject, fearing backlash from their citizens or businesses. But in 2023, even the most conservative leaders realise that the transformation needed takes more than just electrifying everything. This session takes us all on a journey from where we really are today to where we should (and can) be.

**2.2.**June 21, 2023  
11.00 – 12.30

### Metropolitan area (mobility) management

#### How to achieve a shared vision on strategic plans

Most cities are not isolated islands but are embedded in vibrant metropolitan areas. Their challenges don't stop at municipal borders and key issues affecting truly sustainable development – such as mobility, land-use, and economic development – should be planned for the entire region. These areas simply cannot afford to remain an uncoordinated collection of administrative boundaries any longer. They need to work out their differences around their often-challenging legal status and collaborate on visions, policy, and implementation of change for the entire region. The starting point for cooperation in most metropolitan areas is the development of a shared vision. Let's hear the experiences from regions and leaders who have been able to get everyone to pull (somewhat) in the same direction.

**2.3.**June 21, 2023  
14.00 – 15.30

### The trouble with SUMP's and how to move forward

#### Why nearly all sustainable mobility plans flop

Remember when the first cities proudly launched SUMP's – sustainable urban mobility plans? Today, many cities boast ever-more ambitious plans, but few administrations have quantified targets, and even fewer monitor progress – not to speak of the level of success of implementation! In this session, we're analysing this shameful SUMP standstill, raising a few sore points, and looking at unlikely cities that are pushing forward.

**2.4.**June 21, 2023  
16.00 – 17.30

### Focus on commuters

#### Changing the way commuters move will have the biggest impact

In many regions, commuters account for a large share of overall private traffic. In Stuttgart, commuters are responsible for 40% of traffic and a whopping 21 million passenger kilometres per day! That's why focusing on attractive mobility alternatives for this large group usually pays off, quickly, in many ways: reducing individual trips, cutting CO2 emissions, and increasing utilisation of transport systems. This session will explore some of the most successful strategies to make commuters switch to public transport – effectively changing regional mobility patterns. Mobility managers and politicians will share their experiences and engage in Q&A sessions to answer any specific questions you might have.

## Track 2

# SESSION DETAILS

**2.5.** June 21, 2023  
16.00 – 17.30

### Corporate mobility management

Where and how to intervene to change employee behaviour

In the absence of a coherent metropolitan strategy, even climate-ambitious businesses need to offer parking to attract employees and then compensate for their emissions. For the commuting employee, traffic jams are a maddening daily routine; stop-and-go traffic surely doesn't boost productivity at work. Let's have mobility managers, business developers, regulators, HR reps, and commuters themselves explain how to exit a costly lose-lose cycle.

**2.6.** June 22, 2023  
14.00 – 15.30

### How to break up men's love affair with their cars

Male-only session

If men used public transport as much as women did, cities would have reached their emission targets already. Evidently, they don't, and in this session, we'll be looking at the root causes: why most men continue to identify with certain masculine traits that not only ruin the planet but are also so 1999. This is not simply about taking their toys away from the boys; this is about making men great again!

**2.7.** June 21, 2023  
11.00 – 12.30

### The challenge of moving goods in cities

How to deliver more with less traffic and zero emissions

Cities are filling up and getting denser. As they require more stuff to be transported, more construction sites to be supplied, and more waste to be removed, urban freight traffic increases rapidly. A booming e-commerce sector, with more shipments and higher delivery frequencies, only adds to this growth. However, logistics companies find it increasingly difficult to operate due to heavy congestion, a lack of parking, and cities' ambitions to get them out. So, the challenge is: how to move more and more things to more and more people with less and less available space... while decarbonising the entire operation? A few brave ones do act and tackle this challenge.

**2.8.** June 22, 2023  
11.00 – 12.30

### Stop it: No more entry for vans and trucks?

Making urban freight work in times of increasing traffic regulations

Whether it is large freight, parcels, waste, or construction materials, delivery traffic is booming. It's an absolutely critical task to move all the things we need. Still, more and more cities want it out – for good reasons: trucks are often noisy, inefficient, polluting, and block the flow of traffic, adding further to already heavily-congested and polluted cities. With an increasing number of cities imposing restrictions and space becoming less and less available, the question remains: just how should the needed logistics operations work? Let's investigate the cities and businesses at the forefront of developing these solutions.

## Track 2

# SESSION DETAILS

**2.9.** June 21, 2023  
14.00 – 15.30

### Distribute it: New & creative ways to deliver goods

How thinking outside  
the box helps identify  
new urban logistics facilities

Conventional last-mile distribution systems are under operational pressure. As congestion increases and parking decreases, the costs for delivery companies rise. And with land values increasing in dense cities, previously available distribution spaces get pushed out to the suburbs – driving longer routes further adding to emissions and congestion. At the same time, the need to decarbonise the sector will soon become a requirement everywhere. But many creative minds are working on solutions; this session looks at some remarkable and unexpected approaches that have the potential to solve the challenge. Be amazed!

**2.10.** June 22, 2023  
16.00 – 17.30

### Mobility unicorns: How cities are tackling emissions

Meet the front-runners  
taking on cars and logistics

Decarbonising mobility is a mountain so high that only the very brave start climbing it. To succeed, we must change personal mobility patterns, substantially shift the mobility mix, and radically transform logistics. This session will look at the cities that started their transformation journey. They will explain how they did it, what their lessons were, where they failed, and what decisions their leaders made along the way. And yes, you can win with bold action!

**2.11.** June 22, 2023  
09.00 – 10.30

### Big mobility infrastructure = big risk of disaster

Why do some cities fail where  
others consistently succeed?

Large-scale infrastructure projects such as underground networks, cable car metros, or railways can have the biggest possible impact on how people move around. In some cities, like Vienna, the underground turned the 1970s inner-city car havens into wide pedestrian areas, with car commuters comfortably switching modes. In South America, too, cable cars are winning hearts and minds. Elsewhere, however, big projects have become big fiascos and a never-ending nightmare for both city staff and citizens. Why is that? In this session, we look back at the key decisions, the (mis) judgements, and the root causes of success and failure of big mobility infrastructure.

**2.12.** June 22, 2023  
09.00 – 10.30

### Making people change their mobility behaviour

Ways to influence how  
people get around

Yes, our current way to move people will not work in the long run. Options are obvious, and the changes already implemented in some places, as well as the opportunities we have, are manifold. But how on earth do we ultimately get people to change their current mobility behaviour? Let's take a close look at some strategies from cities around the world, identify the mistakes to avoid, and find out what worked and what didn't. Take this opportunity to question mobility experts, public transport managers, communicators, politicians, and all those who failed forward in making others change their mobility behaviour.

## Track 3 INNOVATE FOR TRANSFORMATION

To transform our cities, we desperately need to innovate: mobility, construction, energy, but also organisation. The exciting part about any real innovation is that you don't really know what will happen. Which is also the freaky thing about innovations: if we don't understand our tech, we will sleepwalk into a future of unintended consequences.

So, let's understand why technologies head in some directions and not others. In this track, we'll hear from exciting urban innovators and showcase some of the most promising innovations around, looking at ownership, business models, regulations, user preferences, data-sharing, and the always-looming potential for public "techlash".



# Track 3 SESSION DETAILS



**3.1.** June 21, 2023  
14.00 – 15.30

## Overwhelming: What to do with all that innovation?

**How cities (should) deal with  
all those new mobility options**

The speed of innovation in the mobility sector is astronomical. It's almost impossible to keep track of all the new solutions unveiled on any given day. New companies are emerging, new services are being invented, and cities are having a (very) hard time keeping up, making it difficult for them to react, let alone act. We're talking about a universe of digital solutions, sharing any kind of offering, micromobility, on-demand mobility, last-mile solutions, autonomous systems, and so on. Let's find out how cities can deal with this amount of innovation, which solutions to look out for, and whether to embrace new offerings or regulate them.

**3.2.** June 22, 2023  
09.00 – 10.30

## Sustainability by data

**Be amazed by what data can  
do to advance sustainability**

With up to 100 sensors, modern cars, vans, and trucks are measurement maniacs! The amount of data that millions of cars alone produce on our cities' roads every minute is overwhelming. Now imagine that cities have all this data at their fingertips. In this session, the most creative and innovative thinkers will come together to imagine – and show – how real-time data on road conditions, signs, pedestrian and cycling traffic, dangerous intersections, and much more could change mobility behaviours and help cities become more sustainable and safer.

**3.3.** June 22, 2023  
11.00 – 12.30

## This changes everything

**How digitalisation is  
(and will be) changing  
almost everything**

Digitalisation is one of those words we hear all the time. But what exactly is it? How will it affect industries and cities, and why do so many believe digitalisation will change the way pretty much anything is done? This session takes a very close look at the power of digitalisation, as well as the potential and risks for sustainable cities and businesses. We hear from leaders and experts who have experienced this power for themselves or who have been at the heart of such digital transformations. If you are curious about how digitalisation will change YOUR private and work life, and more importantly, how to deal with this change, then this session is for you.

**3.4.** June 21, 2023  
16.00 – 17.30



## It's a match: Cities finding solutions that pay off

**Matchmaking event  
for city representatives**

Solar Impulse Foundation has identified over 1000 solutions to urban challenges, from mobility to energy, from buildings to waste management – and all of them are tested, proven, and economically viable. Now it is time to match these solutions with cities: Register to be part of this interactive matchmaking session hosted by Solar Impulse Foundation and Bable Smart Cities! Solutions in 5 topics will be presented and expanded with perspectives such as policy, governance and financing.

## Track 3

# SESSION DETAILS

**3.5.** June 21, 2023  
14.00 – 15.30

### The COVID-19 innovation booster

#### How the pandemic made the impossible possible

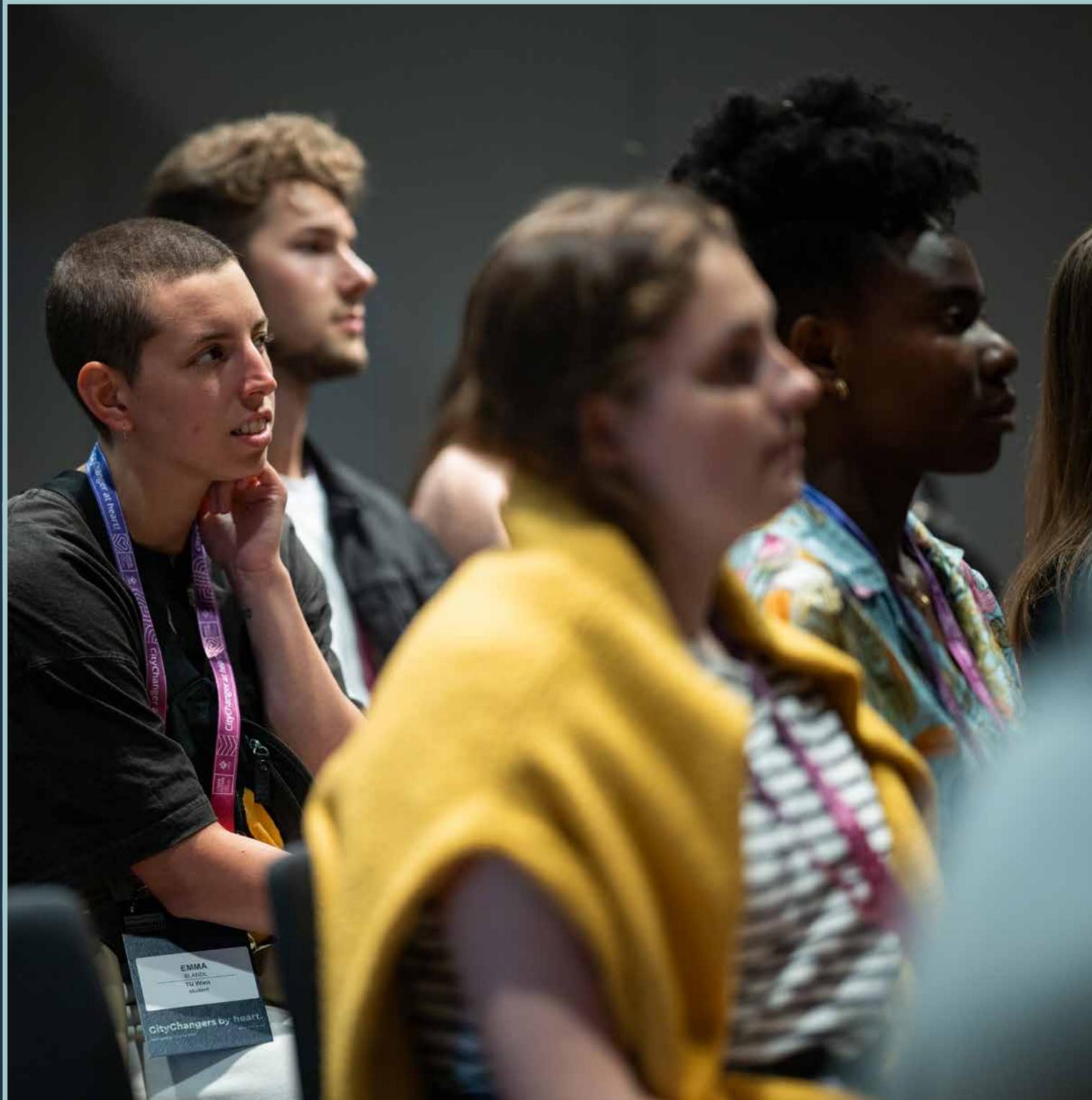
At the onset of the coronavirus, many people saw in strong-armed action a blueprint for how to deal with climate change. Others took to the streets and supported newly formed extremist parties. A few months later, in the summer of 2020, we saw people quickly falling back to their pre-COVID routines. We longed for those worry-free times! Okay, so COVID-19 might be a bad example for a climate change quick-fix, but what a catalyst it has been for what was previously considered “impossible”! Many hundreds of projects – from new bike lanes to tool libraries – were initiated almost overnight in response to this crisis, and smarter cities are using the pandemic recovery to redefine their relationship with citizens. Join this session to watch amazing examples of how risk-takers used the pandemic to change their cities for the better. Hear their key learnings and get inspired to take our decision-making processes to the next level.

**3.6.** June 21, 2023 Leadership briefing  
16.00 – 17.30 (by invitation only)

### Tech: What’s hot & what’s coming

#### Executive briefing on the latest tech trends and their effects

Let the experts from various fields take you on a journey to expand your imagination. They will brief you on the latest tech trends and new technologies, indicate what’s already possible, and ultimately explain how this will affect your city and business.



## Track 4

# DECARBONISING THE BUILT ENVIRONMENT

Today, the built environment generates around 40% of global energy-related carbon emissions and equally, consumes 40% of global raw materials. An area the size of Paris is constructed every week; 80% of the structures that will stand in 2050 are already built.

So, as we commit to decarbonising the way we build, there is no doubt that we also need to up our game considerably when it comes to retrofitting existing buildings. This track follows the leaders who are transforming the real estate sector and changing the way we build – and at the same time, it will show how innovators are getting increasingly involved in the formally unsexy field of retrofitting.

## Track 4

# SESSION DETAILS

**4.1.** June 21, 2023  
11.00 – 12.30

### Decarbonising the built environment: Yes, we can!

Building new, retrofitting, revitalising – time to make magic happen

Let's crunch the numbers: looking at the building stock in 2050, 80% of it already exists today. With 20% new construction, 20% redevelopment, and 60% retrofitting ahead of us, we can't really say we're short of challenges – but that's where CityChangers shine. What's most important, where do we begin, and who's in charge? Let's take a visionary approach to the mammoth task: from the choice of materials to changing skillsets and the concerted action of all stakeholder groups involved, it's time to get the ball rolling.

**4.2.** June 21, 2023  
14.00 – 15.30

### Waking up to the retrofitting challenge

How to shift to the fast lane

When it comes to energy, most existing buildings are in a terrible state: they are losing heat which, even worse, comes from fossil fuels. To meet our emission targets, however, 60% of existing buildings need to be retrofitted by 2050, and these many million buildings could not be more different: in style, function, materials, ownership models, regulatory demands, etc. How do you even begin to talk about retrofitting at such a scale with big investors, cities, and even single property owners? What incentives work for detached houses, what works for estates, and who is in charge anyway? Not to speak of the tens of thousands of technicians needed to install heat pumps, mount solar panels, and insulate buildings! And how to make sure people utilize their green tech correctly? Join this session to understand who needs to do what, with whom, and how within the next 25 years.

**4.3.** June 21, 2023  
16.00 – 17.30

### New constructions: Bringing your vision to life

How to get started, how to set it up, and who to involve

Where do you start when you start from scratch? Long before the ground-breaking ceremony can take place, some crucial first steps must be taken: create a vision that can stand the test of time, decide on who of the constantly growing number of stakeholders to involve in the dialogue, and how, set up an authority, and choosing a governance and ownership model. Let's find out how the critical questions "who calls the shots" and "who pays" can be answered.

**4.4.** June 22, 2023  
11.00 – 12.30

### Redevelopments: Get inspired by top-of-the-class projects

Cut emissions, not buildings

"We shape our buildings, and afterwards our buildings shape us," the multitalented Winston Churchill once proclaimed in Parliament. Surely some buildings were designed to be more flexible than he thought, especially when repurposed to host multiple functions: residential, office, leisure, commercial, childcare, health, and education. In this session, we look at the exceptional buildings and heritage which have been repurposed, maybe even more than once, and focus squarely on cutting emissions. Join in to learn a core lesson from the masterminds of redeveloping sustainably: from materials, construction logistics, and resource sufficiency to delicately balancing different groups' expectations.

# Track 4 SESSION DETAILS

**4.5.** June 22, 2023  
09.00 – 10.30

## Challenging the status quo of building materials

Here's what you should really focus on

If the building sector wants to come anywhere close to meeting its climate targets, it needs to dramatically rethink construction and view materials through a whole life-cycle carbon lens. Rarely do we read about buildings being disassembled for actual reuse, Stuttgart's football stadium is a great exception to the rule! And with new constructions, the ones who source and build sustainably are still newsworthy rather than mainstream. Compared to the challenge of changing mindsets, or sorting out logistics, the choice of more sustainable materials might even be an easy one. From hidden champions in building materials to innovative construction methods and a change in the skillsets needed, here you'll learn from practitioners the why and the how.

**4.6.** June 22, 2023  
14.00 – 15.30

## How to get a handle on embodied carbon in construction NOW

Shifting the built environment towards circularity

The rapidly shrinking carbon budget for 1.5°C means we must get real about embodied carbon, and quickly! This means building differently, retrofiting, and simply constructing less. Yes, we see innovation accelerating in cities and companies, pushed by the EU's proposed carbon border tariff, but it's not enough for the rapid transformation we need. We'll spell out why strategic embodied carbon risks in the built environment sector are still underestimated and show inspiring examples from cities focusing on policy and regulatory action.



**4.7.** June 22, 2023  
16.00 – 17.30

## Tell it differently: The power of storytelling in the built environment

There is a huge and untapped potential for shaping reality with words

After water, concrete is the second-most consumed material on the planet. And yet, unlike mobility, the built environment is not on everyone's mind nearly enough, nor is it getting the attention it deserves in terms of climate activism. So, how can we translate the topic in a way that it resonates with the media and the public? How do we get people talking and thinking about decarbonising the built environment? This CNCA-hosted workshop will teach you what the current narratives lack. Join us to discuss how the power of storytelling has immense potential for the built environment.



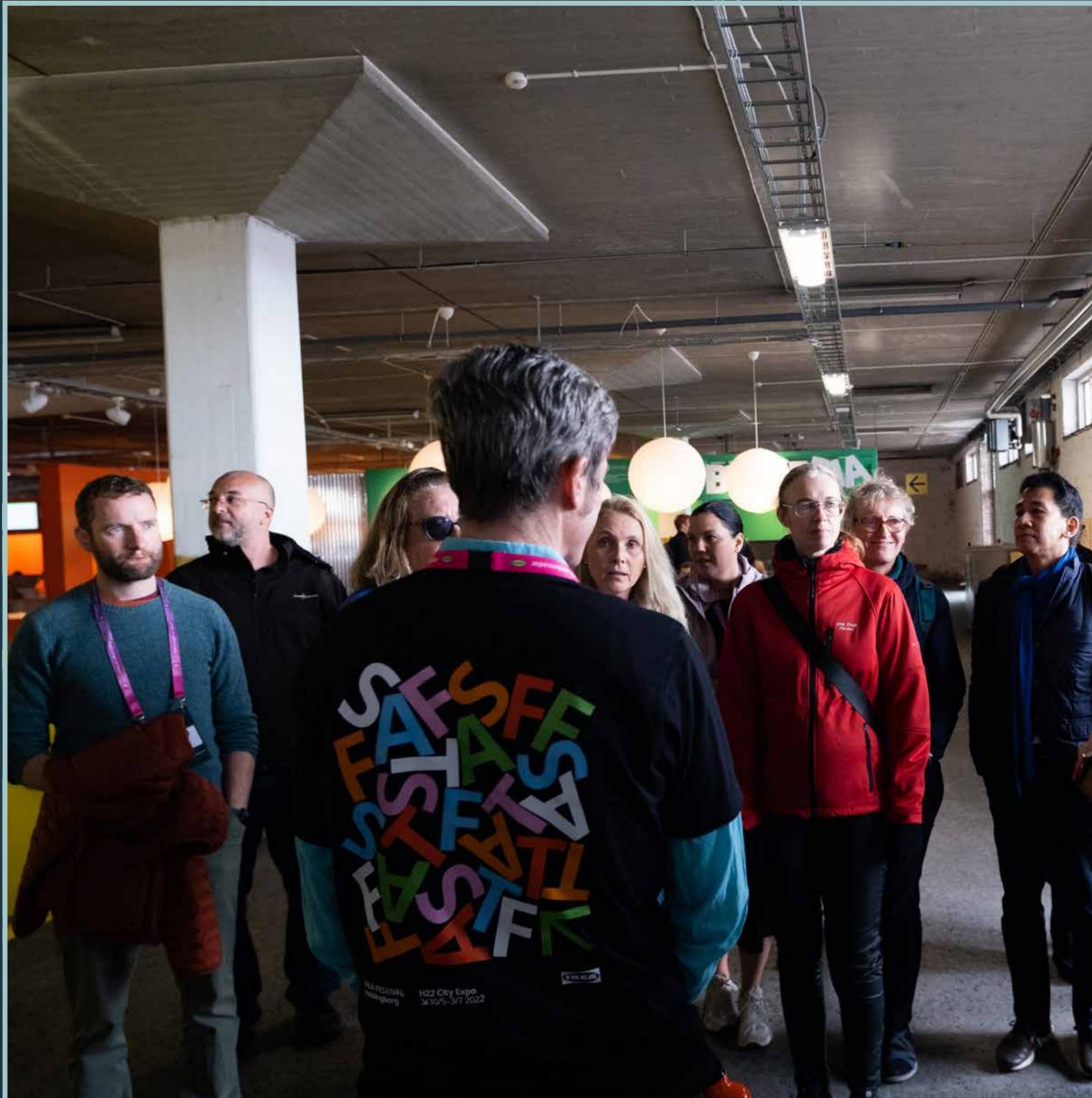
**4.8.** June 21, 2023  
16.00 – 17.30 **eco2nomy**

## Getting it done: How to decarbonise existing buildings at scale

Learn the do's and don'ts from pioneers

Exploding energy prices, supply and capacity bottlenecks, reduced subsidies - not exactly a promising recipe for large-scale retrofitting in neighbourhoods. Is decarbonisation economical against the background of current and expected prices? Join this masterclass to learn key lessons from the pioneers at eco2nomy: how to define and collaborate with relevant stakeholders, what barriers to implementation to remove, and how their innovation radar can help find low-cost solutions and accelerate building decarbonisation in your city, too.





## Track 5

# REINVENTING CITY CENTRES AND DISTRICTS

For many, it's been a long time coming. The fallout from the COVID-19 pandemic has finally made even spoilt cities realise where they are heading: If we don't change the way we live together in the little space our cities offer a growing and more diverse population, we face social fragmentation, strife, and loud calls for quick fixes – all of this exacerbated by extreme weather conditions.

The solution sounds almost like a marketing line: work with what you've got (let's not forget, that's a lot) and rearrange it in ways that are inclusive, affordable, and green! And it's true. This track takes you on a journey outlining the critical steps you can take to reinvent urban centres and districts as places of economic opportunity, exciting innovation, joyful participation, fun activities, and pride.

# Track 5

## SESSION DETAILS

### 5.1.

June 21, 2023  
11.00 – 12.30

### Cities, watch out what's happening under the surface!

**Twin crises:  
How to combine sustainability with social cohesion**

Riots used to be something that Europeans would see on the news – rumblings in distant places, but not on their doorstep! But as cities are served a toxic cocktail of COVID-19 fallout and the cost of living crisis, combined with a mistrust in institutions, disrespect for authority, and a lack of opportunities, we've got one more problem to add to the list. Much of this is homegrown, and the needs of the moment call for appeasement, not sustainability. Unless they can be combined! In this session, we're going from analysis to action, looking at what sustainable cities can do for building trust and social cohesion: from welcoming urban design and making people participate in and own the solutions to the deliberate creation of public goods, through reinventing city centres and troubled districts as places of experience, innovation, greenery, creativity, and joy.

### 5.2.

June 21, 2023  
14.00 – 15.30

### Meet the entrepreneurs bringing life back to our treasured city centres

**Why “consumption-free” and “public first” are no longer squatters' slogans**

Derelict downtowns with broken windows used to be a problem unique to American cities. How times have changed! The pandemic has given many once-flourishing centres across Europe the final push down the drain. Unaffordable rents leave city flats empty, online shopping and home office leave central malls and shops abandoned. But there are good reasons to be optimistic, as even large investment funds seem to be waking up to this changed reality. Leaving real estate such as shopping temples empty is simply no longer a financially viable option! Ideas how to revitalize them include not only “mixed use”, but also consumption-free zones in order to win people back. Join this session to witness astonishing cases of city centre revival and meet the most remarkable agents of change, which are making European centres bustle with life again!

### 5.3.

June 22, 2023  
09.00 – 10.30

### New solutions to the affordable housing crisis

**Escaping Pandora's box through community-scale ideas**

There is no silver bullet to make housing affordable for all. And cities, depending on their size, attractiveness, history, regulations, etc., start at very different levels. Modern demographic trends – think single households – don't help either. The main evils are well known, even if things are more complicated than some housing activists claim. And still, how can we ensure that there is enough affordable housing in cities when speculation and capital flows dominate real estate, making affordable housing “unattractive”? In this session, housing innovators tell us how they are changing the way we live together. From co-living to community land trusts, from regulatory measures to repurposing existing buildings such as inner-city shopping malls, you'll be surprised at what's possible!

### 5.4.

June 21, 2023  
16.00 – 17.30



### Net Zero hero neighbourhoods: it's all about proximity

**How we get emissions down and quality of life up**

To prepare for the future, cities need to take two keywords seriously: density and proximity. Neighbourhoods hold immense potential in terms of testing solutions – and this is what C40 is building on together with Arup: the interlocking of climate justice, 15-minute cities, zero-emission neighbourhoods, and resilience. From Bogota to Milan to Toronto, learn from a panel of lighthouse cities how they are making green and thriving neighbourhoods a reality, what lessons other cities can learn, and how your city can emulate their success.

# Track 5

## SESSION DETAILS



**5.5.** June 22, 2023  
14.00 – 15.30

### **Wanted: From “hippie idea” to leadership tool**

#### **How to turn nature in cities from niche projects to a strategic leadership tool**

Green roofs and facades, renatured rivers and waterways – these used to be niche topics, singularly popular with rather quirky folks. Not any longer! The pandemic has forcefully reminded us of the importance of nature in cities, and the first hot spell of summer will be nature’s next nudge: heat is a silent killer! The good news is that trees are both climate adaptation and mitigation heroes, even more so if they replace parking. Oh, and lush areas and attractive waterways also look so much better, where people want to hang out, be active, and live. So, we’re no longer arguing about nature, but where is the know-how on how to “build” it? Space in cities is limited, and the issues don’t stop there! So-called blue-green “infrastructure” is a living, sometimes unruly organism that’s challenging to maintain, and it’s still difficult to argue in favour of the benefits – which stretch way beyond monetary gains. Let’s hear from nature advocates exactly how to leave one’s niche and let them explain how to use nature in cities strategically!

**5.6.** June 22, 2023  
16.00 – 17.30

### **Keep going, don’t look down!**

#### **How to effectively deal with your city’s “less popular” places**

All cities have them, including yours. It’s nothing to be particularly proud of. This is where outcasts end up – the homeless, stranded refugees, notorious night owls, but also petty criminals and thugs of all sorts. Residents and commuters feel intimidated. Tourists rarely see these places, and when they do, strong-armed action to “clean it up” gets announced. For example, introducing alcohol-free zones. But, what a surprise, your shameful place simply moves elsewhere! Who is responsible for them anyway? They will earn you no awards, nor win you a cent, so let’s not romanticise them. Instead, let’s visit cities’ once neglected areas and districts and meet true leaders whose actions are making all the difference, whose know-how and insights are priceless. This session may even save your strong-armed politicians’ necks.

**5.7.** June 21, 2023  
14.00 – 15.30

### **Fightclub: Re-allocating city space**

#### **Space is probably the most contested resource in cities**

How do we prioritise functions so diverse as mobility modes, commercial and residential buildings, public spaces, greenery, urban logistics, safety, waste and energy management, and so on? From vacancy to dereliction, from densifying neighbourhoods to the social and societal implications, imagine the possibilities we would have if only we could allocate space from scratch! Who should come first, and why? Let’s hear from the cities that have taken a hypothetical exercise seriously and radically reallocated urban space.

**5.8.** June 22, 2023  
14.00 – 15.30

### **Smartest guy in the room vs. the power of all**

#### **How to change the way we make transformation happen**

In most cases, it’s (teams of) experts that are in charge of finding solutions, initiating change, and then leading transformations. But are they really smarter, faster, and more effective than tens of thousands of citizens working together? Hardly! That’s why some cities have fundamentally changed the way they tackle innovation and change – transforming municipal teams into citizen enablers. Let’s hear from them how they did it, what citizens think of it, and how it helps them become way more resilient in times of crisis.



## Track 6

# CITIZEN ENGAGEMENT & COLLABORATION

Ah, the good old days. Didn't we have it all back then, when the line of command was clear? Politicians made decisions, smart experts executed everything, and citizens... well, they accepted the result. There were no distractions, no stupid questions from God knows who, and responsibilities were straightforward.

While some dinosaurs argue that this got us very far (which is true), most leaders recognise that the challenges ahead cannot be solved by experts alone – regardless of how smart they are. Cities have many stakeholders, and all of them are vitally important for the transformation our cities crave. This track will look at participation practices, focus on how citizens can become drivers of transformation, and discover how leaders can unleash powers previously unheard of. Collaboration is the new “in thing” – to innovate and transform faster, to get things done, and to strengthen social cohesion along the way.

## Track 6

# SESSION DETAILS

**6.1.** June 21, 2023  
11.00 – 12.30

**If collaboration is what makes us human, why are we so bad at it?**

**How to reach goals quicker by giving up control**

One way or another, collaborative behaviour defines what makes us human. New technologies have even led to an explosion of global collaborative projects – take Wikipedia and open-source software such as Linux. Why, then, if there is so much collaboration around us, do most of us fail to do it at work? Why do departments fend for themselves, and why do cities snub business partnerships or fail to engage their citizens? Is it ideology, the wrong incentives, ego, or a generational thing? Let's hear from the few actors who have broken the deadlock and listen to managers who let others do the chores: learn how to give up control if it is your job to be responsible.

**6.2.** June 21, 2023  
14.00 – 15.30

**Nailing participation with your back against the wall**

**How to win people's trust**

So, you've decided where to go on holiday or what to have for lunch, and, before asking others to join you, you've already found arguments why their choice is... well, not as good as yours. Or maybe your question cleverly precludes options. Sound familiar? Authorities will play this game only once. There are few cities that haven't gone through this painful experience: they've vexed their citizens with phony participation only to reap suspicion, mistrust, and cynicism. So, how do you win back those who have previously been let down? How do you really know what they want if your question suggests the answer? Let's hear from sociologists, psychologists, communication experts, and participation wonks how to begin when the damage has already been done!

**6.3.** June 22, 2023  
09.00 – 10.30

**Climate panels: Hope or hype?**

**How to crack the hardest political nuts with citizen power**

Citizen panels are making headlines across the world. They stand to tackle the most contentious topics, such as same-sex marriage, refugee policy, and climate change. Take as an example "the last generation" and those who criticise their anger and actions. How to do justice to both the activists' demands and the needs of drivers affected by their road blockades? While elections know only winners and losers, with the winners promising, mantra-like, to unite a divided country, in citizen panels average people work with experts on solutions collaboratively. Can they also settle the climate dispute? Join this session to dive into the fascinating world of citizen panels, find out if and how they offer real progress on climate policy, and decide for yourself: hype or hope?

**6.4.** June 22, 2023  
11.00 – 12.30

**CityChangers' lottery**

**Find out what it feels like being a panelist selected by chance**

Joe and Jane Public are the primary users of city infrastructure, so how come they don't have a say in its planning or design? Well, maybe Joe just doesn't care! But what about Jane, who cares deeply, and even campaigns for it, but constantly feels left out? Bad luck for her because citizen panels' participants are chosen at random. Want to try it out? Just accept the invitation sent to you by the CityChangers' lottery, show up to this session, and you will be one of a handful of lucky citizen panelists to debate a contentious topic! Didn't receive an invite? Bad luck! But come along anyway and observe the panel in action during their Q&A session. Let's see if your fellow CityChangers can make progress on the topic.

## Track 6

# SESSION DETAILS

**6.5.** June 21, 2023  
16.00 – 17.30

### Unlocking the potential of collaboration

How to harness  
our incessant drive  
to work together

Arguably, the need to collaborate with like-minded people is as important as working on our careers. But how do you know if what others bring to the table serves your professional credibility, and vice versa? And won't people back out again, sooner or later, if they feel better off by themselves? The answer is yes, they will. So, if you don't want them to retreat into their shells, you need to understand a few critical things. Join this highly interactive session on how to create that intangible culture of collaboration: what kind of behaviour will instantly kill your venture, and what are the key factors for successful stakeholder collaboration?



**6.6.** June 22, 2023  
14.00 – 15.30

### How to definitely f\*\*\* up your participation exercise

Sharing essential  
participation failures

So, you'd like to ask your participants for their opinion – then what? Don't vex them with half-baked consultation! Don't rely on methodologies off the shelf. There is no silver bullet, no ten commandments to follow. And still, there are certain critical mistakes to make and to learn from. Share your participation failures with international peers in an intimate setting and learn from others who are failing forward.



**6.7.** June 22, 2023  
11.00 – 12.30

### Cutting edge participation tools and methods

How to conquer whole  
new galaxies with a mix of  
analogue and digital tools

Little more than a decade ago, participation needed a physical place to meet, clumsy communications using postal services, or volunteers running through address and phone books, etc. Okay, some of these are still vital tools. Physical meetings are more important than ever, but with today's online tools, you can achieve so much more. Importantly, you can reach audiences far beyond the regular crowd. But how can you make sure that they find your project and that they're all on the same page? What do you need to do to interpret their answers correctly? If you're interested in expanding participation with digital tools, the answers to these questions will set you on the right track. This is your session.



## Track 7 FUTURE INDUSTRIES

To transform and prosper, cities and regions must stay productive and competitive. They need attractive jobs and skilled employees. Critically, they need a vision to believe in – a vision people can “live”.

This track explores how regions like Stuttgart are transforming from old, polluting manufacturing monsters to clean, new industrial powerhouses. Hear about bold visions, amazing comebacks, and unlikely cooperation, and learn how cities and regions can become much more sharply differentiated in the coming years.

# Track 7

## SESSION DETAILS

### 7.1.

June 21, 2023  
11.00 – 12.30

### From boom to bust and back again

#### Comeback stories: How cities pulled victories from the jaws of defeat

Take a little diversified economy, globalisation, and third sector growth. Add short-sighted industrial policy into the mix, and you will be able to explain the downfall of many formerly highly industrialised regions. In this session, we'll be looking at regions which hit rock bottom but are now coming up from the rear and pull away from the rest. Listen to the European "Detroits" and exactly how they are turning the tide. Don't settle for mythical explanations of a region's go-getter mentality; learn about the real deal. We'll hear about the risky decisions and strategic initiatives from the key people behind regional transformations. Who got together, how did they pull it off, and what makes them believe in their region's lasting success?

### 7.2.

June 21, 2023  
14.00 – 15.30

### If Stuttgart must not become Detroit, what will it become?

#### How to green a region so dependent on the car

Home to the likes of Daimler, Bosch, and Porsche, Stuttgart is one of Europe's most affluent regions. The local automotive industry provides 215,000, or 17%, of the region's jobs. It's a success story, but one increasingly told with discontent. There are genuine fears that the wealth, which the traditional (car) industry generates, cannot be sustained. This would have a devastating impact on jobs, social cohesion, and democratic order, which is why many people are looking to the past for recipes on how to deal with an uncertain future. It was King Wilhem's financial support for technical-entrepreneurial education that spurred Stuttgart's success in the late 19th century. Even if money continues to pour generously into research and innovation, copy-paste alone will hardly carry the day in the years to come. Join in to witness how the Stuttgart region is not only trying to save its neck but also how it plans to transform and reinvent itself by keeping with the times: green and inclusive.

### 7.3.

June 22, 2023  
11.00 – 12.30

### Electrify & automate

#### Stay in the loop: How to become a frontrunner in (e-)mobility

Globally, one third of all cars in 2030 are projected to be electric, rising to more than half by 2050. Some fleets will surely be driverless by then. But these changes will affect much more than just engines and drivers. In Germany, each day, ten thousand charging stations will have to be installed, at current speed it will take them 65 years to meet demand. Who is going to mount them? How can we plan and regulate this? How are cities meant to manage vehicle-to-grid, operate data spaces, consider future uses, feedback user behaviour, and share responsibilities? Join this session to learn why the traditional automobile industry is still a small player in the future of mobility and hear about regions' and cities' strategic cooperation with venture capital, industry, and infrastructure service providers.

### 7.4.

June 21, 2023  
14.00 – 15.30

### Welcome to the job centre: Who you need to succeed

#### Unions, industry, government: No more kicking the can down the road!

In today's employee-led labour market, we see unique individual demands: people working four days a week, maybe from home, or as freelancers. They're looking for purpose. Organisations need to up the ante. Unions have to adapt to this reality, but so must industry; businesses will need to offer different from the usual nags and can set new expectations. For example, roles may come with emission reduction targets. The same goes for cities: a city tapping into its citizen workforce will need public servants with very different profiles at all levels. And what are your plans for a million Ukrainians queuing at job centres? Leave your ideologies at home and join a fascinating conversation about how to remain competitive.

# Track 7

## SESSION DETAILS

**7.5.** June 22, 2023  
14.00 – 15.30

### The amazing washing machine session

**A jargon-free lesson about the circular economy, climate neutrality, and digitalisation**

Historically, the washing machine is credited with liberating women from the time-consuming chore of doing the laundry by hand, dramatically increasing efficiency. Today, more than 1 billion people worldwide and 90% of German homes own a washing machine. The typical machine is a guzzler of energy and water, and, when broken, repair is notoriously cumbersome. Why even repair it if a new one is cheaper? Oh, and one more thing: by the point of sale, a new machine is responsible for tonnes of carbon emissions, from extracting the raw materials up to when managers visit their global retailers. However, things are changing. Not only are businesses getting real about greening the supply chain, but there are also game-changing concepts to boost repairs, reuse water, and, when connected to the Internet of Things, run appliances much more efficiently and cheaply. Can this “amazing washing machine economy” achieve even more than liberating us from household chores? Join this session to connect some very unlikely dots and learn a provocative lesson about digitalisation, climate neutrality, and circularity.



## Track 8 LEADERSHIP & SKILLS

Any project's success depends on leaders who can inspire others, on those who nurture their community and teach the lessons they learnt by making mistakes along the way.

Whether you're just getting started, gaining influence, or scaling for impact, Leadership & Skills provides you with essential know-how for taking your next step. Let's learn critical skills for change-making from the best. Join us to connect with some of the most exciting urban leaders around.

# Track 8

## SESSION DETAILS

**8.1.** June 21, 2023  
11.00 – 12.30

### Getting started: Leading change through visions

#### How to unleash the power to drive change

Changing yourself is difficult; being the driving force for change in groups, organisations, and cities is even more so. If you're in the position of driving change and influencing others, you will need very particular skills. This session demonstrate just how powerful visions can be in helping CityChangers to take others on a (change) journey. And it doesn't stop there. Just because you have a vision does not mean that the change will be successful. Probably the most critical part is how a vision is brought to life. It's no use if you don't make sure everybody knows and understands it. Your job is to create images and a storyline that people can relate to; they must "live" it. This session will tell you what you need to master the most critical part of a change process, which boils down to passion, skills, and a broad set of methods.

**8.2.** June 22, 2023  
11.00 – 12.30

### Living with your vision

#### How to manage passion

True visionaries must live their vision! Let's hear from amazing individuals who are fully committed to their task and like to lose themselves in their work. How do they strike a balance? What strategies and skills have they developed to wind down, deal with setbacks, recharge, and keep going? And what did experience teach them that they can safely do without? Let's find out. Join fellow visionaries as they talk about the blessings and pitfalls of being one.

**8.3.** June 22, 2023  
09.00 – 10.30

### How to mobilise

#### Mastering the task of getting others on board

To drive change, you need supporters. That's why it is critical for CityChangers to identify and ultimately win over others for their cause, whether they are experts, citizens, organisations, groups, or entire city environments. But how do you get started? Which dos should you follow, and which don'ts must be avoided? Let us share with you some very handy tools and methods that will help you improve your skills to mobilise others.

**8.4.** June 22, 2023  
16.00 – 17.30

### Good intentions, bad regulations

#### How to drive change despite silly rules

Why don't regulators simply turn a blind eye? Why don't legal units comply? We could easily save the planet if we all pulled in one direction! Evidently, we don't. Critically, we fail not because we intend any ill. Nor do we lack a shared goal! We fail because we've created closed, self-referential, and foolishly successful systems in which it makes perfect sense to waste energy, reward public "bads" such as company cars with tax privileges, and basically destroy that which feeds us. Join this session to hear the amazing stories of why "this is not going to work" and how to do it anyway.

# Track 8 SESSION DETAILS

**8.5.** June 22, 2023  
14.00 – 15.30



## How to get the European Union to finance your project

Workshop for city managers

Since cities lack funds, European city managers turn to the EU to finance their projects. But how do you write a successful application? What strategy should you use? What terminology increases the competitiveness of project proposals? In this workshop, you'll learn how assessors evaluate and why they turn down certain projects. Join in and let them help you succeed with your application.

**8.6.** June 22, 2023  
16.00 – 17.30



All Things Urban

## How to gain influence

Networking is by far the best way of building an impactful career

So, you think networking is about handing out cards, a friendly text on LinkedIn, and a pint after work? Good for a start, rookie! But to build long-term connections that really make a difference, there is much more you need to know. The good news is that networking is a skill that can be mastered with practice. Come along... and don't forget your cards ;-)

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