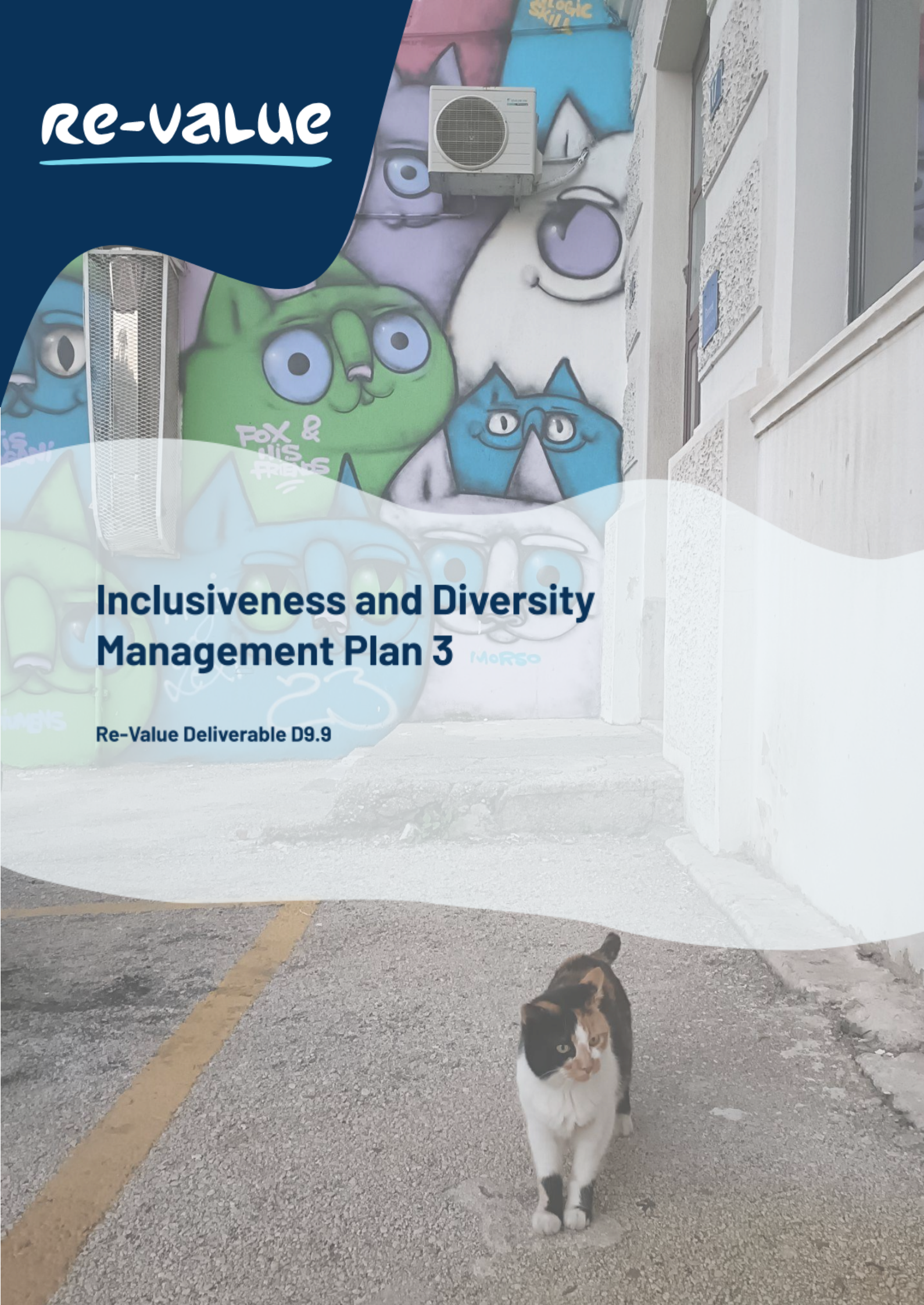




re-value

Inclusiveness and Diversity Management Plan 3

Re-Value Deliverable D9.9

Report information

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Executive Summary

This third version of the *Inclusiveness and Diversity Management Plan* (D9.9) marks a key milestone in Re-Value's commitment to embedding inclusiveness and diversity as systemic principles of climate-neutral urban transformation. It responds directly to the **Grant Agreement commitment (Section 1.2.4)** to develop a co-created **Inclusiveness Protocol** with cities and partners, one that ensures accessibility, empowerment, and social equity across all project actions.

Note on terminology: While previous deliverables ([D9.2](#) and [D9.5](#)) explored the conceptual and narrative foundations of inclusion, **this deliverable (D9.9) establishes the base for the first operational living version of the Inclusiveness and Diversity Protocol**, integrating these principles into actionable tools, pathways, and evaluation frameworks for use and continuous refinement.

D9.9 offers cities and partners a **flexible, field-tested framework** composed of:

- **A shared glossary and principles**, developed across the consortium to ensure conceptual alignment;
- **Nine pathways to inclusion in practice**, based on pilot experiences across all nine Re-Value cities;
- **Tools and templates** (e.g. stakeholder mapping, inclusive co-design checklists, risk tables, and evaluation ladders) to support ongoing and future project activities;
- **Indicators to track inclusiveness** within WP7's impact monitoring, structured around dimensions such as representation, accessibility, and equity of outcome;
- **Spotlighted Re-Value stories from each city**, highlighting methodology-driven approaches to public space, care, data, and governance.

The Protocol is not a static report; it is a **living infrastructure**. It has already informed co-design and innovation practices across the project and will continue to shape:

- The finalisation of Territorial Transformation Plans (WP5),
- The delivery of the Capacity Development and Exchange Programme's final year (WP6),
- The structuring of inclusiveness indicators in the final Re-Value Impact Model (WP1/WP7), and
- The wider dissemination of inclusive, exploitable results and innovation through EU-level collaboration (WP8/WP9).

A final version of the *Inclusiveness and Diversity Management Plan* will be published as D9.12 in February 2026, incorporating exploitable results, partner feedback, and lessons from implementation. It will serve as a legacy document for inclusive urban governance, offering replicable frameworks and tools to support just, climate-neutral transitions across Europe.

Re-Value understands inclusion not as an accessory to innovation, but as a precondition for legitimacy, usability, and long-term impact. This first operational living version of the Protocol demonstrates what that means in practice.

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1 Introduction: Sustainability, Inclusion and Diversity as Core Values of Urban Climate Transition in Waterfront Cities

As European cities confront the dual challenges of climate change and urban transformation, the need for inclusive, equitable, and just climate transition pathways becomes increasingly urgent. Climate neutrality is not simply a technical and environmental target; it is a cultural, social, economical and political project that must centre the lived realities, voices, and capabilities of all inhabitants. This is the foundational premise of the *Re-Value Inclusiveness and Diversity Protocol*.

The Re-Value project brings together nine waterfront cities and over twenty European partners in a shared effort to accelerate the transition to climate neutrality through high-quality, value-based urban regeneration. From day one, the project has committed not only to meeting environmental goals but also to doing so in ways that are inclusive, empowering, and fair.

This document, a synthesis of the previous Inclusivity and Diversity Management plans 1 and 2, builds on the evolving knowledge, practices, and reflections of the Re-Value community.

The first edition of [Inclusivity and Diversity Management Plan 1 \(D9.2\)](#) established the project's core commitments to inclusiveness and diversity, embedding them across systemic challenges such as governance, mobility, data, energy, and cultural quality. It proposed a cross-cutting lens based on universal design, stakeholder equity, gender sensitivity, and social solidarity.

The second edition ([D9.5](#)) shifted from structure to stories. It captured narratives from each of the Re-Value cities, offering an honest and compelling look at how inclusion was being imagined, tested, and experienced in practice. These were not generic success stories—they revealed tensions, turning points, and unexpected forms of engagement that shaped more meaningful and context-sensitive approaches to inclusiveness. They also revealed how inclusion can be reciprocal, emergent, and transformative: not only bringing others in, but also allowing institutions to be changed in the process.

This third edition (D9.9) suggests a protocol that marks a transition from principle to practice. It presents a living framework, a set of shared values, concrete tools, tested strategies, and city-driven methods that guide partners and cities in translating inclusiveness into everyday action. It connects abstract goals to real situations.

More than a report, this Re-Value NEB Protocol is a working reference.

It aims to:

- Support cities and partners in designing, documenting and evaluating inclusive urban interventions;
- Provide transferable and scalable tools that can be adapted to other EU contexts;
- Serve as an internal guide for co-creation processes, roadmaps, and transformation plans;
- Contribute to the broader European conversation on just climate transitions.

Inclusion, in the Re-Value context, is not a side objective—it is the lens through which transformation is understood and enacted. It is about who is in the room, whose needs shape the process, which forms of knowledge are valued, and how care, culture, and justice become part of urban infrastructure.

This Protocol does not offer final answers. It is a work in progress—one that will be refined again in the final edition of the Inclusiveness and Diversity Management Plan (D9.12), drawing on the whole project experience, impact evaluation, and legacy planning. But already now, it offers a shared compass: a set of orientations and instruments to help cities move toward more inclusive, resilient, and value-based futures.

Re-Value Glossary: Core Terms for Inclusiveness and Diversity

This Glossary supports a shared language across Re-Value partners and cities. Each term is defined for practical use in designing, implementing, and evaluating inclusive actions. The terms presented here are **selected from the wider Re-Value project glossary** and focus specifically on concepts essential for advancing inclusiveness and diversity within this document.

Inclusiveness Protocol

A set of **principles, guidelines, and practical tools** co-created within Re-Value to ensure that all project processes and outcomes are inclusive, accessible, and equitable. The Protocol outlines how partners and cities design, implement, and evaluate actions to actively include people from diverse backgrounds, especially those historically underrepresented in planning, policy, and innovation. It serves as both a shared commitment and an operational framework guiding Re-Value's co-creation, design, governance, and evaluation practices.

Universal Design

Designing environments, services, and tools that are usable, accessible and inclusive for everyone, regardless of age, ability, or background. In Re-Value, it ensures that spatial and digital interventions are designed with diversity in mind from the outset.

Inhabitant Engagement

The meaningful involvement of local residents in shaping the future of their city. This includes listening to lived experiences, co-creating solutions, and ensuring that transformation responds to real needs, not just technical goals or individual desires.

Participatory

An approach to planning, designing and implementing that values **shared power, collective decision-making, and knowledge exchange**. In Re-Value, participatory methods include **co-creation workshops, storytelling, scenario-building, and Artistic Missions**, which are short-term, co-created interventions that use art and culture to activate inclusion, beauty, and sustainability in urban spaces.

Artistic Mission

Engage local cultural stakeholders to foster new forms of public dialogue, ownership, and transformative impact within city pilots and roadmaps.

Societal Readiness

The degree to which local systems—people, institutions, cultures—are prepared to adopt and sustain change. Inclusion is central to societal readiness, ensuring that transformations are not only possible but also legitimate and meaningful.

Story & Re-Value Stories

In Re-Value, *story* is used in multiple contexts. At its core, it is a **method to surface, validate, and amplify community perspectives**, connecting strategy with lived experience and helping cities understand the emotional, cultural, and social layers of change. Stories reveal hidden barriers to inclusion and illuminate opportunities for more just, human-centred transformation.

Additionally, *Re-Value Stories* are exploitable results, delivered, documented, communicated and disseminated outputs, such as tools, methods, approaches, processes, guidelines and policies which highlight **societal innovations, exploitation** scalability and replicability, **and impact narratives** across the project. These stories capture innovation readiness built on local, contextualised experiences and showcase societal benefits created to demonstrate how project activities contribute to climate-neutral and inclusive urban transitions.

Story-building

Story-building is a **process** used in Re-Value to challenge conventional urban development practices by shifting perspectives, reconfiguring knowledge, and exploring new futures. It involves creative tools such as **metaphors, co-creation exercises, personas, and artistic methods** (see **Artistic Mission**) to help cities and stakeholders reflect on their roles, assumptions, and aspirations. Through story-building, diverse actors co-design more inclusive, imaginative, and context-sensitive transformation strategies.

Story-building is directly linked to “**story**” as **both process and outcome**: while story-building is the method through which collective narratives are created, *stories* are the resulting narratives that connect strategy with lived experience, revealing barriers, opportunities, and pathways for more just and human-centred urban change.

Data-Driven Co-Creation

An approach that combines **accessible data with participatory design**, enabling inclusive innovation by making evidence meaningful and usable in local planning processes. In Re-Value, this means **engaging underrepresented communities not only as data sources but as co-interpreters and co-designers**, ensuring that digital tools, datasets, and analyses reflect their needs, lived experiences, and priorities. It could include activities such as collaborative data mapping, participatory digital twin development, and scenario-building sessions that integrate local knowledge with technical evidence to produce more just and context-sensitive urban solutions.

Innovation Cycle

Phases of experimentation and learning within Re-Value. Each cycle is designed to embed inclusive practices by surfacing challenges, engaging stakeholders, and testing solutions through feedback.

Scenario

A tool to explore alternative futures, used in workshops to consider different trajectories for urban transformation. Inclusive scenarios ensure that diverse risks, hopes, and visions are acknowledged in long-term planning.

Capacity Development

In Re-Value, *Capacity Development* refers to strengthening the **skills, knowledge, and confidence of city practitioners and Community of Practice members** to design and implement inclusive, climate-neutral urban transformation. This includes structured learning exchanges, hands-on community tools, and tailored resources that enable local teams to integrate inclusiveness and diversity into their planning, governance, and design processes.

Value / Value Chain

Refers to what matters in transformation processes, beyond economic metrics. Re-Value redefines value to include social justice, accessibility, culture, and democratic participation. The “value chain” maps how this value is created and shared.

See **Re-Value wiki-Glossary Methodology** [ANNEX 3](#)

2 Understanding Inclusion in Climate-Neutral Transitions

Climate-neutral urban transformation is not simply a technical shift toward net-zero emissions. It is a deeply cultural, political, and social undertaking, one that affects how we live, who participates in shaping the future, and whose values are prioritised in the process.

Inclusion in this context is not a checkbox. It is a systemic orientation that demands attention to power, voice, access, and representation at every level of the urban transition. Inclusive transformation means designing processes that welcome **plural perspectives**, adapt to diverse needs, and ensure that the benefits and burdens of change are equitably distributed.

2.1 From Participation to Transformation

Across European cities, vulnerable communities often face overlapping forms of exclusion, including a lack of access to affordable housing, underrepresentation in planning processes, limited mobility options, and the inability to benefit from new digital tools. These exclusions are not accidental—they are structural. As such, inclusion must be more than outreach; it must reshape the conditions under which decisions are made and systems are designed.

Re-Value builds on this understanding by treating inclusion as a transformative logic rather than an add-on activity. Inclusion is what makes the actions that address climate neutrality meaningful and lasting. It ensures that cities do not just become greener, but fairer, safer, more democratic, and more responsive to those they serve.

2.2 The Many Faces of Exclusion

To design inclusively, cities and partners first need to understand **how exclusion operates in everyday urban life**. Exclusion can take many forms:

- **Spatial:** Public spaces that are physically inaccessible to people with reduced mobility, or feel unsafe to women, children, or marginalised groups.
- **Digital:** Tools like data dashboards, digital twins, or online consultations that do not reflect or include the realities of digitally excluded populations.
- **Cultural:** Climate plans or urban visions that overlook the languages, traditions, or aspirations of underrepresented communities.
- **Institutional:** Decision-making processes that rely only on technical expertise and neglect the lived experience and knowledge of residents.
- **Temporal:** Engagement processes scheduled at times that exclude caregivers, shift workers, or older residents who may have limited mobility or energy.

Recognising these barriers allows cities to move from **general intentions to specific, targeted design and planning actions** that address exclusion directly.

2.3 Inclusion as Infrastructure

In Re-Value, inclusion is not only about who is invited to participate—it is about **building systems and practices that enable everyone to contribute, benefit, and shape change**.

This means creating what we call “**inclusive infrastructures**” – practical ways of working that distribute opportunities, resources, and decision-making power more fairly. For example:

This includes:

- **Designing with, not for:** Moving beyond consultation to co-creation, where residents and stakeholders are part of design and decision-making teams.
- **Making visible what is hidden:** Actively seeking out overlooked voices, informal practices, and local knowledge that can inform better solutions.
- **Allowing institutions to be changed by those they serve:** Embedding learning from communities into municipal practices, so that policies and plans evolve based on lived realities.
- **Creating room for plurality and disagreement:** Recognising that diverse perspectives—even conflicting ones—lead to more robust and adaptive designs.

2.4 A Just Transition is a Collective Transition

Climate-neutral cities cannot be achieved through **top-down, technical solutions alone**. They require:

- **Collective ownership:** Residents feeling responsible for and connected to the transformation.
 - In Ålesund, youth took ownership by building public spaces themselves through Dugnad, reversing traditional roles and empowering new voices.
- **Diverse forms of knowledge:** Combining technical expertise with lived experience, cultural practices, and community priorities.
 - In Bruges, the City Atelier used SDG-based circle exercises to integrate diverse perspectives into complex urban development discussions.
 - In Burgas, preserving fishing heritage at Chengene Skele created inclusive tourism and local employment, honouring cultural knowledge as economic strategy.

- **The courage to disrupt “business as usual”:** Challenging existing ways of working to open space for new, more inclusive approaches.
 - In Constanța, temporarily pedestrianising Tomis Boulevard transformed a car-dominated street into an inclusive promenade, changing mobility norms.
 - In İzmir, co-design workshops with tactile models and braille empowered visually impaired residents to lead public space redesigns.
 - In Rijeka, the Local Partnership Programme allowed communities to co-create parks and therapy spaces, showing how small projects can have large, systemic impacts.

Across Re-Value, partners and cities are testing these principles in practice, including:

- **Participatory food networks:** As in Cascais, where regenerative agriculture projects connected multicultural neighbourhoods through community gardens and kitchens.
- **Mobile labs and digital inclusion:** As in Písek, where VR and digital twin tools created immersive urban experiences for elderly and mobility-restricted residents.
- **Gender-inclusive playgrounds and universal design:** As in Rimini, where “Spiaggia Libera Tutti” and the “Sea Forest” playground ensured children of all abilities could play together.

Inclusion is not an added cost; it is a **multiplier of value**. It leads to solutions that are more resilient, decisions that are more legitimate, and communities that feel greater ownership and belonging in the transformation journey.

3 Re-Value Principles for Inclusive Transformation

As Re-Value cities work to align climate neutrality with high-quality urban environments, inclusion must be treated not only as a social priority, but as a design principle, a governance lens, and an innovation driver. To this end, the following principles serve as a compass across all phases of the project—from story-building and scenario-building to pilot design, investment and partnership planning.

Each principle has emerged through collective experience, peer learning, and the tensions encountered in real-world city work. Together, they offer a foundation for inclusive climate transitions that are place-based, participatory, and resilient.

1. Inclusion is Systemic

Inclusion must be embedded in the structures, tools, and institutions that shape cities, rather than being treated as a standalone activity. It cuts across governance, spatial design, data systems, and cultural practices.

“We realised inclusion doesn’t just happen in workshops—it has to be part of how decisions are made, who makes them, and on what terms.” City reflection from Bruges

2. Representation Matters

Who is in the room—and who is missing—shapes what is seen, said, and done. Inclusive transformation requires proactive steps to involve people who are often left out, and to centre their knowledge and lived experience.

“We didn’t just map needs. We built trust and made people feel seen.” Story-building in Rijeka

3. Diversity is Resilience

A diverse city is a stronger city. Solutions that work for many kinds of people are more adaptive, durable, and just. Engaging with difference—age, ability, gender, ethnicity, income—is not a challenge, but a source of innovation.

“Instead of designing for the ‘average user,’ we asked: who is most excluded, and how can we start there?” İzmir

4. From Participation to Co-Ownership

Inclusion means going beyond participation toward shared authorship and stewardship. When communities co-create solutions, they are more likely to support, use, and sustain them.

“This wasn’t consultation—it was shared work. Everyone had a hand in shaping the outcome.”
Workshop facilitator in Cascais

5. Care is Infrastructure

Care of people, time, language, and space is foundational to inclusive design. It means recognising different life rhythms, emotional realities, and access needs, and designing accordingly.

“We created a space where people didn’t just come to talk, but to feel safe, heard, and valued.”

Community lab organiser in Ålesund

6. Value is Co-Created

Social, environmental, and democratic values emerge from inclusive processes. Cities must ask not only “what is being done,” but “for whom,” “by whom,” and “with what long-term effect?”

“We redefined success not in terms of speed or scale, but in terms of who benefited and who belonged.”

Reflection from Burgas

7. Inclusion is Iterative

Inclusion is not a fixed checklist, but an ongoing practice. It requires reflection, adaptation, and openness to learning, especially from mistakes or resistance.

“We didn’t get it perfect the first time. But we listened, adjusted, and came back.” Písek

8. Stories Change Systems

Narratives shape what is possible. Story-building helps cities surface overlooked experiences, build empathy, and shift the dominant logic of urban planning from control to collaboration.

“The story helped everyone, from city hall to schoolkids, see the project as theirs.”

Story-building participant in Rimini

These principles are not abstract ideals. They are lived values—already being tested in playgrounds, plazas, public kitchens, policy rooms, and digital labs across Re-Value cities.

The sections that follow demonstrate how these principles are translated into concrete pathways, methods, and tools for inclusive transformation.

4 From Theory to Practice: 9 Pathways for Inclusive Design

To support cities in moving from principles to action, Re-Value identifies nine practical pathways for embedding inclusion across climate-neutral urban transformation. Each pathway represents a common area of decision-making, where inclusion can be designed, tested, and improved.

These are not separate tasks, but interconnected domains where inclusive thinking must be applied consistently. Cities may activate these pathways at different moments or intensities, depending on their context and capabilities.

1. Leadership & Governance

Inclusion begins with leadership. Decision-making bodies must reflect and engage the diversity of the city they serve. This includes shared mandates, distributed roles, and transparent accountability mechanisms.

Approaches:

- Establish co-governance models with community representatives.
- Empower municipal staff with inclusion training.
- Integrate inclusiveness in city-level strategy documents (e.g. SECAP, SUMP, etc.).

Example: [Rijeka's Local Partnership Programme](#) enables residents to propose and manage community-driven interventions using a small-grants model and a light-touch governance structure.

2. Data & Digital Inclusion

Digital tools, such as dashboards and Digital Twins, shape decisions; however, they risk reinforcing exclusion if the data is biased or inaccessible. Inclusive design requires data literacy, open formats, and the ability to translate complexity into meaningful information.

Approaches:

- Co-design Digital Twins with non-experts.
- Identify data gaps for marginalised groups.
- Use alternative data (e.g. stories, analogue mapping).

Example: *Písek's Digital Twin* engaged local youth and elders to test its interface, language, and relevance, fostering both accessibility and digital confidence.

3. Storytelling & Narrative Equity

Inclusion depends not only on who participates but on whose stories are told. Urban transformation must recognise multiple lived realities, histories, and visions—not just institutional narratives.

Approaches:

- Use personas and storytelling in scenario-building.
- Map hidden histories and community memories.
- Make project narratives multilingual and multimodal.

Example: *İzmir* utilised personas based on visually impaired residents to redesign park accessibility and reshape public discourse about who the city is for.

4. Universal Design in Public Space and Beyond

Universal design ensures that environments, products, and processes are usable by all people, to the greatest extent possible, without the need for adaptation or specialised design. While public spaces are where inclusion becomes most visible and tangible, **universal design principles should be applied everywhere** – in buildings, digital tools, services, and governance processes – to create truly inclusive urban environments.

Approaches:

- Apply universal design principles from the earliest concept and planning stages – in public spaces, buildings, and digital platforms.
- Conduct inclusive play, mobility, and accessibility audits to identify barriers for people of all abilities and ages.
- Ensure visibility, dignity, and usability for underrepresented and diverse user groups in all aspects of design and service delivery.

Example: [*Rimini's "Spiaggia Libera Tutti"*](#) created an accessible beach environment co-designed with people with disabilities, transforming both infrastructure and local mindsets.

5. Food & Place-Based Inclusion

Food systems are social systems. They offer entry points for economic justice, intergenerational care, and community healing, particularly in neighbourhoods facing structural exclusion.

Approaches:

- Activate food commons and shared kitchens.
- Link community gardens with therapeutic and educational programmes.
- Address food insecurity through spatial justice.

Example: *Cascais' "Green Baskets"* initiative connected food distribution with storytelling, cultural identity, and seasonal rhythms, supporting both health and belonging.

6. Co-Creation & Engagement Tools

Inclusive transformation requires designing *how* people participate, not just *that* they are invited. Tools should be adaptable to different abilities, languages, and comfort levels.

Approaches:

- Use visual, tactile, and low-barrier methods (e.g. card decks, diagrams).
- Provide multiple modes of expression (speaking, drawing, walking, mapping).
- Facilitate in familiar, non-institutional spaces (e.g. community centres, libraries, neighbourhood cafés, local markets, schools) where participants feel comfortable and equal.

Example: *Bruges' SDG Circle and City Atelier* engaged school children, care workers, and community groups through a layered process that linked playful methods to structural policy dialogue.

7. Temporal & Emotional Inclusion

Not all citizens can attend fixed-schedule meetings or process abstract plans. Inclusion means accommodating different rhythms of life, emotional experiences, and capacities for engagement.

Approaches:

- Create asynchronous participation opportunities (e.g., drop-in stations, story boxes).
- Design for emotional safety, not just physical comfort.
- Include care roles and time constraints in participation planning.

Example: *Ålesund's "Reversed Inclusion"* flipped the script by inviting teenagers to design and build a community sauna—empowering youth not only to be heard but to lead, while engaging older residents as contributors and co-users.

8. Cultural Heritage & Identity

Inclusion also means protecting and evolving local identity. Urban transformation should honour the intangible heritage, practices, and social bonds that make places meaningful, especially for marginalised groups.

Approaches:

- Co-document and activate minority histories.
- Protect community gathering spaces through spatial planning.
- Use cultural programming to bridge social divisions.

Example: *Burgas' Chengene Skele Cultural Harbour* combines economic resilience for local fishers with cultural celebration and community events, transforming a vulnerable area into a shared space of pride.

9. Mobility & Access

Climate-neutral mobility must also be **inclusive mobility**. If low-carbon options are not affordable, safe, or intuitive, they can reinforce existing inequalities and exclude those who most need accessible transport systems.

Approaches:

- Prioritise pedestrian and accessible routes in planning and infrastructure investments.
- Ensure all ages and abilities can use the new mobility infrastructure safely and comfortably.
- Co-design signage, shading/shelter, and pacing with diverse user groups.
- Provide special services to bridge inclusion gaps, such as:
 - Free or reduced-fee night taxis to ensure safe travel after dark, particularly for women and shift workers.
 - Prioritised parking spaces for families with small children or those with limited mobility.
 - Elder taxis or flexible demand-responsive transport services for older residents.
- Design cycling infrastructure with inclusivity and safety in mind:
 - Separated cycle tracks and protected paths, rather than in-street bike lanes, to address safety concerns, especially among women cyclists.

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- Traffic calming measures on cycle-priority streets to reduce speed differentials between vehicles and bikes.
- Quick-response bicycle repair services (e.g. on-demand mobile repairs) to increase confidence and usability for all riders.

Example: *Constanța's revitalised waterfront boulevard* expanded pedestrian access with safe crossings, continuous seating, and shade structures—improving safety and comfort for children, seniors, and those with reduced mobility.

These nine pathways reflect Re-Value's collective learning across diverse cities. They are not prescriptive formulas, but **adaptable entry points for working with inclusion as a strategic design principle, a governance model, and a spatial ethic.**

5 Inclusion and Practice across Re-Value

These stories (coming from the [Inclusivity and Diversity Management Plan 2](#)) bring to life how Re-Value is experimenting with inclusive and diversity-informed processes across different stages of urban transition. Rather than presenting finished solutions, they reveal an evolving practice, one shaped by local capacities, co-design efforts, and reflective learning. In line with this protocol's ethos, the stories below illustrate methods of doing inclusion through everyday project activities.

Each case highlights a methodology in action, making visible not only outcomes but also how inclusion is being pursued, challenged, and embedded.

[Ålesund] Empowering Youth Through Spatial Authority

Methodology: Youth-led construction and “reversed inclusion”

In Ålesund, the Re-Value team flipped the usual engagement model by handing over decision-making and building responsibility to a group of local teenagers. With mentorship from municipal staff and artisans, the youth designed and constructed a floating sauna along the fjord. The process was not framed as “participation” but as ownership. Adults, including elderly residents and city planners, were later invited to co-use the space, thereby reversing conventional hierarchies. This “reversed inclusion” became a testing ground for intergenerational exchange and redefined how cities can view youth not as future citizens, but present leaders.

[Bruges] Co-Creation as Performance and Public Ritual

Methodology: Multisensory City Atelier with ritualised co-creation

In Bruges, a multisensory co-creation workshop was held as part of participatory activities for the Kaaidistrict redevelopment. Rather than a static consultation, the session was designed as an **inclusive performance**. Participants were welcomed into a facilitated circle inspired by ritual practices, where each person contributed to a collectively authored urban “charter” through **sound, movement, and drawing**.

The methodology drew on arts-based facilitation techniques and universal design principles, ensuring that verbal, written, and embodied forms of communication were equally valid. This approach enabled underrepresented groups—including youth and cultural workers—to engage meaningfully, build confidence, and strengthen their **collective agency to shape local decisions and future development plans**.

The resulting outputs were not just technical plans, but **shared experiences and narratives** that enriched the City of Bruges’ participatory governance processes, creating emotional connection and deeper understanding among diverse stakeholders.

[Burgas] Celebrating Working-Class Heritage through Place-Based Co-Design

Methodology: Cultural heritage as an inclusion infrastructure

In Burgas, the **Chengene Skele Cultural and Tourist Complex** celebrates the heritage and living traditions of a historical fishing community located 15 kilometres south of the city. Rather than approaching Chengene

Skele as a site for technical redevelopment, the initiative preserved and enhanced its cultural identity by framing it as a **living heritage landscape**.

Through storytelling, memory mapping, and co-curated exhibitions, local fishing families became **hosts and interpreters** of their traditions, sharing them with visitors through activities such as net knitting (recognised by UNESCO as intangible cultural heritage), boating demonstrations, and storytelling about the Black Sea's ecology and history.

The complex includes three exhibition houses that connect past and present:

- **Evksinski Pont (Hospitable Sea):** Showcasing the Black Sea Basin's ecology, history, and fishing village development.
- **Tayfa (Community):** Highlighting technical skills such as navigation, diving, and boating.
- **Buruntiya (Rough Sea):** Presenting personal stories and lifeways of village residents as a colourful collective narrative.

With its traditional restaurant, children's sailing club, eco-friendly park furniture, and interactive educational panels, the Chengene Skele Cultural and Tourist Complex has become a lighthouse of **sustainable tourism and inclusive cultural regeneration**. It demonstrates how working-class heritage can be honoured and activated as a foundation—not a barrier—for inclusive, community-led futures.

[Cascais] Hosting Belonging through Everyday Encounters

Methodology: Care-based placemaking

In Cascais, inclusivity was approached not only as a spatial issue but as a social infrastructure. A pilot test turned a neglected waterfront edge into a "care node"—a pop-up space that combined informal seating, shade, free tea, and curated conversations. Local community carers, youth mediators, and a migrant women's association were invited to co-host the space. The initiative was designed to test whether the act of hosting—making tea, offering a seat, welcoming strangers—could act as a tool for inclusive placemaking. Data collection focused on interactions, not just footfall. The team learned that trust and micro-interactions are as critical to inclusion as physical access.

[Constanța] Co-Designing for Empowerment, Not Just Safety

Methodology: Inclusive Guided Walking Tours

As part of the pilot co-design phase, the Constanța team organized an inclusive workshop focused on the theme "Reclaiming the Public Waterfront," bringing together a diverse group of participants from various backgrounds, genders, and ages. Instead of starting with a risk analysis or safety audit, the event began with guided walking tours, where participants shared personal experiences of joy, pride, and empowerment in public spaces. These stories became the foundation for identifying design elements and public activities that foster feelings of safety, belonging, and collective ownership. The approach moved away from a deficit-based model often used in safety planning and instead embraced the Re-Value philosophy, highlighting how safety, beauty, and meaningful participation can intersect to create more inclusive public spaces for all.

[Rimini] Testing Universal Design through Public Interface

Methodology: On-site interface testing and body mapping

In Rimini, Re-Value pilots used a universal design lens to test spatial accessibility not only at the technical level, but through lived, embodied interaction. A temporary pop-up installation at the beachfront invited participants of different ages, abilities, and genders to trace their movement across the space, identifying moments of hesitation, confusion, or exclusion. Using chalk, stickers, and guided interviews, the team generated a layered “body map” of the site. These user-generated traces were translated into design improvements, from better signage to reorganised furniture layouts. The approach validated spatial feedback as a co-creation tool.

[Písek] Mapping Exclusion to Inform Design Decisions

Methodology: Participatory diagnostics through “invisibility mapping”

In Písek, the local Re-Value team initiated a participatory mapping exercise to identify who feels excluded from the urban waterfront area, and why. Instead of asking what the site lacked, participants—local residents and high school students—were prompted to reflect on moments they had avoided, passed quickly through, or simply felt unwelcome in the space. Using simple spatial annotation tools and storytelling prompts, participants outlined moments of ill-at-ease or perceived non-belonging. These “absences” became the foundation for design priorities, shifting the focus from aesthetics to accessibility, maintenance, and intergenerational usability. The session challenged conventional urban diagnostics by asking: Who is not here, and what would make them stay?

[İzmir] Designing Inclusive Play and Gathering Spaces

Methodology: Intergenerational prototyping

In İzmir, the focus on waterfront regeneration took a deliberate step toward intergenerational inclusion through the development of co-design prototypes. Workshops engaged young girls, elderly residents, and caregivers in visualising multifunctional spaces. Instead of asking for generic feedback on proposed plans, the team used scaled models, tactile materials, and sketching exercises to allow participants to “build their own public space.” The resulting proposals did not simply suggest play areas or seating but emphasised transitions, shaded pauses, visibility, and freedom of movement. This revealed how a single design gesture, such as a covered pathway or a cluster of mobile benches, could address very different needs across generations and genders.

[Rijeka] Listening as Design

Methodology: Audio-based participatory storytelling

In Rijeka, the city team integrated an audio storytelling format into a walking workshop. Participants from diverse backgrounds (residents, migrants, artists, and teenagers) were asked to share personal stories tied to specific urban thresholds: a bench, a shortcut, a place that had changed meaning over time. These stories were recorded, shared anonymously, and used to inform design priorities and cultural programming.

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The methodology emphasized that inclusion is not only a goal but a way of gathering, listening, and interpreting experience—and that data can be emotional, embodied, and qualitative.

In the sections that follow, we introduce the practical tools, indicators, and evaluation strategies to help activate and monitor these pathways in local and transnational contexts.

6 A Living Protocol: Re-Value Tools & Templates

Translating inclusive principles into practice requires more than good intentions—it requires accessible, adaptable tools that guide decision-making, reflection, and evaluation at every stage of urban transformation. This section offers a series of flexible instruments designed to support cities, facilitators, and project partners in embedding inclusiveness throughout their work.

These tools have been informed by Re-Value’s city pilots, innovation cycles, artistic missions, and Community of Practice sessions. They can be customised and expanded based on local needs and capacities.

6.1 Inclusiveness Checklist (Co-Creation & Workshops)

Table1: Inclusiveness Checklist (downloadable table in the [ANNEX 1](#)).

Dimension	Guiding Question	Notes / yes / no
Representation	Have participants been selected to reflect diverse communities?	
Accessibility	Is the space physically accessible to all (mobility, hearing, vision)?	
Language & Format	Are materials available in multiple formats or plain language?	
Facilitation	Are facilitation methods adaptable to different needs and preferences?	
Care & Timing	Does the schedule consider caregiving roles, fatigue, and time availability?	
Feedback Loops	Are there ways for participants to give feedback and see change happen?	
Power Sharing	Are decisions influenced by those who attend—not just informed by them?	

6.2 Stakeholder Mapping

Helps identify whose voices are currently represented—and whose are missing in project activities.

Table2: Stakeholder Mapping Template (downloadable table in the [ANNEX 2](#)).

Group / Community	Engaged?	How?	Needs, Values, or Barriers
Youth (under 25)			
Elderly residents			
People with disabilities			
Low-income households			

Ethnic/cultural minorities			
Migrant/refugee groups			
Women & gender-diverse people			
Small/local businesses			
Informal actors (e.g. caretakers, volunteers)			

6.3 Re-Value Ladder of Participation

Table3: A simplified version of Arnstein's ladder (1969) adapted for inclusive co-creation.

Level	Description	Example from Re-Value
Inform	Stakeholders receive information.	Website updates, posters.
Consult	Stakeholders give feedback, but decisions are made elsewhere.	Public surveys or polls.
Involve	Stakeholders participate in activities and workshops.	Blue Lab in Rimini.
Collaborate	Stakeholders co-design actions, tools, or spaces.	Personas and park design in İzmir.
Empower	Stakeholders lead initiatives or make decisions.	Youth-led sauna in Ålesund.

6.4 Risk & Mitigation Table (Inclusion Lens)

Table4: Risk Mitigation: use this table to anticipate and respond to common barriers to inclusion.

Risk	Impact	Mitigation Strategy
Digital tools exclude non-users	Underrepresentation, loss of trust	Offer analogue options; digital training.
Meeting held during workday	Excludes workers, caregivers	Offer evening/weekend alternatives.
Visual language excludes non-readers	Miscommunication or disengagement	Use icons, tactile models, spoken explanation.
Local gatekeepers dominate process	Tokenism, silencing	Use small group work, anonymous inputs.
No follow-up from workshops	Disillusionment, drop-off	Share feedback summaries and next steps quickly.

These tools can be applied across WPs and activities. In the final protocol edition (D9.12), additional templates will be shared, based on partner adaptations and pilot evaluation.

7 Indicators & Evaluation

If inclusion is to be more than a principle, it must be measurable. Evaluation does not mean reducing complexity, but it does mean asking who is included, how, and with what effect. In Re-Value, inclusiveness is both a design commitment and a performance metric.

This section outlines a **flexible indicator framework** aligned with Re-Value’s monitoring strategy (WP7), [Societal Readiness Levels \(SRL\)](#) assessment, and adaptable to each city’s transformation path. These indicators help partners to:

- **Assess inclusiveness** in engagement processes, contributing to SRL progression by ensuring solutions are socially robust and widely supported.
- **Evaluate the design and accessibility** of spaces, tools, and governance models, addressing SRL dimensions of usability, relevance, and contextual fit.
- **Monitor diversity of participation**, which strengthens societal readiness by incorporating multiple perspectives and lived experiences.
- **Reflect on equity in outcomes**, supporting higher SRL by demonstrating just and legitimate distribution of benefits and impacts.

In Re-Value, SRL assessment surfaces through these inclusiveness indicators by linking **technological and policy readiness with societal acceptance, capability, and embeddedness**.

7.1 Key Evaluation Dimensions

The following dimensions are recommended as entry points for inclusive evaluation:

Table 5: Key Evaluation Dimensions

Dimension	What it measures	Why it Matters
Representation	Who is involved in co-design, decision-making, or feedback processes?	Inclusion starts with voice and presence.
Accessibility	Are tools, spaces, and processes physically, linguistically, and cognitively accessible?	Inclusion requires usability across ability and background.
Equity of Outcome	Are the benefits (or burdens) of transformation equitably distributed?	Climate-neutrality must be socially just.
Continuity	Are relationships and engagement sustained over time?	Inclusion is relational and cumulative, not one-off.
Reflexivity	Are inclusion practices regularly reviewed, adapted, and improved?	Inclusion is a living process that evolves with context.

7.2 Sample Indicators for Cities and Partners

These indicators can be used as-is or adapted to local context and data availability.

Table 6: Indicators for cities and partners

Indicator	Type	How to Measure
% of workshops involving participants from vulnerable groups	Quantitative	Disaggregated attendance logs
% of public materials translated or delivered in alternative formats	Quantitative	Audit of communication outputs.
Perceived safety, accessibility, or comfort in public space (by group)	Quantitative/Survey	Short questionnaires, informal interviews
Number of project decisions changed as a result of community input	Process-based	Meeting minutes, reporting from facilitators
Number of stakeholder types represented in roadmap development	Quantitative	Stakeholder mapping or co-design documentation
% of tools/events applying universal design or inclusive facilitation	Process-based	Facilitator self-assessment or checklists
Qualitative stories or testimonials highlighting inclusion impact	Narrative	Story collection from city users or community actors
Degree of follow-up with engaged communities (e.g. post-workshop updates)	Process-based	Communication logs or feedback loops

7.3 Disaggregation & Intersectionality

All quantitative indicators should be disaggregated where possible by:

- Gender and gender identity
- Age groups (youth, adult, elderly)
- Ability (physical, sensory, cognitive)
- Ethnic and cultural background
- Socio-economic status

Intersectional analysis¹ helps identify overlapping barriers or disproportionate impacts that a single metric might obscure.

¹ Intersectionality is a framework that recognises that people experience exclusion and opportunity in different ways, depending on the **intersections of their identities and circumstances**. For example, an elderly migrant woman with a mobility impairment may face different barriers in public space than a young local man with a similar impairment. It is not just one factor—like gender or age—but how these factors combine that shapes people’s lived experiences.

Why does it matter in Re-Value?

Working with intersectionality means going beyond single-category analysis to understand **overlapping barriers, vulnerabilities, and capabilities**. This ensures that interventions do not unintentionally privilege some groups while leaving others behind.

How to apply it in practice?

- When designing engagement activities or co-creation sessions, consider **who might face multiple barriers to participation** and plan targeted support or adaptations accordingly.
- When analysing indicator data, look for patterns that reveal **compounded exclusion or specific combinations of need**.
- In storytelling and scenario-building, include personas that represent **intersectional identities and experiences**, not just single categories.

Intersectional analysis helps cities and partners design solutions that are **more just, effective, and responsive to the realities of diverse communities**.

7.4 Embedding in Project Monitoring (WP7)

These indicators can be integrated into:

- Waterfront Pilot Roadmaps and Activities
- Pilot reporting (Waterfront Pilot Deployment, WP2, WP3, WP4, WP5)
- Final TTP
- Monitoring and Evaluation reporting (WP7)

Partners are encouraged to track these indicators across the next project phase and reflect on their use and relevance in the final edition of the Protocol (D9.12).

8 Resources and Further Reading

This section provides a curated list of key resources and practical guides to support cities and partners in expanding their inclusive urban practices beyond the Re-Value project. These resources have informed the development of this Protocol and may be useful for training, project design, evaluation, and policy alignment.

8.1 Internal Re-Value Resources

- [D9.2 – Inclusiveness and Diversity Management Plan 1](#)
Re-Value’s initial framing of inclusion, outlining structural principles, roles, and commitments.
- [D9.5 – Inclusiveness and Diversity Management Plan 2](#)
A narrative-led exploration of inclusion practices in Re-Value’s nine pilot cities.
- [Re-Value \(Wiki\) Glossary](#) A living vocabulary co-developed by partners to clarify key concepts used in the project.

8.2 European and Global Frameworks & Policy

- [New European Bauhaus](#) (European Commission)
- [NEB Compass](#)
- [NEB Self-Assessment Method](#)
- European Urban Initiative – [Gender Equal Cities Report](#) (2019)
- [European Landscape Convention](#) (Council of Europe, 2000)
- [EU Commission on Diversity and Inclusion](#)
- [Inclusive Cities Observatory](#) (UCLG)
- [Realizing the SDGs for All: Ensuring Inclusiveness and Equality for Every Person, Everywhere](#)

8.3 Toolkits & Practice Guides

- Design Justice Network Principles <https://designjustice.org>
- [Gendered Innovations](#) (Stanford University, 2013)
- [Design for Public Services: A Practical Guide](#) (IDEO.org, Nesta, designforeurope, 2017)
- [Universal Design Guidelines for Public Spaces](#) (Singapore municipality)
- [Norway Declaration 2024](#): Universal Design – a prerequisite for achieving universal human rights, social and economic sustainability.
- [Safety in Public Space: Women, girls and gender diverse people](#) (Mayor of London, 2018)

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- [NEB Checklist](#) to evaluate built environment projects
- [Cities Alive: Designing cities that work for women](#) (Arup, United Nations Development Programme and the University of Liverpool, 2022)
- [The Gendered City Index](#) & book (Bassam, 2025)

9 What next?

This third version of the Inclusiveness and Diversity Management Plan marks the Protocol's first full publication and shared use across the Re-Value project. It responds directly to:

- Develop a co-created Inclusiveness Protocol with cities and partners;
- Address universal design, vulnerable groups, and gender-specific needs;
- Provide checklists, indicators, and case-based practices for uptake.
- Integrate inclusive thinking into all engagement, governance, and communication activities.

While earlier deliverables (D9.2 and D9.5) explored inclusive intent and narrative understanding, **D9.9 operationalises** inclusion as a cross-cutting, measurable, and transferable process.

Looking ahead, the Protocol will not remain static. It will **evolve in parallel with the final phase of the project** and deepen its influence on how cities plan, build, and assess their transition to climate-neutral and inclusive futures.

As we move toward the close of the project, partners and cities are encouraged to:

- Apply the tools and templates provided (Sections 5 & 6) during all co-creation and roadmap finalisation processes;
- Use spotlight methods (Sections 4 & 5) to document inclusive strategies and challenges;
- Integrate disaggregated indicators into local evaluations and WP7 reporting;
- Reflect on and report local adaptations of the Protocol, which will be documented as transferable legacy practices in D9.12;
- Contribute to a final feedback round at the end of 2025, to ensure D9.12 reflects the realities and innovations emerging from pilot work.

The final Protocol (D9.12) will not be a retrospective document, but a **field-tested, practitioner-ready framework** that can be adopted across EU missions and local climate governance initiatives. Its relevance will extend beyond Re-Value, offering a **concrete contribution to the New European Bauhaus, the European Landscape Convention, and the EU's Just Transition agenda**.

Inclusion is not an outcome—it is an infrastructure. And the work of building it must continue, city by city, process by process, and story by story.

ANNEX 1

Inclusiveness Checklist template (Co-Creation & Workshops)

Dimension	Guiding Question	yes/no	Notes
Representation	Have participants been selected to reflect diverse communities?		
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Language & Format	Are materials available in multiple formats or plain language?		
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ANNEX 2

Stakeholder Mapping Template

Group / Community	Engaged?	How?	Needs, Values, or Barriers
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Elderly residents			
People with disabilities			
Low-income households			
Ethnic/cultural minorities			
Migrant/refugee groups			
Women & gender-diverse people			
Small/local businesses			
Informal actors (e.g. caretakers, volunteers)			



Fig.2 Brussels Re-Value WikiGlossary Workshop (13 Feb 2023) photo: Deborah Navarra

 Glossary Update Brussels 20250213

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.

Partners



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