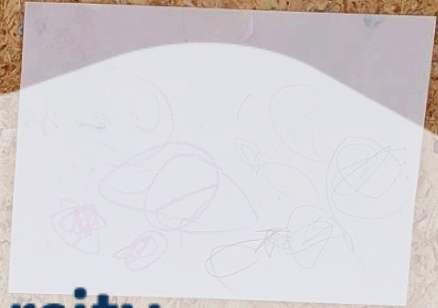
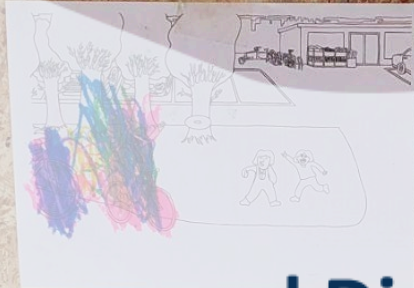
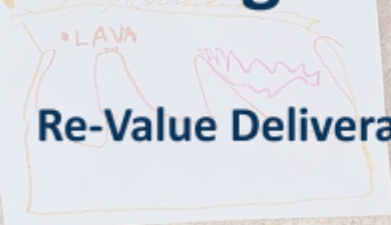


re-value



Inclusiveness and Diversity Management Plan 1

Re-Value Deliverable D9.2



Report information

Deliverable: D9.2: Inclusiveness and Diversity Management Plan 1

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Executive summary

In the Re-Value project, nine European waterfront cities jointly demonstrate how climate neutrality and urban quality can be aligned, by re-valuing connections to the waterfront, strengthening co-benefits across sectors, and mitigating potentially adverse impacts. Each city will develop a roadmap, implement it in a waterfront pilot area, and integrate the learnings from this deployment in long-term territorial transformation plans (e.g. Sustainable Energy and Climate Action Plans (SECAP), land use / zoning plans, and regulations). In this work, we will take into account that waterfronts typically have different characteristics from other parts of the city, in terms of transport, the scenery, the way the air smells, the history and heritage of the place, and the manner in which people behave in these particular areas between land and water.

Ålesund, Bruges, Burgas, and Rimini (Re-Value Lead Cities) will demonstrate full-scale in their waterfront pilot areas, how integrated urban planning and design can lower greenhouse gas emissions and increase quality for more stakeholders. Cascais, Constanța, İzmir, Písek, and Rijeka (Re-Value Replication Cities) will build their own participatory stories, scenarios, partnerships and investments, learning together with the Lead Cities and building capacity to execute their own full-scale waterfront pilots.

In particular, the cities will address six systemic challenges:

- Systemic changes in governance, regulatory structures, and advocacy
- Cultural and spatial quality
- Financial and circular value chains
- Data-driven co-creation
- Energy and mobility
- Nature-based solutions [CrAft Cookbook](#)

In this Deliverable, we explain how the transition to climate neutrality in waterfront cities can make a positive, and simply irresistible, societal impact for residents, professionals and other stakeholders, including

- which stakeholder needs and priorities will be represented,
- how different stakeholder groups will be included in the work, and
- how the project and its partners will anticipate and respond to changes in our environment.

As a guideline for our work throughout and beyond the 4-year project, we have developed a Re-Value Inclusiveness & Diversity Protocol, building on the cities' and partners' own local experiences, and enriched with tools such as the NEB Compass¹, the NewHoRRizon's Societal Readiness Thinking Tool², the NEB Impact Model³ and the CrAft Cookbook⁴.

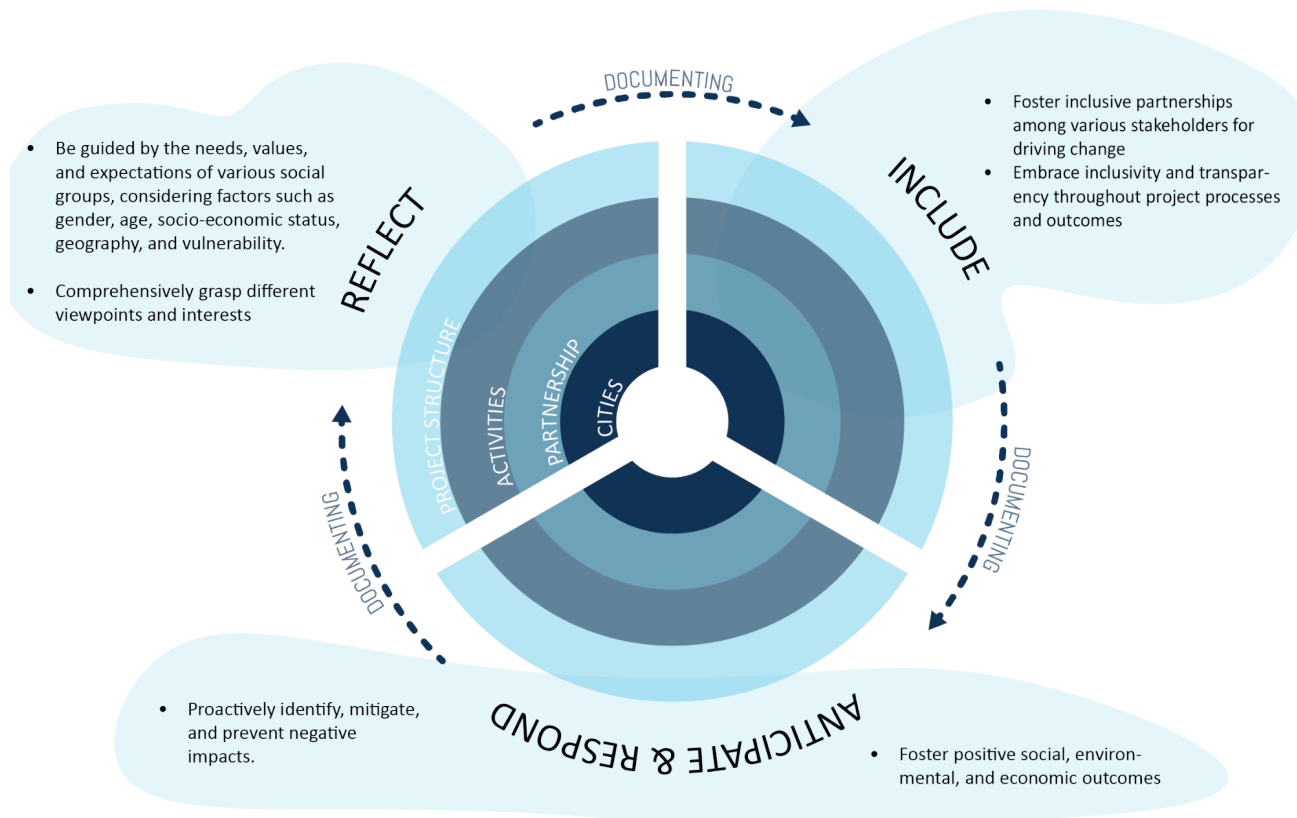
¹NEB Compass, detailed explanation of the three values of NEB: Sustainable, Together, and Beautiful
https://new-european-bauhaus.europa.eu/get-involved/use-compass_en

² <https://www.thinkingtool.eu/>

³ <https://re-value-cities.eu/documents/re-value-impact-model-initial-version>

⁴ The CrAFT Cookbook – Local Collaboration for Climate-Positive Cities & Communities, 1st Edition, CrAft project, 2024.
<https://craft-cities.eu/wp-content/uploads/2024/02/D2.1-Craft-Cookbook.pdf>

Societal Readiness*



* Based on the NewHorizon project's Societal Readiness Thinking Tool <https://newhorizon.eu/thinking-tool/>

Figure 1: The Re-Value Protocol for Inclusiveness & Diversity, based on Societal Readiness principles

This Deliverable explains how the Protocol was developed in the first six months of the project (January - June 2023), how we mapped inclusiveness and diversity challenges among the cities and partners, and how we plan to operationalise the Protocol in the systemic challenges Re-Value addresses (Chapter 2), our cities (Chapter 3), and project structures (Chapter 4).

Processes described here are in part built on earlier experience and may adapt content from similar Inclusiveness & Diversity Management Plans of the projects CrAft⁵ and NEB-STAR⁶, adapted to and transformed together with Re-Value cities, local and transversal partners.

In upcoming Deliverables, we will extend the Protocol with practical materials, such as checklists, indicators, and mapped risks with corresponding mitigation strategies, based on our experiences and learnings in the cities and project as a whole.

⁵CrAft Inclusiveness and Diversity Management Plan 1
<https://craft-cities.eu/wp-content/uploads/2022/09/D7.2-Inclusiveness-and-Diversity-Management-Plan.pdf>

⁶ NEB-STAR Inclusiveness and Diversity Management Plan 1
<https://nebstar.eu/reports/d7-2-neb-star-inclusiveness-and-diversity-management-plan-report/>

Table of contents

| | |
|------------------------------------------------------------------------------------------------------------|----|
| List of Acronyms..... | 6 |
| 1 The Re-Value Protocol for Inclusiveness & Diversity..... | 7 |
| 1.1 The Protocol..... | 7 |
| 1.2 What did we do?..... | 8 |
| 1.2.1 Kick-off meeting (Bruges, 31 January - 2 February 2023)..... | 8 |
| 1.2.2 1:1 City Dialogues to identify challenges and pathways to impact (online, Spring & Autumn 2023)..... | 8 |
| 1.3 Re-Value’s stakeholders..... | 9 |
| 2 Inclusiveness & Diversity in Re-Value’s systemic challenges..... | 10 |
| 2.1 Systemic changes in governance, regulatory structures, and advocacy..... | 10 |
| 2.2 Cultural and spatial quality..... | 10 |
| 2.3 Financial and circular value chains..... | 11 |
| 2.4 Data-driven co-creation..... | 12 |
| 2.5 Energy and mobility..... | 12 |
| 2.6 Nature-based solutions..... | 13 |
| 3 Inclusiveness and diversity in the Re-Value cities..... | 14 |
| 3.1 Ålesund..... | 14 |
| 3.2 Bruges..... | 15 |
| 3.3 Burgas..... | 17 |
| 3.4 Rimini..... | 19 |
| 3.5 Cascais..... | 20 |
| 3.6 Constanța..... | 21 |
| 3.7 İzmir..... | 22 |
| 3.8 Písek..... | 23 |
| 3.9 Rijeka..... | 24 |
| 4 Inclusiveness and diversity in Re-Value’s project structures..... | 26 |
| 4.1 Scope..... | 26 |
| 4.2 Re-Value’s Community of Practice and Capacity Development and Exchange Programme (WP6)..... | 26 |
| 4.2.1 The Community of Practice..... | 26 |
| 4.2.2 Survey of cities’ needs..... | 27 |
| 4.2.3 Community Cards..... | 27 |
| 4.3 Re-Value’s Impact Model and Innovation Cycles..... | 28 |
| 4.3.1 Impact Model for Value-based Urban Design and Planning..... | 28 |
| 4.3.2 Innovation Cycle 1: Story-building..... | 29 |
| 4.3.3 Innovation Cycle 2: Scenario-building..... | 29 |
| 4.3.4 Innovation Cycle 3: Investment and partnership building..... | 29 |
| 4.4 Project Outreach & Open Science..... | 30 |
| 4.4.1 Re-Value’s Outreach, Communication, Dissemination and Exploitation Plan..... | 30 |
| 4.4.2 Open Science and Citizen Science..... | 30 |
| 5 Conclusion..... | 31 |
| Partners..... | 32 |

List of Acronyms

| | |
|----------------|-------------------------------------------------------|
| AK | Ålesund Kommune |
| BRG | STAD Brugge |
| CIVINET | CIVITAS National Networks |
| ECOTEN | Ecoten urban comfort s.r.o. |
| EU | European Union |
| EUI | European Urban Initiative |
| GIB | Global Infrastructure Basel |
| I&D | Inclusiveness and Diversity |
| IC | Innovation Cycle |
| ICLEI | ICLEI European Secretariat GmbH |
| IZTECH | İzmir Institute of Technology |
| LNEG | Laboratório Nacional de Energia e Geologia |
| NEB | New European Bauhaus |
| NGOs | Non- Government Organisations |
| NTNU | Norwegian University of Science and Technology |
| OCDE | Outreach, Communication & Dissemination, Exploitation |
| SDGs | Sustainable Development Goals |
| SECAP | Sustainable Energy and Climate Action Plan |
| SP | Sladovna Czech cultural organisation |
| SUAS | Sørsida Utvikling AS |
| UNIBO | Università di Bologna |
| VITO | Vlaamse Instelling voor Technologisch Onderzoek N.V. |
| WP | Work Package |

1 The Re-Value Protocol for Inclusiveness & Diversity

"Diversity is being invited to the party; inclusion is being asked to dance⁷." (Vernā Myers)

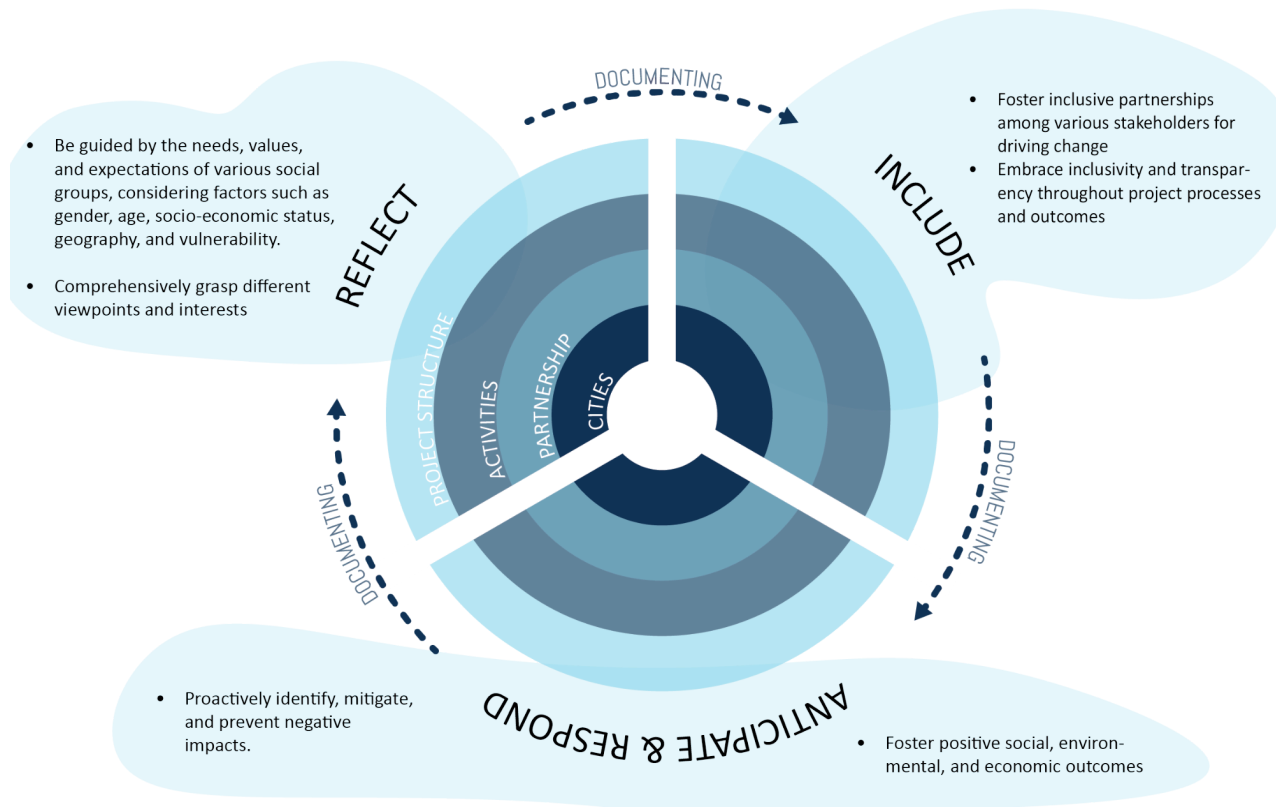
1.1 The Protocol

The initial version of the Re-Value Protocol for Inclusiveness and Diversity states our joint ambition to always represent the needs and priorities of our stakeholders, to actively include them in our work, and to anticipate and reflect changes in project/city context and framework conditions to be able to answer to our goals in the best possible manner. It supports us in making our work inclusive for different types of stakeholders, using their diversity as a strength throughout and beyond the 4-year Re-Value project.

Chapter 1 contains a first version of the Protocol that mainly reflects our own partners' intentions and ambitions, in their own city, their work packages and the overall project. In the next versions of this deliverable, the Protocol will be updated with concrete stories, tools, guidelines and examples.

In Chapters 2-4, we present the first version of the Inclusiveness & Diversity Management Plan, i.e. the implementation of the Protocol in the project's systemic challenges, the cities, and the project structures.

Societal Readiness*



* Based on the NewHorizon project's Societal Readiness Thinking Tool <https://newhorizon.eu/thinking-tool/>

Figure 2: The Re-Value Protocol for Inclusiveness & Diversity, based on Societal Readiness principles

⁷Vernā Myers is an inclusion strategist, cultural innovator, thought leader, and social commentator. This quote is showcased on her website: <https://www.vernamyers.com/>

1.2 What did we do?

1.2.1 Kick-off meeting (Bruges, 31 January - 2 February 2023)

During the kick-off meeting in Bruges, we organised our first workshop on documenting impact, in collaboration between Work Packages 1 and 7, and introduced and discussed Re-Value's ambition to develop and implement a Protocol for Inclusiveness & Diversity. The workshop was designed to create a personal connection between the partners and the project's goals, ambitions, intended outcomes, and shared challenges. We asked all partners about their personal motives and ambitions for joining Re-Value. One heartfelt answer was "My kids!". To a similar question on why their organisations joined the project, the answers reflected the ambitions stated by the project's mission call: "wanting a better future for everyone". On the question of how we would do this in the project, the most dominant response was "walking the talk"; in other words, showcasing through local examples and transversal processes how we can make change happen. For a detailed description of this workshop and the concrete Key Performance Indicators in which it resulted, see D1.1 Re-Value Impact Model (Initial Version)⁸ and also D7.1: Re-Value Monitoring & Evaluation Model (initial version)⁹ and D7.2: Re-Value Monitoring & Evaluation Report 1¹⁰.

1.2.2 1:1 City Dialogues to identify challenges and pathways to impact (online, Spring & Autumn 2023)

The kick-off meeting was followed by a series of 1:1 City Dialogues with individual cities and their local partners, to make sense of roles and responsibilities, and create an operational framework for their Waterfront Pilots and contributions to long-term Territorial Transformation Plans. During the first two dialogue series (Spring 2023), we discussed the Impact Model and Innovation Cycles (WP1, VITO) and mapping of needs and priorities as a base for the Community of Practice (WP6, ICLEI). The results of these dialogues are described in detail in Deliverable 1.1 Re-Value Impact Model¹¹ and Deliverable 6.1 Re-Value Capacity Building and Exchange Programme 1¹².

The third series (Autumn 2023) addressed the Re-Value Impact Canvas, a collection of quantified intended project results, outcomes and impacts, the needs on which these are based, the stakeholders whose needs are addressed, and the communication, dissemination and exploitation measures that are set in place to support this work (see Section 1.3).

In these dialogues, we worked with the cities to map the challenges that need to be addressed, based on the principles of societal readiness (see Chapter 1). As a starting point, we are mainly addressing which stakeholders need to be represented and included in which activities, and how Re-Value might support this. Relevant measures include capacity building, socio-economic infrastructures, local collaborative governance, social cohesion, and cultural attitudes.

The results are described in the next sections. The description of the systemic challenges in the text below, is based on the Re-Value project's Grant Agreement (confidential document).

⁸ <https://re-value-cities.eu/documents/re-value-impact-model-initial-version>

⁹ <https://re-value-cities.eu/documents/re-value-monitoring-evaluation-model-initial-version>

¹⁰ <https://re-value-cities.eu/documents/re-value-me-report-1>

¹¹ <https://re-value-cities.eu/documents/re-value-impact-model-initial-version>

¹² <https://re-value-cities.eu/documents/re-value-capacity-development-and-exchange-programme-version-1>

1.3 Re-Value's stakeholders

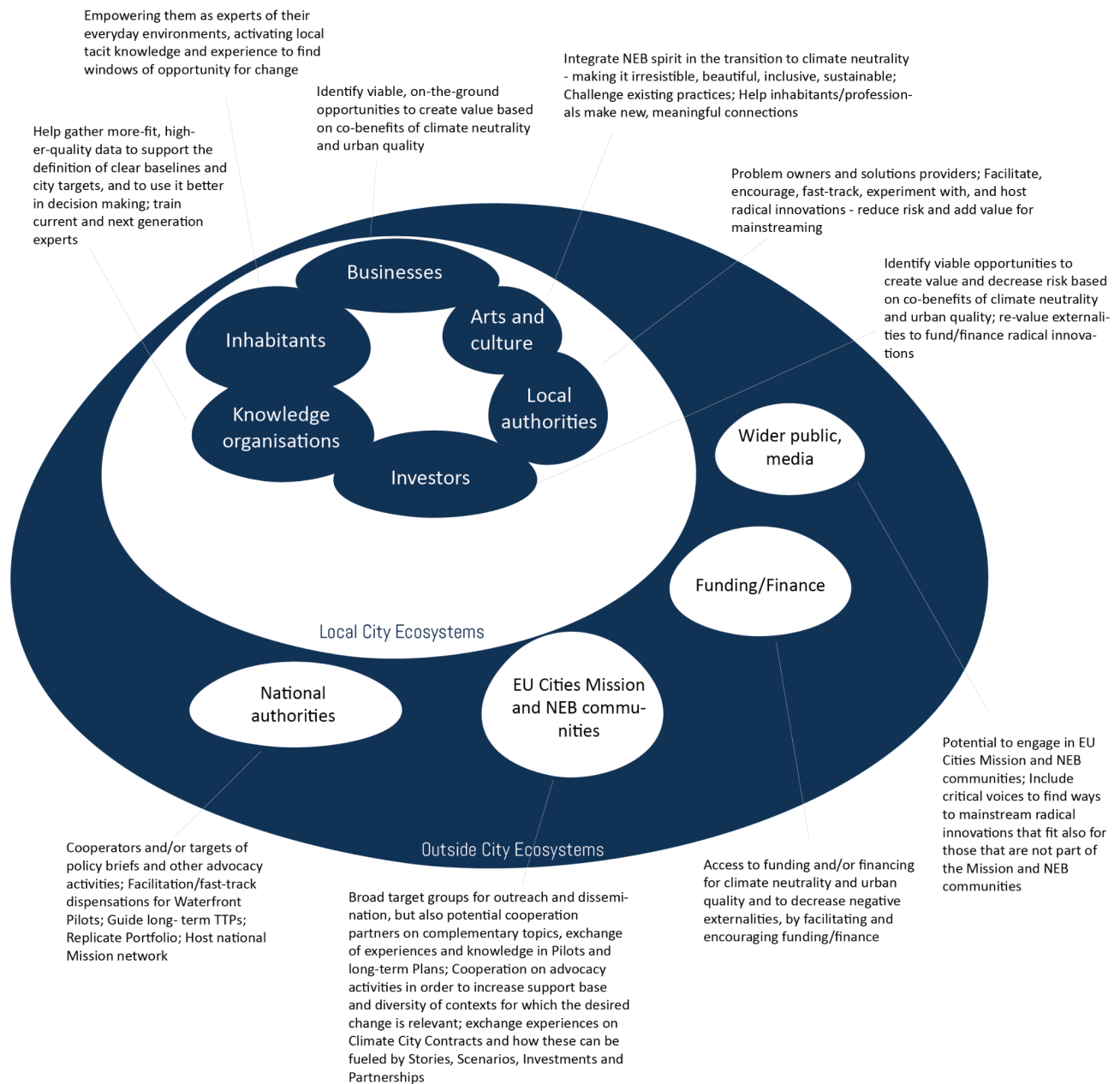


Figure 3: Mapping Re-Value's stakeholders within and outside of the city ecosystems.

2 Inclusiveness & Diversity in Re-Value's systemic challenges

2.1 Systemic changes in governance, regulatory structures, and advocacy

Climate neutrality requires a mission-driven and multi-actor approach, firmly embedded in governance, organisational and regulatory structures. In our cities and the overall project, we will take into account the needs and priorities of diverse stakeholder groups into decision-making processes and policy development, and, where possible, create low-threshold environments in which stakeholders can directly contribute to the creation of such strategies. This will help make the voices and perspectives of everyone, including marginalised communities and historically underrepresented stakeholders, heard and taken into account, foster a more comprehensive understanding of the complex challenges posed by climate change and sustainability, and hopefully lead to more effective and equitable solutions.

A key challenge for the Re-Value cities is how to include a broad set of stakeholders, such as local communities, businesses, students, media, politicians, researchers, public authorities and other stakeholders, in decision-making processes to promote equal access to opportunities, resources, and benefits derived from sustainable initiatives. Even though there are a lot of ongoing initiatives inviting inhabitants into decision-making, the hierarchical (perceived) distance between people and the authorities still needs to be reduced. If provided with the right tools in a setting of mutual trust and accessibility, people will participate actively, even in policy debates. Moreover, public services and other governance structures need to recognise the diversity of people's needs.

Each city will test collaborative governance formats that promote inclusiveness and diversity, such as the City Atelier by Bruges¹³, the Temporary City Council by Rijeka (section 2.4.9.2), and the Climate City Contract¹⁴ of Izmir¹⁵.

Across all cities, Innovation Camps¹⁶ coordinated by Junior Achievement Europe will empower youth to contribute to climate neutrality in their cities and perhaps even explore a career addressing this challenge. NTNU will facilitate Impact Model workshops in each city, hosted by the municipality and with participation by local stakeholders, where possible in local language with some facilitation in English. The cities exchange their concrete experiences with these formats and learn from each other in the project's Community of Practice, City Visits and similar support structures coordinated by ICLEI.

2.2 Cultural and spatial quality

By engaging with stakeholders on concrete activities related to their daily lives and experiences, Re-Value cities aim to make the transformation of waterfront areas more tangible and visible, engage people on a more personal level, and empower them to take on more active roles (see also Innovation Cycle 1 on

¹³ The City Atelier Story is featured in the next version of this document, D9.5 Inclusiveness and Diversity Management Plan 2

¹⁴

<https://netzerocities.app/QR-CCC#:~:text=CLIMATE%20CITY%20CONTRACTS,an%20iterative%20co%2Dcreation%20process>

¹⁵ Climate City Contract of Izmir awarded the Mission Label <https://netzerocities.app/resource-4184>

¹⁶ D8.3 Re-Value Innovation Camps Report 1 <https://re-value-cities.eu/documents/innovation-camps-report>

Story-Building¹⁷). We will explore how culture and creativity can strengthen our urban planning and design processes, taking into account the past (culture and heritage) as well as the future (sustainability). Building stories around heritage and how an area came to be what it is today can help include these perspectives into the urban narrative that leads to climate action. Recognising heritage as a commons (public good), with collective ownership and accessibility for diverse groups, forms an important part of this.

Waterfront cities need to rethink how we deal with a large influx of tourists, and how to make tourism more inclusive and sustainable both for the local inhabitants and the guests, while preserving the local culture. In our Waterfront Pilots, we will test multi-functional use of spaces and infrastructures for experimentation, innovation and cultural expression. We will organise artistic, cultural and creative activities to build capacity among local residents and communities, and to create inviting, attractive and regenerative surroundings where people want to spend time. What we learn from these experiments, will be translated into our long-term territorial transformation plans.

2.3 Financial and circular value chains

Re-Value cities aim to identify co-benefits related to climate neutrality and urban quality, create partnerships to align the interests of different stakeholders, and look for investment opportunities that balance commercial interests and urban quality as well as climate neutrality. The cities' Waterfront Pilots will serve as catalysts, advocating this balance, and integrating it in long-term policy-making processes to foster economically, socially, and environmentally sound decision-making. Policy strategies such as the EU Circular Economy Action Plan¹⁸ will provide valuable input on how to implement circularity, while funding schemes such as the Cohesion Funds¹⁹ will provide support.

Examples of practices being planned and tested in the Re-Value cities (see also Innovation Cycle 3 on Financial & Partnership Models²⁰) include participatory budgeting, shared and circular value chains, changing the zoning code to allow urban agriculture, converting public open space into commons or gardens, as well as using public procurement processes to prioritise local food (and thus support local farmers), mixed with spaces that support creativity such as makerspaces (craftspeople, creatives, repair-and-share).

The Re-Value cities further plan to experiment with credit-based value systems to tackle climate change, as a manner in which to influence behaviour and engage residents. An example can be using a certain app to track your mobility choices and getting discounts for services when you choose public transportation. In other words, a simple give-and-take economy that translates the value of individual climate actions and behaviour change into monetary or non-monetary credits.

¹⁷ D1.2: Re-Value Innovation Cycles experience-based report :

<https://re-value-cities.eu/documents/re-value-innovation-cycles-experience-based-report-1>

¹⁸ A new Circular Economy Action Plan For a cleaner and more competitive Europe:

<https://eur-lex.europa.eu/legal-content/EN/TXT/?qid=1583933814386&uri=COM:2020:98:FIN#footnote6>

¹⁹https://ec.europa.eu/regional_policy/funding/cohesion-fund_en#:~:text=The%20Cohesion%20Fund%20provides%20support,territorial%20cohesion%20of%20the%20EU.

²⁰See Footnote 17

2.4 Data-driven co-creation

Re-Value will test how data-driven co-creation and digital simulation tools (see also Innovation Cycle 2²¹) with municipality, inhabitants and professionals can be used to explore complex scenarios, co-benefits between different sectors, as well as potentially negative externalities related to decisions. Being mindful of the limitations of modelling systems, and finding alternative manners in which to integrate these qualitative characteristics, will help us make better-informed decisions. The DigiNEB repository of digital tools²² will be used as inspiration.

One of the challenges we will address is related to urban attributes that cannot be easily quantified or modelled, as they are subjective and qualitative in nature, especially in the realm of the New European Bauhaus that places inclusiveness and beauty high on the agenda.

Another challenge we are aiming to tackle is the accuracy, integrity, and reliability of city data. For example, bias in data collection or sampling methods can introduce distortions and impact the accuracy of the results. If the data is not representative of the entire population or if certain groups are systematically excluded or overrepresented, the findings may not reflect the reality, and the analyses can work in favour of a specific group or motive. The representativeness of data should not be limited to registered citizens but should also reflect shorter-term inhabitants such as students, seasonal workers, and tourists.

Each city will build long-term capacity in close cooperation with local stakeholders to develop and implement such models. Where possible, we will design these processes with ease of use in mind, to promote digital literacy and inclusion of diverse stakeholder groups. We will exchange practices to obtain more-fit and better-quality data, and learn from each other how simulation and monitoring tools can be integrated into urban planning and design processes with a wider group of people. We will create participatory governance structures that use the power of good data to help make decisions and take action in waterfront pilot areas and long-term territorial transformation plans.

2.5 Energy and mobility

Making waterfront areas more inclusive and diverse while reducing their greenhouse gas emissions, improving mobility, energy and waste management, improving water and air quality, and mitigating noise pollution, is an ambition for all Re-Value cities. Amongst others, our waterfront cities aim to create better, more accessible, affordable and universally designed connections between the city centre, waterfront and suburban areas, with emphasis on biking, walking, low-emission sharing systems, investments in public transport, clustering parking options, and emission-free transport by road and via water.

Re-Value cities aim to address energy poverty in vulnerable areas along the waterfront, connected to the Clean Energy for All Europeans Package²³ targeting those that are affected the most by the energy transition. This will be combined with initiatives that are aiming to experiment with more sustainable and

²¹ <https://re-value-cities.eu/documents/re-value-innovation-cycles-experience-based-report-1>

²² <https://digiNEB.eu/digital-toolkit>

²³ https://energy.ec.europa.eu/topics/energy-strategy/clean-energy-all-europeans-package_en

collaborative modes of energy provision and co-ownership, such as Positive Energy Districts²⁴ and energy communities²⁵.

Furthermore, we will test how to better motivate inhabitants to walk or bike the distance. If given a choice, people will more likely opt to walk and use public transport if they feel safe doing so, and if the environment is comfortable and attractive. What is the scenery offering them? Is it going to be a walk between concrete walls that feels hours long? Or is it filled with small antique shops or nature along the way that embark the mind on a curious journey? Would one person and a friend fit on the sidewalk comfortably? Is it well-lit at night and does it feel safe? And so on.

2.6 Nature-based solutions

Re-Value cities will integrate nature-based solutions in their waterfront pilots and long-term territorial transformation plans to boost climate change mitigation and adaptation, urban quality, biodiversity, health and well-being, air quality, and local food production. We will also include fauna and flora as stakeholders of inclusiveness and diversity. By themselves these measures are not unique - the innovation lies in integrating them with the other five systemic challenges in each individual urban regeneration area.

In these processes, we will take active measures to avoid or reduce the negative impact of unintended side effects of nature-based solutions, including gentrification. While nature-based solutions (e.g. parks or green spaces) can bring numerous benefits such as improved air quality and enhanced biodiversity, they can also attract other investments and increase property values. When neighbourhoods become more desirable due to the implementation of nature-based solutions, it can lead to the displacement of long-term residents who may not be able to afford the rising costs of living and rent. This can result in the loss of cultural and socioeconomic diversity within the community.

At the same time, nature-based solutions also have the possibility of including marginalised groups more actively in urban life. For instance, an urban garden might be a low-threshold and inviting place for more diverse households. To mitigate potential negative effects of urban regeneration in the Re-Value waterfront pilots and long-term territorial transformation plans, we aim to combine nature-based solutions with inclusive planning and policy-making processes that prioritise affordable housing, community engagement, and equitable development.

²⁴ Positive Energy Districts Solution Booklet, Smart Cities Information System (2021), <https://smart-cities-marketplace.ec.europa.eu/insights/solutions/solution-booklet-positive-energy-districts>

²⁵ European Commission, Energy communities, https://energy.ec.europa.eu/topics/markets-and-consumers/energy-communities_en

3 Inclusiveness and diversity in the Re-Value cities

In this chapter, we describe how the Protocol is included in the main scope of work for each of the nine Re-Value cities, based on the project's Grant Agreement combined with I&D workshops, follow-up interviews, and city dialogues.

3.1 Ålesund

The City of Ålesund (population 67 000) aims to reduce greenhouse gas emissions significantly by 2030, based on a comprehensive urban transformation process with circular economy and cohesion at the core. The integration of Ålesund's climate strategy with its existing cultural and engagement activities will empower the population to address pressing challenges and identify mutually beneficial solutions.

The Sørsida waterfront pilot aims to enhance connectivity between the city centre, waterfront, and suburban areas. This will be achieved by prioritising walkability, cycling, and the use of zero-emission autonomous electric vehicles. The project will also aim to develop and integrate various infrastructures such as electric charging stations for cruise ships, trucks, and delivery services. Moreover, circular grey and black wastewater treatment systems will be established in collaboration with the harbour authorities that are the local partners in the Re-Value project. This comprehensive approach, along with data-driven co-creation (see below) and cultural engagement, will facilitate a rapid modal shift in the area.

The Sørsida district is also home to a new initiative called "Kulturhavna" (Cultural Harbour), which aims to showcase the positive aspects of the transition to climate neutrality. This project will involve local art and cultural producers, who will create activities and spaces to promote these ideas. Additionally, the area will also have a school of culture, an upper secondary school, and new working areas for another Re-Value partner, Teatret Vårt.

Ålesund has created a municipal company called "Sørsida Utvikling AS" (SUAS), to coordinate the development of its Sørsida waterfront district. The area is currently used for different purposes such as a bus station, offices and warehouses. Additionally, a concert stage called The Terminal is housed in the bus station building. This area also features a restaurant with a microbrewery. The municipality and Sørsida Utvikling AS will use Re-Value to co-create and co-implement the transformation of the Sørsida waterfront district using data-driven approaches and story-building together with the harbour authorities, local art and cultural organisations, local communities and volunteering organisations, and school children.

One of Ålesund's main challenges in terms of inclusiveness and diversity, is to balance the power and interest relations in such public-private-people partnerships, and finding common ground between economic power and the interests of the different users and stakeholders of the area, such as cruise ship tourists, residents, and commuters. As a real estate company, Sørsida Utvikling AS aims to set an example by establishing an innovative partnership model for climate-neutral pilots, balancing commercial interests, cultural values, and urban quality among various stakeholders. Sørsida Utvikling AS understands that the first step of inclusive and diverse stakeholder engagement starts with connecting all these stakeholders to the waterfront pilot process, and by creating opportunities with the existing (social and cultural) site facilities that draw people in. Among the measures already implemented, is the transformation of one of the empty buildings into an area for youth interested in skating. During the project, stakeholder

engagement will be further developed in a structured manner and integrated in the long-term territorial transformation plan.

Ålesund municipality will have a dedicated person for stakeholder engagement. The city is planning to perform an extensive stakeholder analysis for its long-term territorial transformation plan, which will include the previous data gathered during e.g. the planning phase of the Cultural Harbour. In the planning phase of the Cultural Harbour, the city held a place-making and stakeholder analysis workshop with the artists and cultural stakeholders. The findings included challenges related to creating a common understanding and language between various stakeholders, and managing the novelty of multidisciplinary work. Stakeholder engagement activities with the businesses and investors will be improved in the future to result in joint value propositions.

Ålesund will, furthermore, enhance its digital twin and implement it in the Sørsida District, augmenting data visualisation with the expertise of Re-Value partner Augment City, which provides visualisation and simulation tools for smart and sustainable cities. Re-Value partner NTNU will help to make the decision process more participatory, co-creative and ethically reliable, using Open Science guidelines. Co-creation with local residents and professionals, as well as the integration of additional data sets, will enable a holistic approach including urban comfort, mobility, air quality, and biodiversity.

3.2 Bruges

Its Climate Plan 2030 commits Bruges (population 120 000) to halving local CO₂ emissions by 2030 (-49%) compared to 2011, with at least -55% compared to 1990 - meeting the Paris 2015 and EU Fit for 55 targets. The plan will also make Bruges climate-proof, with a comprehensive risk analysis and action plan that deploys nature-based solutions and smart water management, with local stakeholders (inhabitants, communities and professionals) to achieve local climate goals.

Bruges will develop the Kaaidistrict (Quay District) as a structuring element in its climate-neutrality strategy, based on a concept study that was carried out in 2021. The Kaaidistrict is located alongside the channel Ghent-Ostend, and connects the city centre with the harbour. The area is planned to be upgraded as an urban port area with a coherent and ambitious vision of the future. The plan includes a thorough risk analysis and action plan that involve the use of nature-based solutions and smart water management to make the city climate-proof. In Re-Value, Bruges will work together with Re-Value partner VITO, the harbour authorities, local cultural organisations, local maker spaces and food producers, to improve and implement regeneration plans for the Kaaidistrict. This work will include, amongst others, interweaving of functions to improve spatial efficiency, economic profitability, and to enable actionable, sustainable lifestyles.

A large part of Bruges' sustainability effort lies in facilitating energy retrofitting of the existing building stock as more than 50% of the local greenhouse gas emissions are due to heating buildings. The *Buurtkracht* initiative (translating to "the power of the neighbourhood"), is a co-created initiative targeting collective energy renovation in several neighbourhoods. The city, in collaboration with external organisations, will provide guidance and draw up a tailor-made neighbourhood plan to drastically reduce greenhouse gas emissions through energy savings and fossil-free heating, in particular addressing challenges such as mobilising vulnerable neighbourhoods and convincing property owners to invest in energy retrofitting. The city has thus far organised a call for the *Buurtkracht* initiative to invite all ambassadors, neighbourhood committees, and early adopters to join and subscribe. Through this initiative, the city provides support for organising various actions such as group purchases, communication, and dissemination. Active

neighbourhoods have already influenced other communities to take action. The city also offers a participatory budget to local inhabitants and communities that are interested in executing climate change adaptation and mitigation measures. The municipality helps the inhabitants with the necessary bureaucratic procedures.

In addition to *Buurtkracht*, Bruges facilitates a broad range of local stakeholder engagement, such as a circular festival, car-free Sundays where neighbours and inhabitants of the city can think and act about the future of the Kaaidistrict, meetings and stakeholder workshops with shopkeepers, architects and real estate developers, Innovation Camps with youth, creating a link with the *Entrepôt* next to the Kaaidistrict (a creative haven and cultural house for young people), building relationships with regional cities (Mechelen, Ghent, Antwerp, Ostend, ...), and cooperation with different universities in Bruges (KU Leuven, Vives, Howest, ...) and VITO. The municipality and academic partners organise training sessions on how to increase inclusiveness and diversity in their work.

Another step that Bruges has taken in order to promote inclusiveness and diversity, is the *Stadsatelier* (City Atelier), an initiative led by the municipal Department of Spatial Planning. All departments of the city with a link to new developments in the Kaaidistrict are members of the City Atelier. One of them is the Department of Diversity that works with integrating the Sustainable Development Goals (SDGs) in all the departments of the municipality and to facilitate closer collaboration between them.

Furthermore, Bruges has established a Climate Alliance to enhance policy preparation and implementation, fostering collaboration among various stakeholders such as a social housing company, a residents cooperative, a network operator, intercommunal organisations and representatives of the inhabitants. The Climate Alliance facilitates the implementation of Bruges' Climate Plan, adapting it to evolving conditions, and sharing experiences within the Re-Value project.

Bruges is exploring to create a special-purpose vehicle to coordinate the regeneration of the Waterfront District. This separate legal entity will use innovative co-creation, financial tools, and regulatory mechanisms to effectively manage the complex ecosystem of the district. Additionally, the city will collaborate with Re-Value partner GIB (Global Infrastructures Basel) to enhance investment plans in the Quay District, aiming to create a future-proof economy with consideration for co-benefits and negative externalities. The long-term vision and policy will encompass sharing and circular services, maker spaces, spatial integration of functions, local food production, waste management, biodiversity preservation, nature-based solutions, climate adaptation measures, green roofs, urban farming, and sustainable mobility. The Quay District will serve as a role model for generating ambitious circular and sharing value chains, showcasing how cities can contribute to sustainable lifestyles.

Bruges is dedicated to digitalisation and robust data management for informed policy-making. As part of Re-Value, the city will use its Urban Sense data platform to test co-creation strategies focusing on mobility and air quality in the Kaaidistrict. This platform will evolve into a valuable tool for policy planning and scenario design. Additionally, Bruges will leverage VITO's Urban Energy Pathfinder to identify co-benefits that align with the Pilot's goals, drawing inspiration from data integration practices employed in other cities. Bruges will investigate the climate portal tool of VMM (Flemish company of environment²⁶) where measures in the Kaaidistrict towards mitigation and adaptation can be assessed and improved.

²⁶ <http://klimaat.vmm.be>

Bruges will prioritise a modal shift in the Kaaidistrict, with emphasis on biking and walking, sharing systems, communal transport and distribution, clustering parking options, and emission-free city distribution by road and via water from and to the local maker's district, retail cluster and food hub. The current infrastructure in the Kaaidistrict is not adjusted to the increased amount of traffic that is expected by the regeneration of the area, hence implementing a modal shift will be one of the main priorities. While a modal shift in itself is not new, the combination with extensive circular and sharing value chains offers an opportunity to test and document the impact on sustainable lifestyles.

3.3 Burgas

Burgas (population 202 000) has joined the Covenant of Mayors and the Green City Accord to work with other European cities, across sectors and municipal units. The city is looking to regenerate its peripheral waterfront residential areas of the Sarafovo quarter, located north of the city centre. The aim of this waterfront pilot is to improve the city's progress towards climate neutrality, using integrated intelligent urban systems. Burgas' local partner, Sofia University, will support the city with cross-cutting expertise and will form part of its Replication Team toward the Pilot as well as the long-term Territorial Transformation Plan.

Stakeholder mapping for this project has identified a broad range of interested parties, such as commercial partners, environmental non-governmental organisations (NGOs) such as the Bulgarian Society for Bird Protection, the Bulgarian Biodiversity Foundation, Association Sarafovo, fishing groups and tourism, the port of Burgas, cultural and creative industries such as the National Academy of Arts, the university, architects and urban planners. A digital online survey has gathered information about the visions and challenges of the area, with more than 300 participants. Open public discussions (on-site and online) were organised by the strategic planning department, which is the same municipal department that takes part in Re-Value. The degree of the engagement of local people appears to depend on the topic of the session. For example, if the topic is related to transportation, people are more interested in taking part in the debate. When it comes to climate change adaptation, the urgency of the matter is less evident to people, and people engage less. There are events and campaigns in Burgas to increase people's awareness, such as the National Ecology Days. One event that garnered significant participation from local communities, especially youth and children, was planting trees to create an urban forest. Diverse stakeholders, such as business representatives, took part in this endeavour. This shows that creative participation methods might be a pathway to increased participation in matters of climate neutrality in Burgas. In addition, using the participation opportunities and the outcomes from other ongoing projects instead of starting new ones, is another pathway from which Burgas can benefit.

Burgas has created a municipal fund to aid inhabitants in their efforts to make residential buildings more energy efficient, a measure that is crucial across Europe to reduce energy poverty and to make regions more self-sufficient. Burgas has already successfully merged European, national and municipal funding to energy-retrofit public and private buildings, also for low-income residents (e.g. in the Horizon 2020-funded Smart Cities and Communities Lighthouse project SharingCities²⁷). To provide the inhabitants with all the necessary services and assistance for energy upgrading and renovation of their real estate, Burgas has created one-stop energy shops. Burgas also works towards maintaining biodiversity through developing a local Sustainable Energy and Climate Action Plan (SECAP)²⁸. Environmental and climate activities in Burgas

²⁷ <https://sharingcities.eu/>

²⁸ <http://www.simpla-project.eu/en/guidelines/introduction-and-problem-setting/definitions/what-is-a-secap/>

will be integrated in the digital solutions as Burgas will use its Southeast Digital Innovation Hub²⁹ and the Digital Blue Acceleration and Innovation Network³⁰ for the Black Sea region (Burgas, Batumi and Odessa) to test circular and bio-based solutions and network-based ecosystems in its Waterfront Pilot (taking inspiration from the data sets and use of digital twins of the other cities).

Emphasising the need for a modal shift, Burgas explores opportunities to encourage changes in people's mobility behaviour by increasing accessibility to sustainable mobility. To promote sustainable mobility options, Burgas has introduced an electric bike rental service. These campaigns will include story-building about energy consumption as well. Although the city has invested in sustainable urban mobility infrastructure, behavioural changes have yet to materialise. To address this, Burgas will conduct tests within its Waterfront Pilot, implementing new investment projects to enhance accessibility and promote sustainable nature-based solutions and mobility. The city aims to identify and integrate unused urban connections and zones, facilitating a climate-neutral transformation of the waterfront. This transformation will enhance accessibility and connectivity, provide improved access to intelligent system solutions and public services, and potentially introduce public maritime transport to connect distant waterfront areas with the urban hub.

Smart Burgas³¹ is an online platform providing inhabitants with information from its intelligent urban systems, which include video surveillance, public traffic management, air quality monitoring, parking management, water and waste management, public rent-a-bike, and climate mitigation. This platform is also a news hub for the latest cultural initiatives happening in the city. The municipality plans to conduct a new survey and gather data related to sustainability initiatives, such as nature-based solutions³², which will be accessible through this platform. However, the threshold for digital literacy might restrict some inhabitants from accessing this information. In Re-Value, Burgas will improve and increase the number of digital urban solutions and services to its population by integrating and upgrading the functionalities and the scope of its intelligent urban systems.

The city aims to identify the interconnected benefits and potential negative impacts of a wide range of strategies and action plans related to climate change mitigation, adaptation, urban development, and collaborative governance models. These will include collaboration with other EU-funded projects such as Regions4Climate³³ which addresses flood management in Burgas through enhancing social resilience. The EmpowerUs³⁴ project, in which the Bulgarian Biodiversity Association is partnering with other European cities, aims to empower local coastal communities. Furthermore, Burgas has received funding from the EU Call for Proposals in support of New European Bauhaus demonstrators. The new project is called “Regenerative Local Actions for Urban Challenges to Wellness and Innovation”, and will include extensive stakeholder engagement activities. The city of Bruges has been selected as a transfer partner and will bring and test locally innovative aspects of the project.

²⁹ <https://digihub.bg/>

³⁰ https://cinea.ec.europa.eu/news-events/news/emfaf-flagship-projects-regional-maritime-cooperation-kick-2022-07-01_en

³¹ <https://smartburgas.eu/bg>

³² <https://survey123.arcgis.com/share/9e1cf48bee4541a1abc0862a0673f7fd>

³³ <https://regions4climate.eu/about/>

³⁴ A three-year project that will empower coastal communities to transition towards more resilient, inclusive and sustainable coastal development <https://empowerus-project.eu/transition-coastal-labs/>

3.4 Rimini

In Re-Value, Rimini (population 149 000) will cooperate with the University of Bologna (UNIBO) to embed its climate-neutrality plans across municipal units and policies, and test their implementation in seafront Parco del Mare as well as riverfront Parco Marecchia. Parco del Mare is a car-free zone with nature-based solutions and biodiversity in an “urban forest”, harbouring a wide array of animal and plant species, and a sustainable urban drainage system. It will be fine-tuned to better support Rimini’s ambition of climate neutrality in combination with sustainable mobility, biodiversity, urban comfort and good air quality accessible to all. Parco Marecchia is a large urban park area in Rimini, located in the space between where the Marecchia river flows into the sea and the Rimini Marina; it is a lively area where urban leisure, nature, and the pier meet. Rimini will regenerate its surrounding local ecosystems with nature-based solutions to improve sustainable urban drainage systems and make it a catalyst for climate neutrality in the middle of the city.

Rimini is implementing a comprehensive programme of public works and urban regeneration that encompasses various areas of the city, including the historic centre, the waterfront, and peripheral regions. The primary goal of this initiative is to create a new sustainable, attractive, and inclusive destination for tourists, while simultaneously enhancing quality of life for its inhabitants. Learning from previous experiences in territorial strategic planning, Rimini aims to develop an updated framework of missions and objectives for the city's future, providing guidance for concrete actions in the years ahead, with inclusiveness and diversity as core values for urban planning and design.

To promote sustainable mobility options, Rimini has introduced a bike and cargo-bike rental service in Parco del Mare. This initiative aims to provide environmentally friendly transportation solutions for inhabitants, tourists, and goods delivery services, while also contributing to creating a 15-minute city. In the Re-Value project, this strategy will be expanded to include additional sustainable mobility solutions, such as electric and autonomous options. Furthermore, Rimini plans to regenerate the local ecosystems surrounding Parco Marecchia using nature-based solutions. Initial studies on sustainable urban drainage systems have been conducted, and further qualification and implementation are required.

In the Municipality of Rimini, many departments deal with issues related to inclusion and diversity, such as the planning department, strategic plans, urban and architectural design, and social services. Particularly the Strategic Plan Foundation and the Community Services Sector work with inclusive and diverse participation. Their work includes holistic views from social welfare to the design of public spaces, with diverse stakeholders. The municipality uses capacity building and training to improve on addressing social challenges, aiming to support personalised and focused interaction with stakeholders, and helping to build trust and engagement.

Rimini is planning to make all public waterfront spaces, such as parks, playgrounds, waterfronts, and beaches accessible and inclusive. Parco Del Mare, for example, makes the beach accessible for people with motor, sensory, and cognitive disabilities. Interventions such as meetings, workshops, and interviews are co-designed with local associations, inhabitants and the third sector (non-profit and voluntary organisations that operate independently from the government and the private sector). Rimini hosts a great culture of volunteering that can be beneficial to gaining Re-Value objectives. Also nature preservation associations have a prominent presence in the area. In addition, there is a need for reaching out to stakeholders that are not represented yet, such as people under the age of 36 (according to the data analysis Rimini has

executed). Rimini is planning to facilitate better participation by youth, for example by promoting sports activities such as parkour in the waterfront pilot area.

While the vision for the waterfront pilot is highly regarded by the inhabitants, integration of the private sector needs further alignment. Rimini acknowledges that being a tourist area, it has to create a balance between the needs of the local residents and the incoming population, and mitigate the negative impacts of gentrification. The touristic nature of the area makes the commercial stakeholders, such as shops, hotels, and restaurants a prominent group for Rimini to engage in Re-Value.

3.5 Cascais

Cascais (population 214,000) is composed of different urban centres along the coast in a continuous urban sprawl. One third of Cascais' area is ecologically protected landscape, and the city is a very popular tourist destination less than one hour away from Lisbon. The setting of the city makes it a very interesting case in terms of inclusiveness and diversity, since it will be necessary to balance local values, the tourists' interests and many actors striving for sustainability in the vulnerable natural reserve. The city has a comprehensive sustainability and climate action policy, confirmed by amongst others its Sustainable Energy Action Plan Cascais 2030.

In its Waterfront Pilot, Cascais will promote inclusion of nature-based solutions, improve accessibility, and boost resilience and biodiversity along the coastline and for the city as a whole, through greenway trail restoration (Ribeira das Vinhas) of private and public land. Additionally, Cascais is actively engaged in planting forest trees in the natural protected landscape in an effort to promote the carbon sink potential. The city also aims to improve walkability and cycle lanes across the coastline, amongst others on the Cascais - Guincho cycle lanes, the Cascais coastal walk lane, and Carcavelos Beach, offering improved leisure and commuting space for pedestrians and cyclists.

Furthermore, the city aims to boost photovoltaic energy production and local energy communities in areas with vulnerable communities. Cascais will create public-private partnerships for energy communities and electric mobility solutions across the city, and upgrade social housing areas.

Cascais will intensify co-creation activities with local residents' associations and schools, increase emphasis on art and culture, promote collaboration with associations from waterfront areas, and organise communication and awareness inducing new daily behaviours for short commutes. It will redesign its waterfront to facilitate social and cultural activities, and plan for refurbishment of local infrastructures to provide better accessibility for general vulnerable groups, to support local businesses, housing and leisure opportunities. The city will organise this in cooperation with local residents' associations and schools, art and culture organisations, beach concessions, surf schools and associations, user groups (sports) and environmental associations, as well as Re-Value partner National Laboratory of Energy and Geology (LNEG). Additionally, there is a strong emphasis on promoting citizen science through the creation of voluntary data ecosystems, enabling communities to actively contribute to climate adaptation efforts.

Furthermore, the municipality integrates these efforts with strategic frameworks such as the Cascais Strategic Plan, the Roadmap for Carbon Neutrality, the Action Plan for Adaptation, and the Cascais Climate Plan. This comprehensive approach not only guides the municipality's actions but also provides financial incentives through the Adapt Cascais Fund to support institutes and organisations already implementing impactful measures within the community. Cascais aims to develop investment strategies compatible with

the requirements of European Structural Funds and national recovery funds, to support deployment of energy and mobility infrastructures with high impact and high initial costs. In Re-Value, the city aims to strengthen this effort through participatory data-driven scenario-building, while diversifying its funding sources.

The municipality has many examples of working within inclusiveness and diversity, such as addressing energy poverty in social housing, and a food living lab project that benefits from participatory budgeting, supporting neighbourhoods in making decisions on how the money will be used. The results are shared with other municipalities in the Lisbon metropolitan area. In addition, the municipality has a system called "Tutor do Bairro" in which key informants in the neighbourhoods communicate with the municipality about challenges and potential solutions, and organises regular informal "coffee and talk" meetings with target groups.

3.6 Constanța

Constanța (population 297 000) is a multicultural city with a 2000-year-old history. In Re-Value, Constanța is dedicated to developing a comprehensive climate plan that synergises with its existing strategies, policies, and networks to make its city centre a friendly area for everyone. This includes initiatives such as smart city development, sustainable public transport, energy-efficient building and infrastructure renovations, urban regeneration efforts, and participation in programmes like Covenant of Mayors, CIVITAS³⁵, and CIVINET³⁶.

The city centre, an inherently diverse area situated along the port and shoreline of the Black Sea, presents an ideal location to serve as a catalyst for achieving climate neutrality while enhancing the quality of life for inhabitants and tourists alike. The central area houses communities of Greeks, Germans, Jews, Bulgarians, Armenians, Turks and Tartars and 8 prayer houses (Christian Orthodox, Greek Orthodox, Catholic, Islam, Mosaic). Most of these communities organise different events related to their specific holidays. The city aims to involve these stakeholders in Re-Value activities and events, and identify specific topics of interest for these communities.

The authorities have managed to bring all the departments of the municipality on the same page regarding the ambitions of Re-Value, and created a broad sense of ownership regarding the project. This provides opportunities to plan better public services in the area. The centrality of the area, combined with many opportunities for refurbishment and tourism, makes the waterfront pilot even more interesting for private investment and development plans. Constanța aims to promote environmentally friendly transportation in the area by enhancing the attractiveness and accessibility of public transport, and improving infrastructure for bicycles, pedestrians, and individuals with reduced mobility. In the Re-Value project, these initial studies will be enriched with co-created narratives, scenarios and data, and supported by financial partnerships to align mobility ambitions with the city's broader climate goals.

In Constanța (and Romania overall), public participation is mostly formal, with public debates on e.g. new development strategies required by law and carried out by municipal authorities. During those public debates, the people in the audience often express all their dissatisfaction, regardless of the topic on the agenda. The authorities realise that both in the municipal sphere, in connection to other authorities, and regarding other stakeholders such as inhabitants, there is a need for more informal connections. This means

³⁵ <https://civitas.eu/>

³⁶ <https://civitas.eu/civinets>

taking steps to move beyond the formal requirements and regulations, to build trust and meaningful exchanges.

3.7 İzmir

İzmir is committed to sustainable development and has taken significant steps towards becoming climate neutral by 2050. As a signatory to the Covenant of Mayors³⁷, İzmir has adopted a Sustainable Energy and Climate Action Plan in 2020. İzmir's Green City Action Plan³⁸ addresses various environmental concerns, including biodiversity, air quality, soil health, and climate change impacts on water resources. In 2022, the city was qualified as one of the 112 Mission Cities to become climate neutral by 2030, supported by NetZeroCities and the EU Mission on Climate-Neutral and Smart Cities.

İzmir's holistic design strategy for the waterfront and its connection with the ancient settlement of Smyrna reflects the city's commitment to preserving heritage and promoting tourism. The strategy, developed through engagement with designers, architects, and students, aims to regenerate the waterfront while maintaining harmony with nature and urban aesthetics. İzmir plans to partition the designated waterfront pilot area, located in the Alsancak district, into three distinct zones. Each zone will be meticulously designed to incorporate green infrastructure, such as parks, gardens, and pedestrian-friendly pathways. This holistic approach not only prioritises environmental conservation but also seeks to enhance the overall quality of life for residents and visitors alike. By increasing the availability of public green spaces, İzmir aims to address pressing environmental challenges while fostering community engagement and social cohesion. The division of the waterfront pilot area into three zones represents a strategic effort to maximise the benefits of sustainable urban planning. The integration of sustainable green zones into the urban fabric will contribute to mitigating the adverse effects of urbanisation, such as air pollution and heat island effects. To enhance resilience against urban flooding, İzmir is experimenting with a sponge district concept, using digital ecosystem modelling solutions to mitigate flood risks. These tests have shown promise in supporting urban design decision-making, and in Re-Value, they will be further developed and integrated into narratives, scenarios, and financing and partnership approaches. By implementing this concept, İzmir aims to significantly improve urban comfort and facilitate a transition towards a climate-neutral urban landscape for the city.

The city has established İzmir Heritage Routes, designed to raise awareness of the cultural assets of the city and its surroundings. İzmir Heritage Routes connect the city centre to the countryside. Marking a new era in urbanism and tourism, these green corridors take people out of the city and back to nature. Walking and cycling routes allow tourists an uninterrupted journey through rural areas, meandering ancient cities and destinations that combine the history, gastronomy, nature and cultural values of İzmir. In the Re-Value project, these routes will be further refined and their impact will be documented.

In collaboration with the university, the municipality is testing various methods of participation. One of these approaches is "Citizen Design Science", integrating citizen science, citizen design and design science. This method provides a fresh approach to incorporating the ideas and preferences of the inhabitants into the urban planning process³⁹: to increase its value (re-value), to create a new design process (re-design),

³⁷https://mycovenant.eumayors.eu/storage/web/mc_covenant/documents/31/98KaWT7wBZ-ITIW1A7bpSrgh9rZmmGJ6.pdf

³⁸ https://ebrdgreencities.com/assets/Uploads/PDF/GCAP-EN_Optimized.pdf

³⁹ Mueller, J., Lu, H., Chirkin, A., Klein, B., & Schmitt, G. (2018). Citizen Design Science: A strategy for crowd-creative urban design. *Cities*, 72, 181-188. <https://doi.org/10.1016/j.cities.2017.08.018>

and to gain a new perspective (re-frame). The Re-Value Innovation Camps, together with Junior Achievement Europe, count as a valuable mapping activity that is combined with participation and will result in suggestions for the interventions in the pilot area. Furthermore, the city will develop a stakeholder analysis of the pilot area and work towards inviting all relevant actors into the discussion. For now, İzmir recognises that commercial actors occupying the ground floor of the residential buildings in the waterfront pilot area, need to be engaged better in the project. The city will plan local Re-Value workshops to increase the engagement within these groups.

To achieve its goals, İzmir aims to foster collaborative governance through local partnerships and move towards a systemic mode of operation. Through the Re-Value project, İzmir will create a new customised “Digital Twin” and strengthen its efforts such as in the İzmirSea project areas, and enhance its connection to the historic city. By incorporating datasets into data-driven scenario-building, using GIS tools for story-building, İzmir will inform its efforts towards climate neutrality and urban quality. İzmir will disseminate learnings from the Re-Value project's experiences and explore opportunities for replication in its Mediterranean Academy⁴⁰, a hub of innovative and cultural activities formed in cooperation with Marseille, Thessaloniki, and Barcelona. The academy promotes urban innovation through democratic and participatory practices, supporting İzmir's vision of Mediterranean cities that embrace culture, art, and design.

3.8 Písek

Písek has outlined strong strategic plans to achieve climate neutrality, climate change adaptation, and improved urban quality. Re-Value activities will inform the updated municipal plan for the period 2025-2035. One of the core areas of work will be sustainable urban mobility, aimed at reducing private car usage and promoting cycling and walking. Additionally, the city is prioritising flood control measures, enhancing the use of nature-based solutions, and preserving its cultural heritage. In Re-Value, Písek will upgrade the next version of its SECAP as well as its Strategic Plan and Development Concept of the City of Písek 2025, and fine-tune regeneration plans for the city's waterfront with an improved systemic organisation structure. Learnings will be integrated into Písek's Urban River Development Plan.

The city aims to upgrade its waterfront alongside the Otava river as a Waterfront Pilot. Písek will build a cycling and walking path along the revitalised river bank, to help connect key cycling routes across the city, upgrade riverbeds with better nature-based solutions to protect against erosion, provide improved resilience and biodiversity, and make the waterfront more attractive for inhabitants and tourists alike.

Písek aims to increase the involvement of its inhabitants in decision-making processes. In Re-Value, Písek will collaborate closely with Sladovna Písek (SP), a living cultural centre where social values are formed and conveyed to visitors of all ages, to explore ways of integrating value systems, ethics, and social integrity into the city's climate neutrality goals. The aim is to empower local communities and ensure their active involvement in their journey towards sustainability. In collaboration with Sladovna, the city aims to foster cooperation and engagement by incorporating local perspectives and experiences into a new Caravan exhibition, which will be a mobile inhabitant engagement tool. Sladovna Písek will share this experience and translate it into local practices across other Re-Value cities.

⁴⁰ <https://www.izmeda.org/en/>

In collaboration with Re-Value partner Ecoten, the city will build data-driven scenarios for how to upgrade the built environment with digital simulations of microclimate and urban comfort for an optimal quality of life. Ecoten will collect data from NASA and ESA earth observation satellites to help monitor the urban climate in Písek, and produce urban microclimate simulation data for the areas of interest within Písek to support urban design decision-making for the city. The city will fine-tune how to work with local digital twins, microclimate and urban comfort modelling to upgrade local resilience through nature-based solutions. Furthermore, Písek aims to ensure that individuals feel comfortable and at home when participating in such data collection activities. One approach to achieving this will be by actively reaching out to people in their own neighbourhoods and gathering data on-site, creating a more accessible and convenient experience for residents rather than requiring them to come to a central location. Písek will integrate these results in its Smart City Písek ICT Development Strategy, including better use of big data and open data to provide more effective support towards climate neutrality.

Another challenge for Písek, which is also voiced by other Re-Value cities, is finding effective pathways to engage the businesses in the pilot area. In collaboration with GIB, Písek will identify investment and partnership building approaches that allow the city to merge climate change adaptation and mitigation measures in integrated portfolios, and connect these to the already implemented PaRo⁴¹ system of participatory budgeting. In this system, the municipality announces calls for applications open to everyone, and then the most voted applications will get funded. So far, the interventions are mostly physical; however, the city is attempting to call for more interventions directed at community-building activities as well.

3.9 Rijeka

Rijeka will use a brownfield waterfront area as a pilot. As the port is located directly in the centre, establishing the waterfront as a catalyst for climate neutrality will have a particularly tangible role in realising the city's ambitions. The area is of heritage value and is currently used for temporary cultural and other activities. Rijeka will use this area as an experimental lab to deploy many sustainability initiatives at once, including Re-Value, to learn from and expand to other parts of the city. The focus will be on renewal and re-use, not building from scratch.

Waterfront development in Rijeka has typically consisted of tourism and services aimed at people with higher economic means. Through Re-Value, Rijeka will populate its waterfront pilot with facilities and services that are open to the public. In this manner, the city aims to stop - or at least reduce - gentrification of the waterfront by making it more affordable and accessible, including multitudes of public spaces. In contrast to other waterfront developments that often rely on private or public-private partnerships, Rijeka's waterfront pilot project is under state ownership. The funding for this development will involve contributions from the state and city budgets. In order to sustain sufficient funding for area maintenance while also preserving the area's public functions, the city aims to secure additional EU funding.

With "port of diversity" as its motto, Rijeka was a European Capital of Culture in 2020, building on cultural and artistic initiatives such as relating music and gastronomy to the sea, and opening public spaces to all. The city had an array of infrastructures prepared but had to pause its plans due to COVID-19. In Re-Value, the city will identify how these infrastructures can be re-used to boost the implementation of climate neutrality ambitions and provide inhabitants with more opportunities to participate. As a continuation of

⁴¹ <https://www.paropisek.cz/>

previous projects, Rijeka will strengthen its Cultural Corridor⁴², applying circularity principles on cultural and natural assets and vacant spaces in the city, as well as better identify the co-benefits of nature-based solutions, circular economy and heritage with climate neutrality and urban quality. This project will also further strengthen the infrastructure needed for expanding their artistic and cultural activities. In order to do so, Rijeka works with artists and benefits from innovative partnership solutions.

Rijeka aims to experiment with meaningful participation. The municipality has noticed that people often use any opportunity for participation to express their dissatisfaction, even if it is not relevant to the topic at hand. Unfortunately, this doesn't lead to constructive dialogue. Rijeka is looking forward to altering the process in a more co-creative manner, and to test out various methods to enhance the engagement. One of these initiatives is the Temporary City Council. This council is not a legal body, but is initiated by the municipality to gather public opinion about large-scale interventions and the vision of the city. The Council started with an open call to the inhabitants to create a set of recommendations for the city. More than sixty people volunteered to be part of this council and met regularly for three months to create 92 final recommendations. The council was in direct conversation with the mayor of the city, and council members were provided with money and incentives by the city to compensate them for their time and efforts. The next step will be to categorise these recommendations and create an operational plan for their adaptations. The recommendations and ideas will be further followed up by the municipality so that the resources to realise them are in place, by incorporating them in strategic documents and budgets. The city wants to repeat this experience yearly.

Rijeka has invited young generations to participate in climate action, with a wide variety of child-oriented activities. In Re-Value, in cooperation with Junior Achievement Europe, the city organises Innovation Camps for the youngsters, with businesses as mentors and jury members. The participants of the innovation camps have added ten recommendations to the list of the Temporary City Council. In addition, Re-Value and its ambitions have on many occasions been presented to various stakeholders such as start-ups, NGOs, and local knowledge organisations.

⁴² This paper provides more information on the methodology and the experience of Rijeka with Cultural Corridors: Aciri, Marco, Saša Dobričić, and Maja Debevec. 2021. "Regenerating the Historic Urban Landscape through Circular Bottom-Up Actions: The Urban Seeding Process in Rijeka" Sustainability 13, no. 8: 4497. <https://doi.org/10.3390/su13084497>

4 Inclusiveness and diversity in Re-Value’s project structures

4.1 Scope

In this Chapter, we describe how inclusiveness and diversity are integrated in Re-Value’s Work Packages on Project Management, Anchoring and Advocacy (WP9), the Community of Practice connecting Replication and Lead Cities (WP6), the Impact Model and Innovation Cycles (WP1), and Outreach, Communication, Dissemination and Exploitation (WP8).

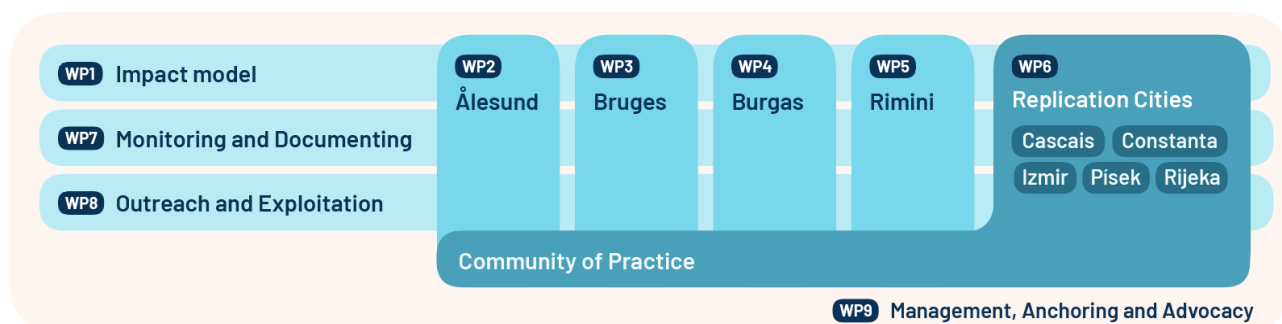


Figure 4: Illustration of how inclusiveness and diversity are integrated in Re-Value’s Work Packages

We describe concrete project activities that were organised by these Work Packages in the inception and sense-making phase of the project (months 1-6), to map inclusiveness and diversity challenges among the cities and partners.

4.2 Re-Value’s Community of Practice and Capacity Development and Exchange Programme (WP6)

4.2.1 The Community of Practice

Re-Value’s Community of Practice is led by ICLEI. It enables the cities and partners to learn from, and mutually improve, each other’s practices. The Community of Practice includes a Capacity Building and Exchange Programme for learning and exchange between the cities, and connects with the Mission Platform of the EU Mission on Climate-Neutral and Smart Cities⁴³. Co-created yearly by the Community of Practice, the programme draws on a variety of collaborative formats, including structured (online and in-person) dialogues, curated site visits for all Re-Value cities, collaborative work towards contextualised applied learning (peer review and localised portfolios), and topical learning rounds from the consortium experts. For these formats, the partners are supported by a guide for how to design, plan, and implement the respective session. This internal guide includes examples of formats and structures that can make the session more interactive and inclusive, and encourages creativity and playfulness.

As part of the Community of Practice, on 15 May 2024, NTNU hosted a Round on Inclusiveness and Diversity. All nine Re-Value cities presented their examples of working inclusively to inspire and learn from

⁴³ <https://netzerocities.eu/mission-cities/>

each other. The examples were crafted into stories that capture the journey of cities in becoming more inclusive. This process and its results will be included in Deliverable 9.5.

4.2.2 Survey of cities' needs

Straight after the project kick-off, a questionnaire was sent to the cities to identify their most critical capacity support needs. The cities were asked to identify capacities they already have at their disposal, and further needs to realise their ambitions in the project. The survey included questions from the other work packages, in order to offer the cities integrated support. Aware that the written format might be restrictive, a series of follow-up interviews was organised to allow the cities to detail their needs and expectations.

More can be read in D6.1: Re-Value Capacity Development and Exchange Programme⁴⁴. Based on this work, the Community of Practice will develop a Portfolio of Urban Design and Planning Approaches that can be applied to real-life, multi-stakeholder transformation planning and engagement processes.

4.2.3 Community Cards

To understand where we can use the expertise of others, we need to first get familiar with them. To support this, ICLEI as lead of the Community of Practice introduced an online board featuring Community Cards.

| NAME | ORGANISATION / CITY | | |
|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>single-click image to replace with your photo</p> | BACKGROUND | HOW I CAN CONTRIBUTE | WHAT I WOULD LIKE TO LEARN |
| CONTACT | Role in Re-Value ... Current Position ... Educational Background ... Thematic Expertise Areas ... How you can help me: ... | What special skills or expertise are you willing to contribute to the COP? Write answer here Write answer here Write answer here Write answer here Write answer here | What specific skills or thematic areas would you like to learn more about? Write answer here Write answer here Write answer here Write answer here Write answer here |

Figure 5: The template of Community Cards presented to the partners through a Miro board

These Community Cards are filled out by project partners introducing themselves, their points of contact, the expertise they bring to Re-Value, and what they are expecting to learn in return. Through this board, we identify the go-to individuals when we need a certain skill. The cards provide a visual representation of the varied skills within our projects, and help us gain insights into potential gaps in our expertise.

⁴⁴ <https://re-value-cities.eu/documents/re-value-capacity-development-and-exchange-programme-version-1>

4.3 Re-Value's Impact Model and Innovation Cycles

4.3.1 Impact Model for Value-based Urban Design and Planning

Re-Value will develop an Impact Model for value-based urban design and planning that can provide a holistic approach to the six systemic challenges the Re-Value cities are facing. The model is based on the CrAft project's NEB Impact Model⁴⁵. It can be used not only as an analysis tool but also as a tool that encourages dialogue between stakeholders. Each stakeholder can identify their expertise or challenges in the model and express their opinions, as a base for exploring impact pathways. We encourage our partners to use this tool in their stakeholder engagement activities, and facilitate a series of Impact Model workshops in each city (often in local language) to introduce the working method (see Deliverable 1.3⁴⁶ for reports on the Impact Model workshops). The original development of the Impact Model, and its first tests by the Re-Value cities, are summarised in Deliverable 1.1⁴⁷.



Figure 6: CrAft's NEB Impact Model engagement. NEB Festival Brussel April 2024, Rimini IM workshop 2024, Rijeka IM workshop 2024.

⁴⁵ CrAft D1.1 NEB Impact Model (initial version),

<https://craft-cities.eu/wp-content/uploads/2022/12/D1.1-NEB-Impact-Model-initial-version.pdf>

⁴⁶ Deliverable 1.3: Re-Value Impact Model (intermediate version) - Forthcoming

⁴⁷ <https://re-value-cities.eu/documents/re-value-impact-model-initial-version>

The Impact Model will be populated by experiences and learnings from three Innovation Cycles in the Re-Value cities: story-building, scenario-building, and investment partnerships. The Innovation Cycles are briefly summarised below; more details can be found in Deliverable 1.2 Re-Value Innovation Cycles experience-based report 1⁴⁸.

4.3.2 Innovation Cycle 1: Story-building

In Re-Value's Innovation Cycle 1, the cities and partners are asked to zoom out and look at the big picture: Why are we doing this project? What do we want to achieve, and for whom? What kind of values do we want to create? In order to explore these questions, partners Sladovna Písek, Teatret Vårt and NTNU organise story-building activities, using their art and cultural background to empower the cities, partners and stakeholders to feel ownership of the journey to climate neutrality, to create a shared language and understanding, and to reflect on how they can make a difference and get things done. In addition to kick-off and online sessions, these partners will perform Short-Term Artistic Missions in all cities to support them in organising similar local processes.

Teateret Vårt, a travelling theatre located in Ålesund and Molde, produces contemporary plays that address social issues. Their storytelling combines the art of theatre with regional identity and a glimpse into the larger context, Europe. Additionally, they have a dedicated production aimed at engaging youth audiences. Together with Sladovna's Mobile Lab, they will effectively combine story-building and artistic innovation. By creating an environment where community members can interact with and respond to one another, Sladovna facilitates open dialogue. Furthermore, they engage children and their adults, often using children as a means of communication to reach adults. Typically, children are not extensively involved in such innovative projects, despite their genuine concerns about the future. Therefore, incorporating dialogue with children and encouraging collaborative storytelling can greatly enrich the entire project. NTNU facilitates collective creativity and innovation practices⁴⁹ within and across cities.

4.3.3 Innovation Cycle 2: Scenario-building

In Innovation Cycle 2, partners ECOTEN, VITO, AugmentCity, IZTECH and NTNU will facilitate discussions between the cities and their local partners, on the dos and don'ts of data-driven co-creation. In particular, we will explore how to use data-driven strategies to support urban planning and design, beyond selecting a particular tool. IC2 will challenge the cities and partners to prepare information in potentially new ways to support the prioritised stories, identify different ways of making the stories tangible (visual, touch...) and share ways in which scenarios can be prototyped rapidly for small-scale testing.

4.3.4 Innovation Cycle 3: Investment and partnership building

In Innovation Cycle 3, the Global Infrastructure Basel Foundation (GIB) will discuss with the cities and their partners what is required to develop investment approaches that truly support the ambitions of their waterfront pilots and long-term territorial transformation plans with reduced risk and increased value for investors and stakeholders alike. The process will identify traditional and innovative mechanisms for financing, including elements such as avoiding damage costs, betterment levies (land value capture), debt

⁴⁸ <https://re-value-cities.eu/documents/re-value-innovation-cycles-experience-based-report-1>

⁴⁹ A.Carlsen, S.Clegg and R.Gjersvik, Idea work: Lessons of the extraordinary in everyday creativity (Cappelen Damm Akademisk), Cappelen Damm: Oslo, 2012

instruments, project finance, and various public-private partnership structures. For example, use of avoided damage costs can make a business case for nature-based solutions that deliver flood risk reduction services. GIB will support cities on partnership building across sectors and political silos within each city and the project. Each city will establish a working group of key sectoral representatives with a capacity to shape local and regional policies and investments. These will be further developed within each city, and shared across the Community of Practice. This Innovation Cycle further explores together with the cities on a case-by-case basis the potential to leverage private finance, crowd-funding in addition to public funding from local, national and European sources, and enable connections with solution providers, financing institutions and local authorities. The project embraces a just transition approach, utilising innovative financing and partnership building approaches to enable investments in peripheries and increase service accessibility.

4.4 Project Outreach & Open Science

4.4.1 Re-Value's Outreach, Communication, Dissemination and Exploitation Plan

The Outreach, Communication & Dissemination, and Exploitation (OCDE) plan of Re-Value, coordinated by ICLEI, is based on telling the stories we build during the project with the key message *“Through collaborative urban design and planning, Re-Value makes the urban transition to climate neutrality irresistible”*. The outreach will target local and European scales as demonstrated in the target groups in Section 1.3. The OCDE plan helps partners identify which specific stakeholders need to be targeted and mobilised, which type of messages and storytelling need to be crafted to resonate with the local context, and which local resources and actors can help achieve this. The cities will also be assisted in developing their local communication and dissemination plan to maximise the contextual impact, in addition to the EU-level engagement, which will be in their local language⁵⁰. Re-Value's Communications, Dissemination and Exploitation Plan⁵¹ gives a detailed description of the communication and dissemination strategies related to our target groups.

In addition, Junior Achievement Europe will cooperate closely with each Re-Value city to organise Innovation Camps with youth, to create a bridge between education and practice and boost co-creation with and by the future generations. You can read more about the Innovation Camps in D8.3 Re-Value Innovation Camps Report 1⁵².

4.4.2 Open Science and Citizen Science

Re-Value has a strong commitment to open innovation, co-creation, citizen science and knowledge-sharing with local and European societal stakeholders, inhabitants, and local communities. Following the concept of knowledge co-creation, the core results of the project will be created jointly with partners, inhabitants, and

⁵⁰ D8.1: Re-Value Communications, Dissemination and Exploitation Plan

<https://re-value-cities.eu/documents/communications-dissemination-and-exploitation-plan>

⁵¹ <https://re-value-cities.eu/documents/communications-dissemination-and-exploitation-plan>

⁵² <https://re-value-cities.eu/documents/innovation-camps-report>

stakeholders, and shared through relevant networks and scientific channels under Open Science⁵³, Open Access⁵⁴, Open Data⁵⁵, Open Source⁵⁶ and Citizen Science⁵⁷ approaches.

In order to adhere to these approaches, results, data, and documentation will be made publicly and openly accessible to societal stakeholders, cities, and the public to achieve the project ambitions: inclusion of inhabitants, different populations, and civic and public stakeholders in transformation processes, improved support to European cities, and benchmarking with other projects; improving dissemination and exploitation of data and results; improving access and re-use of research data generated within the project; and knowledge sharing with cities, inhabitants, societal stakeholders, the wider public, industry, and the scientific community.

More information is available in Re-Value D9.3: Open Science and Data Management Plan 1⁵⁸.

5 Conclusion

The Re-Value project embodies the values and principles of the New European Bauhaus, placing inclusiveness and diversity at its core. By collectively building a vision for inclusiveness and diversity within Re-Value and fostering an inclusive approach to the implementation of the vision, the project aims to empower communities and stakeholders, fostering ownership of the journey towards climate neutrality. This commitment extends across all project facets encapsulated in the Inclusiveness and Diversity Protocol.

As Deliverable 9.2, the Inclusiveness and Diversity Management Plan represents a milestone in the project's evolution. Continual refinement and adaptation will ensure its responsiveness to evolving needs and insights, fostering a dynamic approach to inclusiveness and diversity. Ultimately, the Re-Value project strives to not only transform urban landscapes but also to cultivate a more inclusive and sustainable future for all.

Next iterations of the Plan will include more detailed insights into the cities' experiences with inclusiveness and diversity, as well as guidelines and tools used in the project to support these.

⁵³https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/horizon/guidance/programme-guide_horizon_en.pdf

⁵⁴ <https://www.fosteropenscience.eu/foster-taxonomy/open-science-definition>

⁵⁵ <http://opendatahandbook.org/guide/en/what-is-open-data/>

⁵⁶ <https://opensource.com/resources/what-open-source>

⁵⁷ <https://eu-citizen.science/>

⁵⁸ <https://re-value-cities.eu/documents/open-science-and-data-management-plan>

About Re-Value

The Re-Value partnership consists of nine European waterfront cities and selected European organisations that work to make the urban transition irresistible for everyone. This is done by demonstrating how climate neutrality and urban quality can be aligned, by re-valuing the cities' connection to their waterfronts, strengthening co-benefits and mitigating potential adverse impacts.

Ålesund (Norway), Bruges (Belgium), Burgas (Bulgaria), and Rimini (Italy) demonstrate how integrated urban planning and design can be optimally deployed to achieve climate neutrality and significantly reduce GHG emissions by 2030.

In addition, Cascais (Portugal), Constanța (Romania), İzmir (Türkiye), Písek (Czechia), and Rijeka (Croatia) learn, replicate and develop their own participatory story-building, data-driven scenarios and investment and partnership building on integrated urban planning and design to accelerate their journeys to climate neutrality.

The partnership is coordinated by the Norwegian University of Science and Technology (NTNU) and is funded by the European Union's Research and innovation funding programme 'Horizon Europe'.

Learn more about the partnership and the outcomes on re-value-cities.eu.

Partners



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