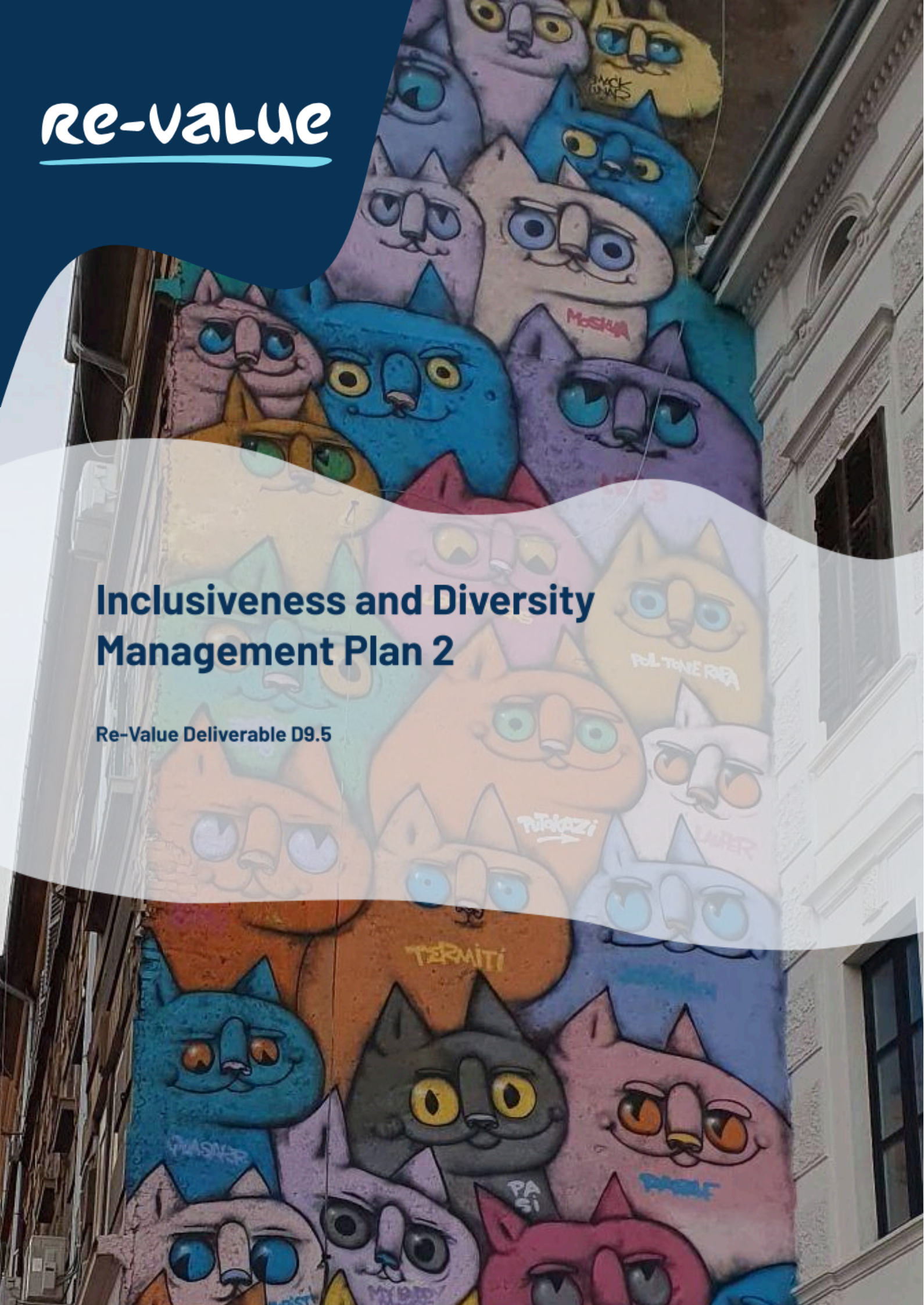


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Inclusiveness and Diversity Management Plan 2

Re-Value Deliverable D9.5



Report information

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Executive Summary

This report is a sequel to the initial Re-Value Inclusiveness and Diversity Management Plan (IDMP, Deliverable 9.2¹), which set out our overall approach. In this report we showcase what this means in the project with concrete examples of the Re-Value cities' work with inclusiveness and diversity.

It brings us on a journey from Ålesund and its story of reversed inclusion, to Chengene Skele and how the local community preserved their local traditions and attracted tourism through it near Burgas. We then arrive at Cascais and hear the story of local people coming together to make food and cultivate land. Constanța partners tells the story of how they succeeded to close up a boulevard and invite pedestrians back into the car-centred urban areas. We then walk through a beachfront in Rimini which is now being refurbished to welcome people with disabilities and has a playground for all children. Virtual Reality brings us to Písek and the story of how a grandmother's use of her mobile phone sparked the idea of using technology for the inclusion of inhabitants with disabilities. We then follow Ali and Kemal in İzmir and hear their story of inclusion in the renovation of public space through Citizen Design Science. Rijeka, with its long history of celebrating diversity, tells us of participatory budgeting combined with volunteering. Bruges tackles the divergence of municipal entities through an innovative City Atelier mechanism.

The stories were built and gathered with the cities and supported by a professional coach, together with NTNU. Each city presented its story in an online Re-Value Community of Practice Round.

¹ D9.2 Inclusiveness and Diversity Management Plan 1 - <https://re-value-cities.eu/documents/inclusiveness-and-diversity-management-plan-1>

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1 What we did

On 15 May 2024, Re-Value hosted an online Community of Practice Round on the topic of “Inclusiveness and Diversity”. In this thematic arena for knowledge exchange, coordinated by ICLEI, we aimed to show concrete examples of inclusiveness and diversity measures and projects in the Re-Value waterfront cities. This was initiated after the development of the initial draft of the Re-Value Inclusiveness and Diversity Management Plan (IDMP, Deliverable 9.2²) with the project participants.

In the Round, every city told their story in 8 minutes, followed by a 5-minute Q&A session with the participants. The cities were supported by a professional coach to build and fine-tune their stories for this event. Building creative confidence was a crucial part of the coaching procedure.

In the next chapters, we present these stories.

We hope they inspire you!

² D9.2 Inclusiveness and Diversity Management Plan 1 - <https://re-value-cities.eu/documents/inclusiveness-and-diversity-management-plan-1>

2 Ålesund

2.1 About Ålesund

“Kulturhavna” (Cultural Harbour) is located in Sørsida, the Re-Value pilot area in Ålesund. It hosts cultural activities and will be home to a culture school, a library, and a theatre in the future. The physical transformation of this area will take a long time, so for now, Ålesund is experimenting with the implementation of temporary activities and installations such as saunas, parks, and gardens. The new temporary activities have brought new life to this area. In Section 2.2, Tone-Lise Vilje, a representative from Sørsida Utvikling, tells us how she worked with local youth and industrial actors, and how this led to an unexpected form of “reversed inclusion”.

2.2 The story

We often find ourselves stating that inclusion is a priority, promising to involve various stakeholders, but we sometimes struggle to communicate and collaborate effectively. In other words, we do not “speak the same language” as other stakeholders. In this case, we had three weeks, a small budget, and a lot of measures to implement. We needed help and had to use every opportunity to get people on board the project. This is an area that no one from the community usually visits, except for cruise ship tourists who pass through the area. So, we had to plan in a way that would bring people to this area. The most Norwegian way of doing anything quickly and low-budget with a need for a lot of help is “Dugnad”.

Dugnad is a contribution to the community you live in, offering your time and making a (usually physical) effort, such as cleaning around your apartment building, spring cleaning the streets, planting, and so on. We decided to ask the county authority for support to organise a Dugnad for Kulturhavna. In total, we gathered around 40 students, apprentices, craftspeople, and contractors to help build the temporary activities for Kulturhavna. We realised that doing these physical things together actually matters for the involvement and inclusion of the community, with a huge impact on communication. We had 16-18-year-old youth building and professional contractors overseeing the safety of the procedure, along with me, the not-so-handy project leader of Kulturhavna.

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Figure: The youth building a temporary structure, supervised by the contractors, Credit: Memoria (upper) and Bypatrioten (lower)

The kids asked me if I wanted to help, and I, the academic, was afraid and felt small. And then a 16-year-old kid came up to me and showed me how to use a drill. That was a first for me! And guess what - I managed to build a small piece of furniture! I had never done such a thing in my life, I never even considered it, and I was very reluctant to give it a try. But this young lad “took me under his wing.” He didn’t have a

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sustainability agenda, he wasn't standing there with an Excel sheet to tick off inclusiveness factors. He just wanted to build a cool place to hang out after school, and since I was there, he thought I might as well help. He included me! That day I learned that inclusion goes both ways. We make all these plans to include people but in reality, they are including us, they are helping us to be better and understand the project and the goals better.

I wanted to remain in contact with this kid and asked for his email. He said, "Email? You can add me on Snapchat!" Since then, 15 other kids have added me on Snapchat, proposing, "We can do this or that with Kulturhavna." Sure, I thought, if you help me build it, we can make it happen!"

On the last day of these three weeks, a bulky man came down to the area that now had a green space, a couple of wooden shelters, and a sauna, and asked, "Who is in charge here?" We all looked at each other, and finally, I took responsibility and said I was. He said, "My mother lives in the apartment building behind you. She is 83 and wheelchair-bound. She now has a new hobby: she sits by the window and watches you work. Things are happening here, and she is curious." So the impact of the work was already reaching those who were not directly involved in the process. We invited the old lady - our unofficial supervisor - to the opening ceremony. What a joy it was to meet her - and to include her physically.

To make this whole initiative happen, Ålesund municipality contacted schools, and an organisation that all the contractors are members of. For the contractors, this cooperation was excellent publicity and social media content. In addition, they had a chance to meet potential future employees. This was my unexpected experience with reversed inclusion, where the community included the academic and the authorities.

3 Burgas

3.1 About Burgas

Burgas chose to share the story of Chengene Skele, the transformation and preservation of a fishing village. This village has a rich heritage, and vibrant culture, and is located 15 kilometres south of Burgas. Chengene Skele translates to Gypsy Wharf. Back in the 1990s, there were discussions about transforming Chengene Skele into a port area. However, the proposal did not follow through due to significant public concerns about the potential impact on Burgas. Since then, this area and its fishing community have remained a hidden jewel next to bustling neighbour Burgas.



Figure: A historical picture of the fisher community of Chengene Skele, 1935. Lower: The local people showing their craft to visitors. Credit: Burgas Municipality

3.2 The story

In 2018, this fishing community sought to preserve their craft's heritage and traditions while sharing it with others. This wish shaped the vision for the Chengene Skele Tourist Complex. Now, the hosts in the complex are the fishing community themselves whose aim is to make guests acquainted with the features of the

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location, the history, and the archaeology of the Black Sea Basin. They also show visitors various traditional fishing practices such as net knitting, a craft included in the UNESCO Intangible Cultural Heritage list.

Three exhibition houses, with distinct names, connect the past with the present, and tradition with innovation. The first house, bearing one of the ancient names of the Black Sea, "Evksinski pont" or "Hospitable Sea", aims to introduce visitors to the peculiarities of the Black Sea Basin, as well as the history of the creation and development of the fishing village, its flora and fauna, and its current ecological problems. The second house, Tayfa (community), showcases many technical and practical skills such as boating, sailing, navigation, and diving. As traditional activities are being replaced by modern technologies and lifestyles, there is a need to record and share them, keeping them alive in our memories. The third house, Buruntiya (rough sea), leaves a lasting visual memory, presenting the inhabitants of the village as a colourful collection of individuals, each with a unique lifestyle and destiny.

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Figures: Upper: Aerial view of the Cultural Complex. Lower: The architecture of the fisher community's settlement. Credit: Burgas Municipality

With the construction of a restaurant serving traditional dishes, a multifunctional area for outdoor activities, and a marina, the village has embraced sustainable tourism practices, becoming a lighthouse of eco-friendly innovation. From recreation areas to park furniture, every element is crafted from nature-friendly materials, echoing the shapes of Black Sea fish and fishing nets. Meanwhile, interactive panels throughout the landscape educate visitors about conservation efforts.



Figure: The Cultural Complex exhibition areas and the restaurant. Credit: Burgas Municipality

In Chengene the future leads to cherishing the past, supported by initiatives like the local Fishermen's Association and the newly opened Children's Sailing Club. Chengene's story is not merely one of architectural innovation and economic revitalisation, but a testament to the power of embracing all voices and perspectives. From the employment of community members as animators to the celebration of diverse traditions and crafts. The expositional ethnographic complex serves as a repository of history, and a bridge between generations, inviting visitors to engage with the rich tapestry of human experience. The village embraces its role as a guardian of the sea and a beacon of hope for future generations.

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Figure: Credit: Burgas Municipality

4 Cascais

4.1 About Cascais

Imagine an ecologically responsible city where the aroma of fresh, locally-grown organic food flows through the air, and families gather to share home-cooked meals. This is the vision Cascais draws as part of the FOODCLIC project, embarking on a path toward a healthier, more sustainable, and more resilient food system. To make this vision a reality, a policy network is established—a collaboration between science, local authorities, civil society, and practice. Picture a network, a web of connections, where diverse voices converge, each adding a unique hue to the canvas of change.

4.2 The story

Life is breathed into forgotten spaces, and neglected lands and public areas are revitalised through regenerative agriculture and the cultivation of green public spaces. New farmers, who are the local communities themselves, do more than cultivate food; they nurture a sense of purpose, tending to the soil that sustains all. The fruits of their labour are not reserved for the privileged but serve as a lifeline for those in need, particularly the vulnerable populations in the Lisbon metropolitan area. Efforts are directed towards the most marginalised corners of the city, sowing seeds of equity and abundance, guided by the principles of inclusivity, sustainability, and connection. A creative method is employed, engaging two vulnerable neighbourhoods and collaborating with residents to envision this future food system.

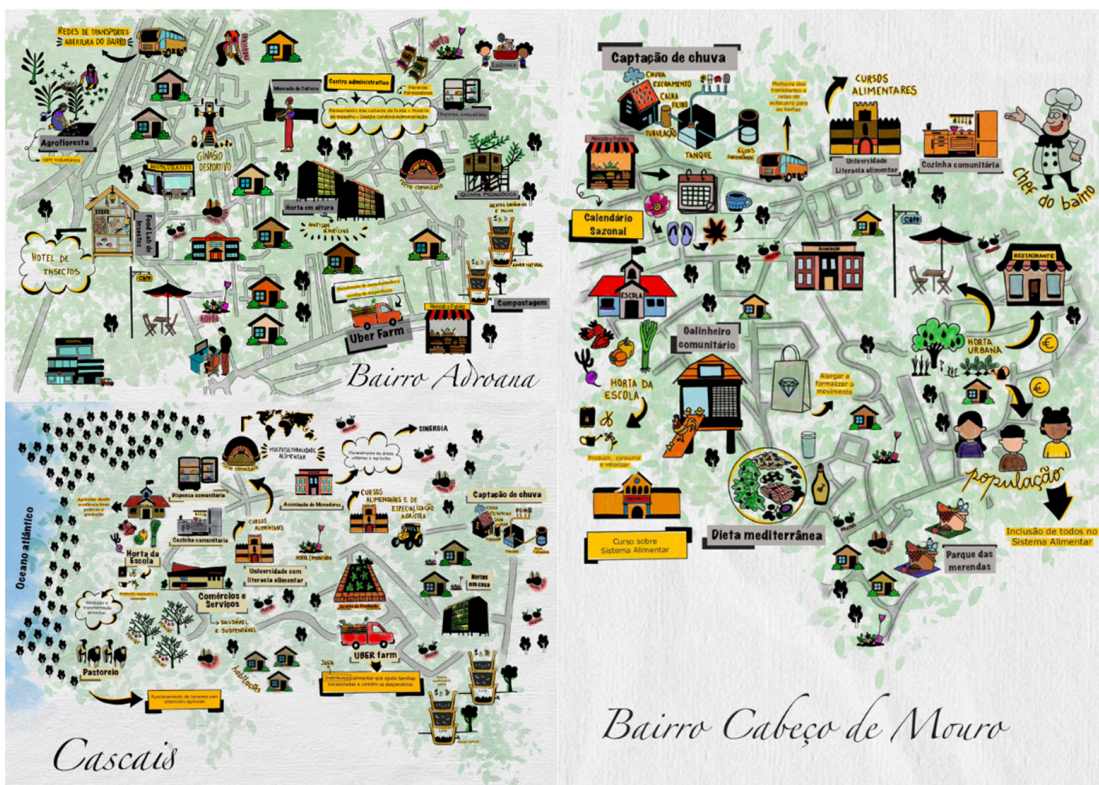


Figure: The collaborative food vision map of Cascais, and the two neighbourhoods. Credit: Communications Department of EMAC

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To realise these aims, an assessment of the existing capacities of the local authority is conducted, identifying departments already working with agriculture in neighbourhoods. This capacity is leveraged to build community and associative gardens, where people grow their own organic food on a small scale and share it with family and friends. In these multicultural neighbourhoods, mostly populated by immigrants from other food cultures, residents may struggle to find their culturally distinctive dishes in Portugal. Additionally, organic ingredients tend to be more expensive. Through co-creation, the idea of a community kitchen emerged, where residents can learn about what makes food nutritious and healthy. This initiative also impacts the youth, teaching them the value of food and soil, with the potential to become future agriculturists. The distribution of food baskets is also implemented, ensuring that the produced foods reach everyone in the community.

Currently, the project is in its second phase, and the community response has been overwhelmingly positive. Residents actively participate in co-creating solutions and embracing the value of ownership. However, barriers are encountered in this participatory project, particularly concerning urban planning and design. For example, there is a need for better connections between various municipal departments and local authorities, as these public spaces, now being used as farms, have shared ownership within the municipality. These new ideas may sometimes contradict plans already established by other departments.

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Figures: Upper: The community garden. Lower: The contributors hold the vegetables grown in the community garden. Credit: Communications Department of EMAC, André Miguel

5 Constanța

5.1 About Constanța

Whenever we are talking about the streets of Constanța, or any other major Romanian city, we visualise them full of cars, parked or in motion. They occupy lots of space that can otherwise be used by pedestrians, bikes, or public transportation. What if.... ?

5.2 The story

During the Mobility Week event in 2019, Constanța municipality, together with the Constanța Metropolitan Area, for the first time officially took an active role to organise several activities. The slogan of the event was "Walk with us". Several awareness-raising campaigns were organised with support from various stakeholders, including cultural and sustainable mobility organisations. For example, they provided guided walking tours in the city centre with the support of the Craft Art Museum. Traffic safety education and sustainable urban mobility activities were also organised together with the traffic police and the General Country School Inspectorate, providing traffic safety education courses to four schools. The "Choose the Bus" campaign encouraged municipal employees to commute by bus, while the "Choose the Bike" campaign was organised with Ovidius University.

One of the most visible campaigns was the closure of Tomis Boulevard during the weekend. Tomis Boulevard, a major entrance and thoroughfare in Constanța that connects the city centre with the port, was closed to cars from Saturday morning until late Sunday night, covering about 2 to 3 kilometres. Various sports clubs from Constanța participated, showing their training sessions on the street, including football, handball, basketball, rugby, sword fighting, free fighting, weightlifting, and also bicycle and scooter races for youngsters. In the afternoon, the boulevard transformed into a promenade for bars, restaurants, and businesses to perform their daily activities. It was an amazing weekend, culminating in a special Sunday where everyone felt safe engaging in on-street activities. Many participants and commenters supported organising such events more often, and it received positive reviews in the media.

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Figures: Upper: The boulevard on a day open to cars. Lower: An Aerial view of the boulevard closed for Mobility Week. Credit: Constanța municipality

The event's success can be attributed to several factors. Firstly, the timing coincided with the approval of the Sustainable Urban Mobility Plan, which raised awareness among local decision-makers about the importance of promoting sustainable urban mobility. Secondly, the event was organised within the framework of the CIVITAS Initiative, Constanța being a partner in the "Port Cities: Sustaining Innovation", PORTIS³ project, and benefitted from resources and funds. This project aimed to improve accessibility between the port and the city sustainably, considering the economic and territorial development of the urban area.

Thirdly, the Mobility Forum, a governance initiative, was established within the framework of the PORTIS project to promote sustainable, integrated urban mobility policies and measures. The forum brought key representatives, professionals, and main mobility stakeholders from various public authorities, institutions, and NGOs, together in one place. The activities of the Mobility Forum, especially the formal meetings, were open to the general public for in-person or online participation. The organisation of European Mobility Week was a direct result of the Forum's activities among other sustainable urban mobility actions. Finally, the exceptional cooperation among all parties involved—namely the Municipality of Constanța, the Constanța Metropolitan Area Association, Ovidius University, all the sports clubs in Constanța, and the people—was crucial to the event's success.

After the event, for about two or three months the closure of the Boulevard continued on Sundays, at half the original distance, and this became a promenade for the people and businesses. However, with the change of the mayor and the composition of the local council, this effort came to a halt - until the summer of 2024. This summer, the "Constanta Coffee Break" event was organised by the Municipality together with the business owners on Tomis Boulevard. In this respect, each weekend, starting with Friday night until Sunday, the street was again closed for cars and opened for people. Visited by at least 3000 people each day, Tomis Boulevard became one of the most attractive places in the City for the weekends. Constanța has also managed to make other less prominent streets fully car-free through other projects, and these streets have become prominent meeting points for people.

³ <https://civitas.eu/projects/portis>

6 Rimini

6.1 About Rimini

The Rimini Waterfront has undergone a remarkable transformation over the past 10 years, creating a space that promotes culture, wellness, sports, social interaction, and inclusivity for residents and tourists of all ages, genders, and abilities. The Parco del Mare project has reimagined the landscape between the sea and the city by replacing parking lots and roads with green areas, pedestrian and bike paths, open gyms, other sports and leisure facilities, accessible relaxation zones, parks, fitness areas, and a special access beach. Two projects in particular represent responses to the issues of inclusiveness and accessibility of Rimini's urban renovation.



Figure: Before (above) and after (below) pictures of waterfront transformation in Rimini. Credit: Google Streetview and Rimini Municipality

6.2 The story

Parks and beaches are community assets designed for universal use. The removal of architectural barriers ensures that these spaces are not designed for one category of users or one type of disability but for all, preventing the space from becoming a ghetto, and creating bonds and interactions among people with and without disabilities in play, recreation, and sport. The municipality aims to signal and raise awareness about inclusivity with projects in very famous and popular areas of the city.

The first project is called “Spiaggia Libera Tutti”: a beach accessible to everyone. While the beach is a popular destination, the sand can be a barrier for many. The project includes pedestrian paths, with special flooring, that passes across the sand to the sea, with new facilities including bathrooms, locker rooms, and storage areas. The user can then independently reach and access available services. Communication design is crucial: signs, colours, and materials are chosen to help everyone, including users with sensory, motor, mental, and cognitive disabilities, understand the spaces and paths. The new wayfinding abandons the generic wheelchair symbol, using augmentative and alternative communication methods. Construction will be completed in the summer season of 2025.

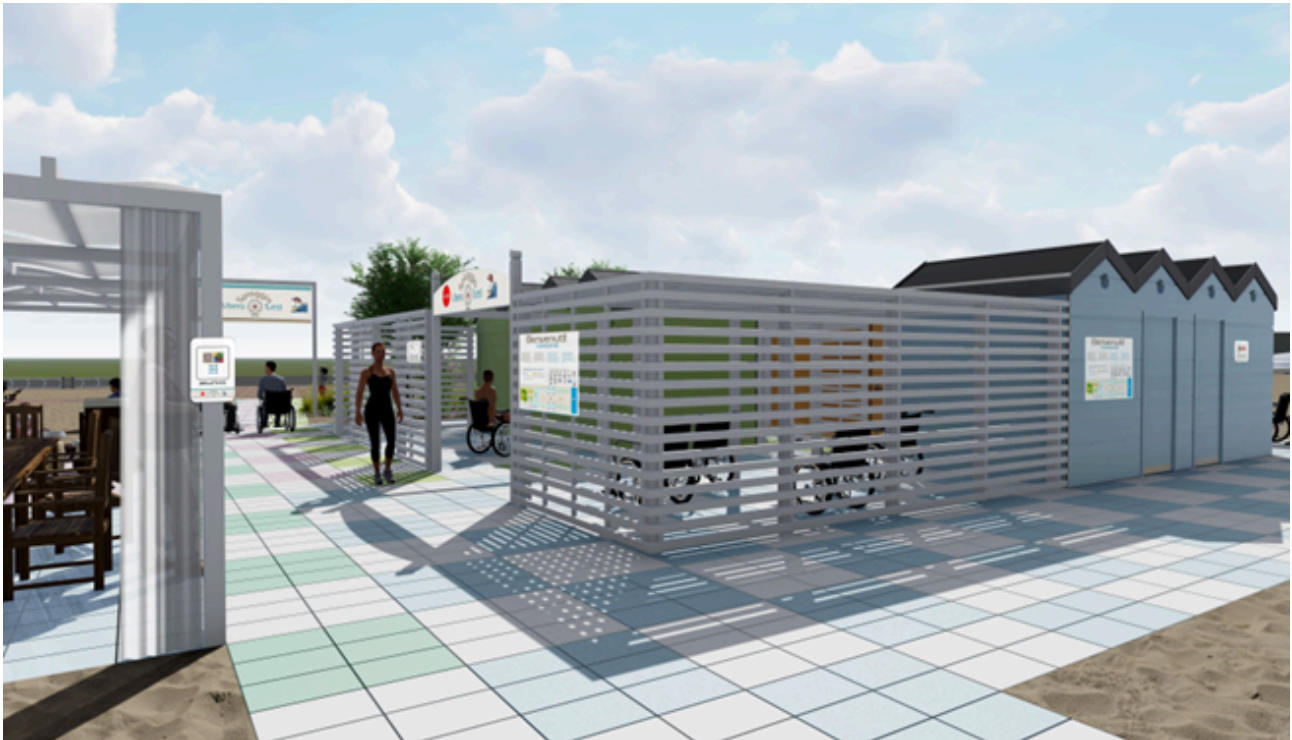


Figure: The concept design of the accessible waterfront services. Credit: Rimini Municipality

The second case by Rimini is the playground called “La Foresta del Mare”: the Sea Forest. The main lesson we learned from this project wasn't just from the co-creation process but from the engagement with the association called Parchi per Tutti: Parks for Everyone. The main aim of this association is to help build playgrounds accessible to all children with various needs⁴. Meeting the founders of the association was a turning point for us. Initially, we planned to create a playground specifically for children with disabilities. However, after discussions with them, we realised that creating spaces for one specific type of disability was not the best approach. Instead, we understood that the best choice was to create spaces for all. Inclusion means creating spaces, no ghettos, where all children with disabilities and without can relate.

⁴ Parks for All website, in Italian, can be translated to english by online translation services
<http://www.parchipertutti.com/>

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Figures: Children playing in La Foresta del Mare, Credit: Abad architetti, Milano and Proludic

I remember one of the founders of the association, telling me about her own experience, about her son who uses a wheelchair. She said “he knows he can't use certain facilities but enjoys being close to them, relating to other children, and finding his own original ways to play with the toys”. This seemingly simple thought was very inspiring and led us to completely rethink the project, focusing on the inclusion of all.

7 Písek

7.1 About Písek

Smart City Písek's storyteller, Miloš Prokýšek, presented a personal experience about inclusion and digitalisation, leading them to explore how virtual tools could benefit the municipality to include more stakeholders, in a meaningful way, in the decision-making process.



Figure: The Story-teller's grandmother using her mobile device. Credit: Miloš Prokýšek

7.2 The story

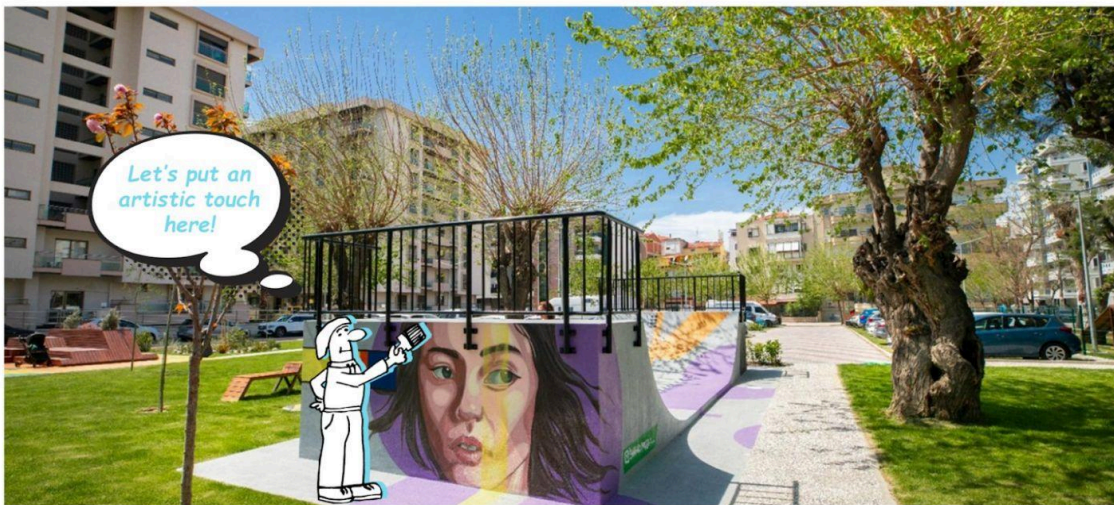
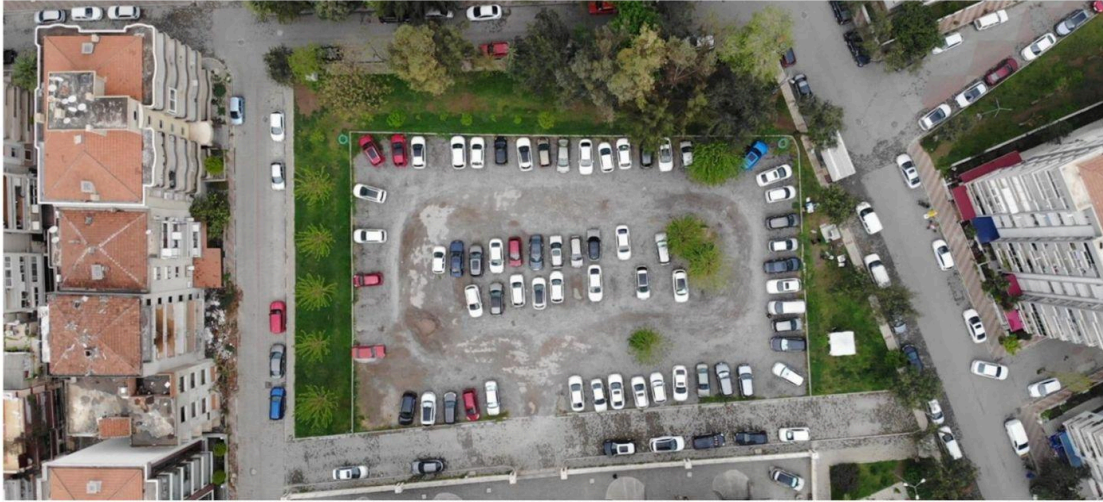
My grandmother's favourite device is her mobile phone. She has always been forward-thinking and quite modern. She is always ahead of her time, refusing to use an old-fashioned mobile phone with an antenna, which she calls a "chimney." She was the first one in our family with a smartphone with internet access. Although she loves to travel, she's no longer able to do so physically. Instead, she uses her smartphone as a window, a tool to visit the favourite places from her youth. In one week, she used up all her mobile data, so she also became the first in our family with an unlimited data plan. Her innovative spirit inspired me to think about ways of providing immersive experiences for those unable to travel.

This motivation aligns with our current project in Písek, where we are exploring the possibilities of virtual reality. Last month, I had the opportunity to visit Budapest and enjoyed a virtual reality tour wearing goggles. This experience encouraged me to integrate more immersive experiences into our city. We have several plans that we want to implement, including offering virtual tours of hard-to-reach places for people with disabilities, aka "telepresence". One affordable option is using a 360-degree camera to create videos that can be viewed on a regular cell phone, though a VR headset can enhance the experience. We also plan to use this technology to bring social events, such as city festivals, to those who cannot attend in person. This would allow them to experience the sounds, see familiar faces, and feel present at the event.

A more complex application is using virtual reality for future development projects in the city. Inspired by a practice from Sweden, we aim to use VR to assess future projects from an accessibility standpoint. By walking through digital twins of planned developments, we can identify and address potential issues that architects and engineers might miss, thus making buildings more accessible for people with disabilities.

We also need to be aware that this approach can have the risk of further isolating people with various disabilities, confining them to the virtual world. That's why we are looking forward to discussing the ideas with the Czech Association of Disabled People to identify and overcome these risks and challenges. We also need to remain aware that the real world and real feelings, induced by real images, sounds, smells, are very different from what can be displayed by virtual reality.

8 İzmir



Figures: Top: Aerial photo of the Atakent Car Park, before the interventions. Mid: The Atakent Car Park after the physical interventions. Lower: The Atakent Car Park after the physical intervention. Credit: Pelin Özden

8.1 About İzmir

İzmir' storyteller shared the story of a left-over public space known as Atakent Car Park. This 4,444 square metre area was once a regular car park. It is surrounded by apartments, sports complexes, hospitals, a primary school, and a library for the visually impaired, among other amenities. İzmir introduced two personas to help the audience understand the story. First, there is Ali, a 72-year-old retiree who lost his wife five years ago. He lives with his dog in a residential area and needs fresh air and green space. The second is Kemal, a 65-year-old man who frequents the library and faces many physical obstacles on his way home due to being visually impaired. He also desires green spaces designed for his special needs.

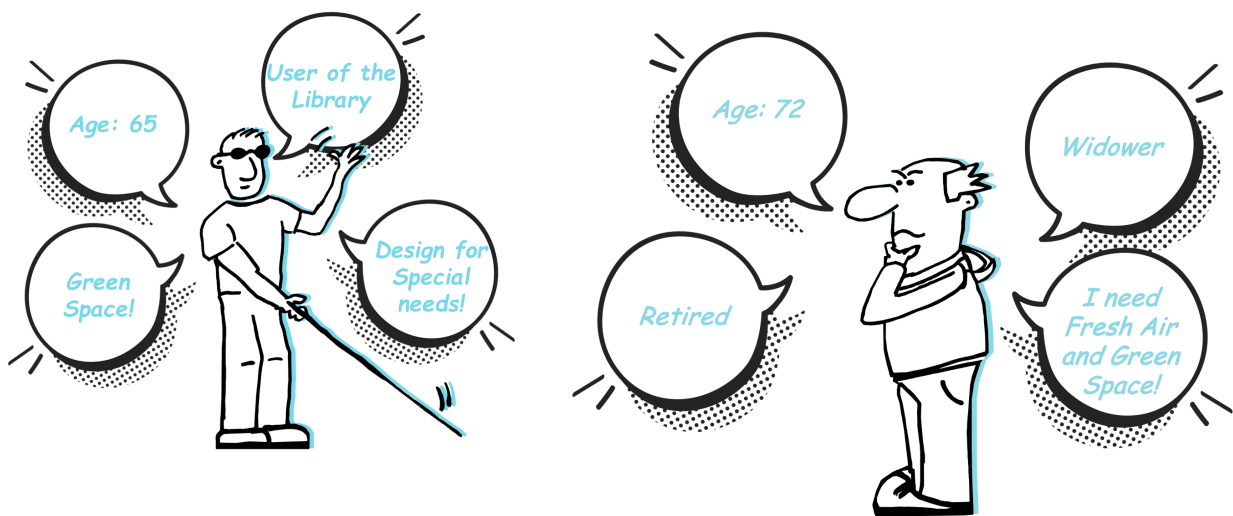


Figure: The schematic figures of the story, Credit: Pelin Özden

8.2 The story

One day, Ali and Kemal met in the car park and discussed the problems of this neglected public space. They decided to file a complaint with the municipality, which prompted the authorities to seek citizens' opinions, desires, and complaints about the area. Due to organisational limitations, the municipality established a Citizen Participation Unit to serve as a communication bridge between the municipality and the citizens. Ali and Kemal's complaint led to a co-design process, referred to as the Citizen Design Science methodology. This strategy involves using active design tools through human experience and local knowledge. The co-design process had some rules: citizens could only design a maximum of 50% of the area as a car park, they had to use a yellow object that would represent a flexible design object that was not presented in the models, and there was an emphasis on the participation of visually impaired citizens.

The Citizen Participation Unit distributed brochures in the neighbourhood to invite people to the co-design workshop. Urban objects were produced in 3D for the workshop and braille was used to ensure inclusivity for visually impaired inhabitants. A guiding star in the real area and on the 3D model was designed to help the visually impaired inhabitants with navigation. During the 16-day co-design process, design drafts were collected from 190 residents, far more than expected. Despite the car park rules, about 30% of participants still wanted to use the entire area as a car park. The design hack was that they used their yellow flexible

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object as car park space. The results were then formulated into two urban design concepts that were presented. After seeing the 3D models with many car park areas, the preference of the inhabitants changed and they didn't want the whole area with parking spaces anymore. Inhabitants then voted for their preferred design.



Figure: The design workshop with the local community, and the 3D objects, Credit: Pelin Özden

The winning design transformed the neglected car park into a multifunctional public space, meeting the needs and desires of local users. Kemal was happy because he could now easily navigate the area, thanks to paths designed for visually impaired citizens. Ali was thrilled because he could now bike and relax in the park, make new friends and discover new hobbies like skateboarding and mural painting. And Ali's dog benefited from the new dog park.

To ensure the space remains functional, a co-management process was established, involving citizen leaders from the neighbourhood. The community leaders act as points of contact for any issues. This area is now even inclusive for cats and dogs, who have their own public space with an animal house.



Figure: The animal house. Credit: Pelin Özden

A questionnaire at the end assessed the feedback from the community, and they were very happy to be part of the design process for their neighbourhood, and even shocked because they did not know that they are able to contribute to the urban design processes without expert knowledge. The 3D objects were the design language between the professionals and the inhabitants.

9 Rijeka

9.1 About Rijeka

As a city, we strive for inclusiveness and diversity, but addressing every problem in every neighbourhood is challenging. For almost 20 years, we have been running a program called the Local Partnership Program in all over Rijeka's urban agglomeration. This program encourages citizen associations and local boards to identify problems, propose solutions, and implement projects. The city finally supports these projects, but citizens must contribute at least 10% through volunteer work or donations. In addition, the city is keen on the creation of constant opportunities for inclusiveness and integration, as the Culture Capital programme witnessed. Recent investments, such as the Rihub as coworking and community space, the Children's House as children interactive space, the new city library, are few of the large investments the city has been doing to boost citizens' interactions. Inclusiveness and diversity is though a flagship of Rijeka, a city that has played 6 different national anthems in the last 100 years.

9.2 The story

Next year, we will celebrate the 20th anniversary of the local partnership programme. We should highlight two successful projects. The first is Laurel Park, a neglected green area in the wider city centre that was once used as an illegal waste disposal site. The hiking association and the Local Council proposed creating an accessible area with minimal environmental intervention. The city created access paths for disabled people, installed 15 new benches, and a drinking water faucet was donated to the park. More than 4,000 volunteer hours were logged, for example, unique direction signs were designed by students from the Academy of Applied Arts. Today, Laurel Park is a lively space used by various age and social groups.



Figure: The Laurel Park after the physical interventions, Credit: City of Rijeka

The second project, which is also an outcome of the same initiative, is the Arbor of Good Wishes, located on the premises of an association providing equine-assisted therapy and education for people of all ages with disabilities. The project involved 300 volunteer hours, with a company donating a concrete foundation and

the city acquiring the wooden structure and roof. This project helped the community build a shaded area for therapy sessions, enhancing the experience for participants. As mentioned this initiative is for small interventions that can have huge impacts.



Figure: The Arbor of Good Wishes after the physical interventions. Credit: City of Rijeka

Our Local Partnership Program enables inhabitants to actively participate in improving their neighbourhoods because we in the local authority need this help, it is not easy to observe all the deficits in all areas of the city. Over the years, we've completed around 200 projects across the city, from playgrounds to pocket parks and small gardens. Every project is mapped on our GIS system with a short description. These projects address the real needs of neighbourhoods, identified through bottom-up participation. We strive to be a city that embraces diversity and accessibility, from making our website user-friendly for visually impaired people to setting strategic goals such as the Port of Diversity⁵. For example, the figure below shows options on the right-hand side of the picture for optimising the website's visual settings.

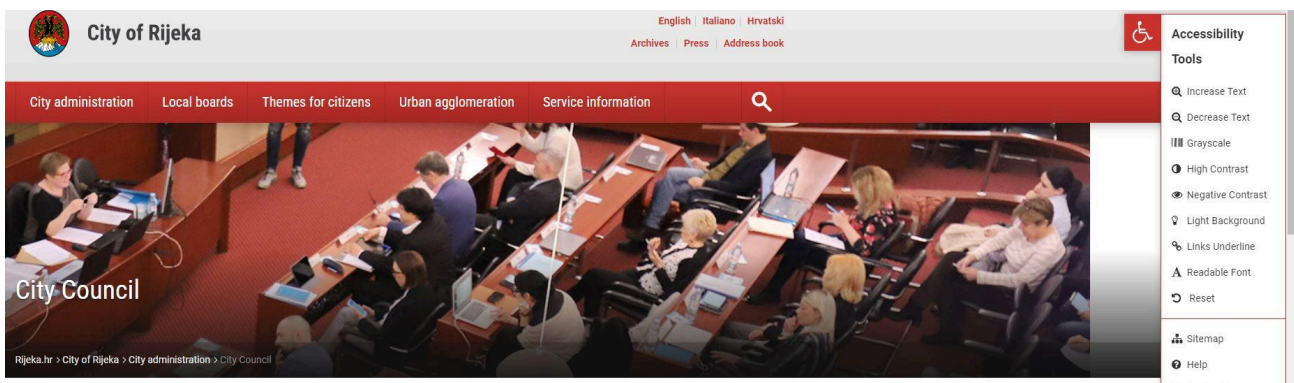


Figure: Screenshot of the City of Rijeka website, Accessibility Options. Credits: City of Rijeka

⁵ See here for more information: <https://eu2020.hr/Home/Custom?code=Rijeka>

10 Bruges

10.1 About Bruges

It is quite challenging to implement aspects of diversity and inclusion across all city departments in Bruges. However, the good news is that we all accept this challenge. Bruges, like many other cities, is characterised by the diversity of its inhabitants. We have over 120,000 unique residents, representing different religions, cultures, traditions, tastes, and preferences. Despite these differences, **Bruges is home to all who live here, and everyone should feel at home here.** The main question is: how do we make this happen as a city, and how can we ensure our policies make everyone feel included?

10.2 The story

It's not always obvious, especially within our city organisation, where everyone works within certain policy domains with little connection to each other. The challenge is to create cross-sectoral connections. In Bruges, we tackle this by using the Sustainable Development Goals (SDGs) as a basis. We have developed several tools to ensure every project is approached from various perspectives. For example, we use what we call the Circle Exercise. We take the Kaaidistrict (the Quay District), the area we want to develop in Bruges, place it in the middle of a circle, and consider its impact on each of the 17 SDGs.



Vlaanderen
verbodend werkt

Figures: Left: Don't Panic, Organise, seen in Poissonnerie building in Brussels, Credit: <https://helialys.com/inspiration-pour-mes-nouvelles/> Right: Sustainable Development Goals providing a holistic approach to the transformation of the Quay District, Credit: United Nations⁶

⁶ <https://sdgs.un.org/goals>

This exercise is important because the baseline of the SDGs is to leave no one behind, ensuring a more inclusive project. Relevant questions include:

- What is the impact of the Kaaidistrict on reducing poverty and inequality?
- How does it affect education, economic, and environmental aspects?
- Are we creating safe spaces where everyone can be themselves?
- Are we encouraging positive initiatives for the neighbourhoods?
- Does the project provide enough shelter and housing for those in need?
- Does it address social mix and housing units?
- Are there enough green spaces to connect neighbourhoods and people, contributing to a liveable, vibrant, and warm city?

We want to use these methods more internally within the city administration. The Kaaidistrict was already defined in the spatial policy plan of Bruges as a transformation spot with a lot of interest from developers. There is a need for a lead partner to coordinate all these different plans. The city wants to be the director of this area, which is currently very inefficient and unattractive. We receive questions from developers and building owners about the future of urban planning in this area. The current approach in Bruges for contacting these developers is as follows: every developer interested in a plot communicates with one city official, the permit officer. This officer seeks advice from various departments and passes it on to the developer. If the developer disagrees, they can appeal to different officials or departments, trying to make the project more profitable.

We aim to make this process more inclusive within the city organisation and will pilot this in the Kaaidistrict through the Re-Value Project and the City Atelier. Beforehand, heads of departments were briefed on how the City Atelier works. The City Atelier process is as follows: During an exploratory discussion, the developer is provided with preconditions and a timeline. Preconditions include policy context (plans and actions), the concept study of the Kaaidistrict, and planning parameters. The developer presents their project, followed by a constructive discussion on possible challenges. Several weeks in advance, city departments receive the developer's plans to assess them internally. After discussions, city departments collaborate to provide unified, constructive feedback to the suggested project.

This picture, on the left side, was shown to department heads, and highlights the need to work together with developers. We must not fear big developers but instead, align their plans with our policy and planning context. Our goal is for everyone to eventually bring diversity and inclusion aspects into urban planning. Planners and colleagues in other departments need to develop cultural competence. This takes time and practice, but it's the ideal we strive for. We are still at the beginning of this process, but if it goes well during the Re-Value Project, we will expand this approach citywide. Every permit officer will be a member of the City Atelier, working alongside experts in urban planning, mobility, public governance, etc., ensuring an inclusive approach to urban development.

11 Conclusion

This document used the initial Re-Value Inclusiveness and Diversity Management Plan (IDMP, D9.2) as a basis to explore a story-building approach towards inclusiveness and diversity. It shared specific examples from all 9 Re-Value cities and showed the wide variety of how I&D can be used and experienced in different contexts. More details on the Re-Value story-building are found in D1.2: Re-Value Innovation Cycles experience-based report 1⁷, and the upcoming D1.4: Re-Value Innovation Cycles experience-based report 2. The topic of inclusiveness and diversity is further explored in the cities' ongoing transformation work and will be discussed in D9.9: Inclusiveness and Diversity Management Plan 3 as the next report of this series.

⁷ <https://re-value-cities.eu/documents/re-value-innovation-cycles-experience-based-report-1>

About Re-Value – Re-Valuing Urban Quality & Climate Neutrality in European Waterfront Cities

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 financial and partnership models 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 under grant agreement 101096943.

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

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