

# D7.2: Inclusiveness and Diversity

## Management Plan 1

CrAFt | Work Package 7, Task 7.3

Final delivery date: 01-09-2022

<b>Deliverable version</b>	v.04
<b>Dissemination level</b>	Public
<b>Authors</b>	Annemie Wyckmans (NTNU), Letizia Jaccheri (NTNU), Dirk Ahlers (NTNU), Elisa Junqueira de Andrade (NTNU), Maria Hansen (ELIA), Cecilia Mazzoli (UNIBO), Tomáš Vácha (CVUT)
<b>Contributors</b>	All CrAFt Beneficiaries: NTNU, UNIBO, AUAS, CVUT, ELIA, ECF, UIPI, LOC



## Document Information

<b>Project:</b>	CrAft – Creating Actionable Futures
<b>Project Duration</b>	1 May 2022 - 30 April 2025
<b>Project Coordinator</b>	Annemie Wyckmans, Norwegian University of Science and Technology
<b>Deliverable Number</b>	D7.2: Inclusiveness and Diversity Management Plan 1
<b>Work Package</b>	WP7 – Project management and liaising
<b>Due Date</b>	31-07-2022
<b>Dissemination Level</b>	PU-Public
<b>License</b>	CC-BY4.0 Creative Commons Attribution, except where otherwise noted. <a href="https://creativecommons.org/licenses/by/4.0/">https://creativecommons.org/licenses/by/4.0/</a>
<b>Lead Beneficiary</b>	NTNU
<b>Contributing Beneficiaries</b>	All partners

### Article 17.3 Disclaimer

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or CINEA. Neither the European Union nor the granting authority can be held responsible for them.

## Document History

<b>Date</b>	<b>Version</b>	<b>Author</b>	<b>Substantive changes made</b>
31-05-2022	v.01	Letizia Jaccheri (NTNU)	Pre-study of inclusiveness management in ICT
27-07-2022	v.02	Annemie Wyckmans (NTNU)	Draft deliverable, including references suggested by partners
30-07-2022	v.03	Annemie Wyckmans, Elisa Junqueira de Andrade, Dirk Ahlers, Letizia Jaccheri (NTNU)	Final version after inclusion of partner feedback
30-08-2022	v.04	Annemie Wyckmans, Elisa Junqueira de Andrade, Dirk Ahlers, Letizia Jaccheri, Markus Schwai (NTNU), all beneficiaries	Integration of PO comments

# Table of Contents

<b>Document Information</b>	<b>2</b>
<b>Document History</b>	<b>2</b>
<b>Table of Contents</b>	<b>3</b>
<b>List of Acronyms</b>	<b>4</b>
<b>Executive Summary</b>	<b>5</b>
<b>1 Introduction</b>	<b>7</b>
<b>2 The CrAft Inclusiveness and Diversity Management Plan</b>	<b>10</b>
2.1 The CrAft Inclusiveness and Diversity Management Group	10
2.2 Initial overview of CrAft target groups	12
<b>3 Methods and theories to support the CrAft IDMP</b>	<b>16</b>
3.1 Scoping inclusiveness and diversity in CrAft	16
3.2 Increasing Societal Readiness Levels by scaling deep, up and out	17
3.3 Artistic and design activism	19
3.4 Open, social and spatial innovation	20
<b>4 Implementation in the CrAft Work Packages</b>	<b>22</b>
4.1 Local collaborative governance models inspired by Cities as a Commons (WP1)	22
4.2 Climate-Neutral and Smart Cities Guidance Package: NEB Edition (WP2)	23
4.3 Sandbox Cities as tangible on-the-ground examples of NEB-inspired collaborative local governance (WP3)	25
4.4 Organisational learning within and across at least 70 CrAft cities (WP4)	28
4.5 Engagement of European universities and schools of art to build local capacity in cities and re-skill society (WP5)	28
4.6 Support awareness raising, mobilisation and agenda setting through a Europe-wide storytelling campaign (WP6)	30
4.7 Project management including cooperation with reference groups and other relevant initiatives (WP7)	32
<b>5 Conclusion and reflections</b>	<b>33</b>

## List of Acronyms

<b>CCC</b>	Climate City Contracts
<b>DG EAC</b>	Directorate General for Education and Culture
<b>EC</b>	European Commission
<b>ECTS</b>	European Credit Transfer and Accumulation System
<b>EU</b>	European Union
<b>IDMP</b>	Inclusiveness and Diversity Management Plan
<b>LAT</b>	Local Advisory Team
<b>NEB</b>	New European Bauhaus
<b>NGO</b>	Non-governmental organization
<b>SCGP</b>	Smart Cities Guidance Package
<b>SRL</b>	Societal Readiness Level
<b>WP</b>	Work Package

## Executive Summary

CrAft will place the transition to climate neutrality at the heart of urban stakeholders. We are strongly committed to creating actionable futures that are not only sustainable but also inclusive, empowering and accessible to all, with costs and benefits shared on the basis of social solidarity and justice. Integrating inclusiveness and diversity considerations at all stages of the project is therefore a critical factor in achieving optimal performance of tested solutions, as well as successful uptake and replication in markets and society.

This deliverable is the first version of the CrAft Inclusiveness and Diversity Management Plan, based on the Grant Agreement, its Annexes of the Description of Action and project updates created by the CrAft partners, and submitted in month 3 (July 2022) of the project as part of WP7 Project Management and Liaising. The report contains objectives, methods and planned activities CrAft will implement to reinforce inclusiveness and diversity in urban climate transitions. Throughout the duration of the project, concrete experiences and learnings from partners, stakeholders and other cooperators will be integrated into an updated version in month 14 (June 2023) and finalised towards month 26 (June 2024).

CrAft has assigned an Inclusiveness and Diversity Manager and Management Group, responsible for the management of inclusiveness and diversity across the project as a whole (Chapter 2), using a common set of principles (Section 2.1) to integrate inclusiveness and diversity among all of CrAft's target groups (Section 2.2). CrAft has taken inspiration from artistic and design activism, social and open innovation, and urban planning (see Chapter 3), to implement inclusiveness and diversity in each of the CrAft work packages, Tasks and activities.

Activities will include, amongst others, collecting and developing best practices in NEB-inspired collaborative local governance models, testing them in 3 Sandbox Cities (Amsterdam, Bologna and Prague), and fine-tuning them together with at least 70 European Reference Cities. The models will be developed in open cooperation with citizens and communities, property owners and tenants, universities and schools of arts and design, and cultural, creative and artistic sectors across Europe. CrAft will furthermore create a student think/do tank to engage European universities and schools of art and build local capacity across Europe, based on open calls towards students from CrAft universities and beyond, and inviting independent student groups to connect their activities as well (see D5.1: Model of Governance for Next Generation CrAft Think/Do Tank of Students<sup>1</sup>). A Europe-wide storytelling campaign will support awareness raising, mobilisation and agenda setting among citizens and professional

---

<sup>1</sup> [D5.1: Model of Governance for Next Generation CrAft Think/Do Tank of Students](#)

stakeholders. The work will be qualified by a NEB-inspired Impact Model and in cooperation with 2 Reference Groups of urban professionals and students, as well as Cities Mission and NEB communities. The results will be shared in a Climate-neutral and Smart Cities Guidance Package: NEB Edition, for replication and scaling.

As such, CrAFt will embrace the “do no significant harm” premise of the 2030 Agenda for Sustainable Development and the European Green Deal, and will directly contribute to the deployment of the European Cities Mission, including the NetZeroCities platform, and the New European Bauhaus.

# 1 Introduction

We love our cities and our neighbourhoods. They are our home. They are where we live, work, and play. Our cities, our neighbourhoods, help us make the most of our everyday lives. They help us realise our ambitions and dreams. They help us to feel part of a community. They make us feel safe and secure. We're surrounded by buildings that reflect our culture, our heritage, and give us a sense of belonging. And hopefully, by 2030, our cities and neighbourhoods will be climate-neutral.

The ideal city does not exist, nor does the single pathway to climate neutrality or the ideal social innovation process. Every city has a different context, scale, history and people, and hence different concrete challenges. Every city finds itself at a different stage in a trajectory towards climate neutrality, and the trajectories themselves differ from city to city. If climate transitions in cities are to be successful, the design and deployment of these processes and related services need to respect the diversity of local communities.

Citizen endorsement of climate urgency constitutes one of the key premises for successful city climate actions. However, in spite of widespread campaigns aiming to raise climate awareness and improved access to resources on climate challenges for policy-makers and businesses, the uptake of climate action among the general public remains uneven. How to engage citizens and professional stakeholders in a neighbourhood or city towards concerted action to improve the quality of their environment and lives, while reducing greenhouse gas emissions? Whose responsibility is it to engage them? Who gets to design and manage cities' transitions towards climate neutrality? Who will make the decisions and whose voices will be heard? For whom will the cities be designed, and whose quality of life will they represent? This is especially the case when climate action needs to be balanced against job creation through smart specialisation, post-COVID recovery, and other urgent societal challenges.

CrAft<sup>2</sup> aims to create positive futures. Irresistible futures. Futures that people get excited about and want to commit to. We aim to build confidence and commitment, rather than fear and frustration, related to climate change. A positive future is not just about avoiding the negative. It's about what we think is right, and important. The quality of the space around us. The availability of services when we need them. Celebrating our

---

<sup>2</sup> <http://www.craft-cities.eu>, created in response to the HEU call for "Collaborative local governance models to accelerate the emblematic transformation of urban environment and contribute to the New European Bauhaus initiative and the objectives of the European Green Deal"  
<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/opportunities/topic-details/horizon-miss-2021-cit-01-02>

heritage. Using everybody’s brain power, including citizens as the real experts of everyday life.

CrAft will place the transition to climate neutrality at the heart of urban stakeholders. We are strongly committed to creating actionable futures that are not only sustainable but also inclusive, empowering and accessible to all, with costs and benefits shared on the basis of social solidarity and justice. CrAft will reach out to cities and communities of different sizes, geographies and contexts. Through direct interaction with citizens and communities, property owners and tenants, cultural, artistic and creative sectors, and universities and schools of arts and design, CrAft implements awareness raising and citizen-science based strategies for public engagement that leave no one behind.

CrAft will collect and develop best practices in NEB-inspired collaborative local governance models, test them in 3 Sandbox Cities (Amsterdam, Bologna and Prague), and fine-tune them together with at least 70 European Reference Cities. The models will be based on the City as a Commons<sup>3</sup> principles, and developed in cooperation with citizens and communities, property owners and tenants, universities and schools of arts and design, and cultural, creative and artistic sectors across Europe. Widespread implementation of the City as a Commons principle will, amongst others, include the organisation of working tables open to all and the provision of social services and desks to vulnerable individuals or groups, who have more difficulties in communicating. The implementation of digital tools and platforms, adequately supported by the presence of dedicated staff (to enable these services to be accessible also to the elderly, disabled and foreigners), will facilitate the collection of data and the exchange of ideas.

CrAft will create a student think/do tank to engage European universities and schools of art and build local capacity across Europe. A Europe-wide storytelling campaign will further support awareness raising, mobilisation and agenda setting among citizens and professional stakeholders. The work will be qualified by a NEB-inspired Impact Model and with 2 Reference Groups of urban professionals and students, as well as Cities Mission and NEB communities. The results will be shared in a Climate-neutral and Smart Cities Guidance Package: NEB Edition, for replication and scaling. As such, CrAft will embrace the “do no significant harm” premise of the 2030 Agenda for Sustainable Development and the European Green Deal, and will directly contribute to the deployment of the European Cities Mission, including the NetZeroCities platform, and the New European Bauhaus.

---

<sup>3</sup> Bologna Regulation: <http://www.comune.bologna.it/media/files/bolognaregulation.pdf>

In order to achieve this, CrAft will build on partners' experiences from the New European Bauhaus<sup>4</sup>, the +CityxChange<sup>5</sup>, SHIFT<sup>6</sup> and IN-HABIT<sup>7</sup> projects, and the COST Action CA19122 EUGAIN<sup>8</sup>, combined with methods from artistic and design activism, urban planning and design, open and social innovation, social entrepreneurship, and other methods aiming to nurture creative confidence and create value among citizens and professional stakeholders and partners (see Chapter 3). Dr Letizia Jaccheri<sup>9</sup>, professor at the Department of Computer Science at NTNU, has been assigned by NTNU as CrAft's Inclusiveness and Diversity Manager. Together with a I&D Management Group of core NTNU staff and at least one responsible contact from each partners, she will be responsible for aligning these approaches across the project as a whole (for further details, see Section 2.1). In Chapter 4, we explain how inclusiveness and diversity will be embedded in each work package.

This deliverable is the first version of the CrAft Inclusiveness and Diversity Management Plan, submitted in month 3 (July 2022) of the project. It contains key objectives, methods and planned activities CrAft will implement to make urban climate transitions inclusive, beautiful and sustainable. Throughout the duration of the project, concrete experiences and learnings from partners, stakeholders and other cooperators will be integrated into an updated version in month 14 (June 2023) and finalised towards month 26 (June 2024).

---

<sup>4</sup> [https://europa.eu/new-european-bauhaus/index\\_en](https://europa.eu/new-european-bauhaus/index_en)

<sup>5</sup> +CityxChange (Positive City ExChange) is a smart city project that has been granted funding from the European Union's Horizon 2020 research and innovation programme in the call for 'Smart cities and communities', further details are available at <https://cityxchange.eu/>

<sup>6</sup> SHIFT - Shared Initiatives For Training, co-funded as 'Strategic Partnership' by the Erasmus+ Programme of the European Union, for further details see <https://shift-culture.eu/> for the overall project and <https://shift-culture.eu/inclusion-accessibility-cultural-organisation/inclusion-handbook/> for the Inclusion Handbook

<sup>7</sup> IN-HABIT - INclusive Health And well-Being In small and medium size ciTies is an EU Horizon 2020 project that aims to foster inclusive health and wellbeing (IHW) in peripheral small and medium-sized cities (SMSCs). More information can be found at <https://www.inhabit-h2020.eu/> and the Toolkit for Stakeholders' Engagement with a Gender, Diversity, Equity, and Inclusion perspective is available at <https://www.inhabit-h2020.eu/wp-content/uploads/2022/04/D5.1-Stakeholders-engagemet-wit-h-GDEI-perspective-Tool.pdf>

<sup>8</sup> The European Network For Gender Balance in Informatics (EUGAIN) COST Action's main goal is to improve gender balance in Informatics. <https://eugain.eu/> - last visited on 22 July 2022.

<sup>9</sup> <https://www.ntnu.edu/employees/letizia.jaccheri>

## 2 The CrAft Inclusiveness and Diversity Management Plan

This Chapter contains the first version of the Inclusiveness and Diversity Management Plan (IDMP) for the CrAft project, related to the main target groups. How this will be implemented in the CrAft Work Packages will be explained in Chapter 4.

### 2.1 The CrAft Inclusiveness and Diversity Management Group

NTNU has assigned a dedicated Inclusiveness and Diversity Manager: Letizia Jaccheri, with Alenka Temeljotov-Salaj as Vice Manager.

The Managers will work with the NTNU Coordination Team and dedicated representatives from each partner, to develop and operationalise a shared vision, exchange experiences and align the use of different methods and approaches across stakeholder groups (Section 2.2). For each Work Package, Task and activity (Chapter 4), this I&D Management Group will, amongst others:

- Make their assumptions and expectations of how things will work explicit, discuss them within and across each activity, and visualise them
- Take stock of existing stakeholders and activities, map which stakeholders should be included in each activity, and how to engage beyond the usual suspects
- Identify how to support stakeholder-driven activities and/or how to co-create activities with stakeholders, building on their needs and priorities. Avoid organising activities that make people feel they merely contribute to a CrAft result with little in return.
- Discuss which instruments can be used to achieve this, using diverse methods such as workshops, focus groups, knowledge cafés, exhibitions, social media etc.
- Make information available in condensed form, non-expert language and visualised
- Create a shared vision and understanding with the selected stakeholders, clarify roles and responsibilities, and set priorities - to show that we use their time responsibly.
- Document how the journey works in practice in cooperation with observers, facilitators and visualisers before, during and after the activity, as part of the monitoring and evaluation routines of each Work Package (D7.3: CrAft M&E framework, forthcoming)

- Compare documented experiences with expectations and assumptions, and update plans for further implementation correspondingly.
- Integrate summaries of these processes in the public deliverable corresponding to each Task, as part of CrAft’s Quality Assurance process (D7.1: Consortium Plan 1, confidential)
- Look for additional funding, connections, projects
- Celebrate achievements

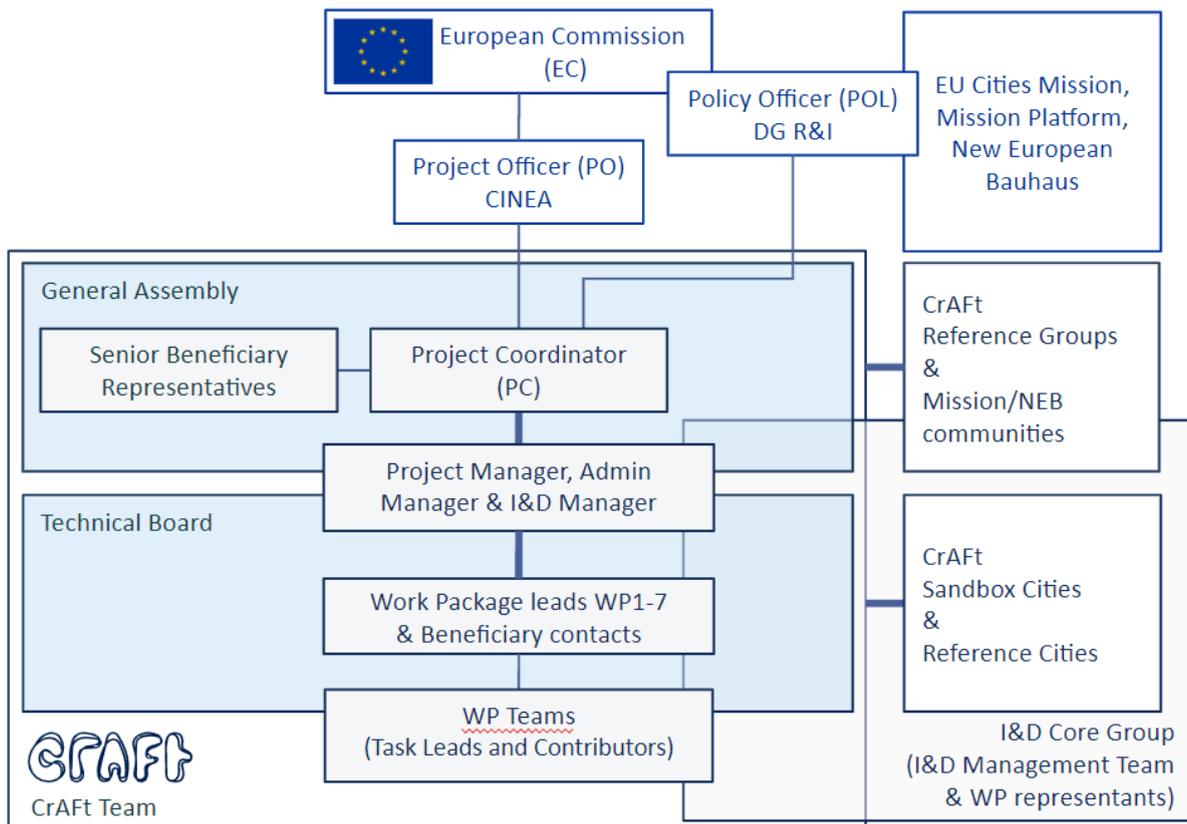


Figure: CrAft Management Structure<sup>10</sup>

The monthly Technical Board meetings with all WP leads and a main representative from the other partners, will include a recurring agenda point on inclusiveness and diversity in which these processes will be summarised for discussion with all partners. In the Technical Board, the partners will also how to adhere to common ground rules<sup>11</sup> for cooperation within project management and with stakeholders:

- Test assumptions and inferences
- Share all relevant information

<sup>10</sup> D7.1: Consortium Plan 1 (co-developed to include I&D)

<sup>11</sup> Schwarz, R. M. (2002). *The skilled facilitator: a comprehensive resource for consultants, facilitators, managers, trainers, and coaches*. San Francisco, Jossey-Bass. The last rule is not part of the original list, but was added by the authors of this report

- Use specific examples and agree on what important terms mean
- Explain your reasoning and intent
- Focus on interests, not positions
- Combine advocacy and inquiry
- Jointly design next steps and ways to test disagreements
- Discuss undiscussable issues
- Use a decision-making rule that generates the degree of commitment needed
- Criticise a situation, not a person\*

## 2.2 Initial overview of CrAft target groups

CrAft aligns various groups of stakeholders that would normally not work together, and covers different geographic regions of Europe, through its partners and their members. Cities and their stakeholders will get direct access to proven experience-based knowledge qualified by their peers and topical experts, combined with locally tailored support to identify emblematic projects that can harness the value of sustainability, inclusiveness and aesthetics, and the collaborative local governance models to support them.

The main CrAft target groups are cities, communities and regions, societal stakeholders and beneficiaries, and European programmes, platforms and initiatives. The following table summarises how these groups benefit from CrAft and how they are included throughout the project's activities. These are further explained throughout Chapter 4.

Target groups	Including	Specific activities of target groups
Cities, communities & regions	Local and regional authorities, policy and decision makers, city developers, SCC01 Smart Cities and Communities Lighthouse cities, NEB Lighthouse Demonstrators, 100 cities linked to the Mission on Climate-Neutral and Smart Cities	WP1 Initiators of the Climate City Contracts WP2 Main users of SCGP-NEB WP3 Hosting the Sandbox Cities WP4 Participating in Mutual Learning Exercises with Sandbox and Reference Cities WP5 Beneficiaries of the university-city agreements, engaged in local capacity building through students WP6 Target group and event participants
Societal stakeholders & beneficiaries	Citizens including vulnerable groups such as women, people with disabilities, younger and older workers, low-skilled workers, migrants and ethnic minorities. Property owners and tenants, cultural, artistic and creative sectors, universities and schools of arts and design	WP1 Stakeholders of the Climate City Contracts, with their roles boosted by the city as a commons, and in the dialogues between property owners and tenants, and local authorities WP2 Potential users of SCGP-NEB WP3 Participating in the Sandbox Cities

		<p>WP5 Beneficiaries of the university-city agreements, directly engaged in activities with students</p> <p>WP6 Main target group of the Storytelling campaign</p>
European programmes & initiatives	<p>Mission on Climate-Neutral and Smart Cities, H2020 LC-GD-1-2-2020 one-stop shop platform, European Green Deal strategy, 2030 Agenda for Sustainable Development, Renovation Wave for Europe Strategy, EU Strategy on Adaptation to Climate Change, European Climate Pact, 2030 Climate Target plan, Davos Declaration 'Towards a European vision of high-quality Baukultur', Sustainable and Smart Mobility Strategy, H2020 SCC01 Smart Cities and Communities Lighthouse projects, NEB Lighthouse demonstrators</p>	<p>WP1 Framework providers for the Climate City Contracts and other policies/services</p> <p>WP2 Support by SCGP-NEB</p> <p>WP4 Cooperation partners to identify Reference Cities and engage in Mutual Learning Exercises</p> <p>WP6 Main target group of the Policy Briefs, target group in the Storytelling campaign</p> <p>WP7 Main participants of the Reference Group</p>

To reach a critical starting mass, CrAft will connect its activities closely to the networks, events and activities of its partners, including European property owners (UIPI), cultural, artistic and creative sectors (ECF), universities and schools of arts and design (ELIA, NTNU, AUAS, CVUT, UNIBO), and the Smart Cities Marketplace (LOC, NTNU), as well as the CrAft Reference Cities (chapter 4, section 4.4) and NEB Lighthouse projects<sup>12</sup> that will be added to the CrAft family in Autumn 2022.

The main target audience does not have a technical or scientific background and may or may not be engaged with or affected (willingly or unwillingly) by the project activities. It will thus be crucial to define specific messages and to use specific methods to reach those target groups. CrAft will therefore implement local, regional, national and international dissemination and promotion of its activities, benefits and outcomes, to ensure that these are accessible, understandable and attractive for all stakeholders:

Our work with citizens will be based on local activities, where possible in local language, based on their specific needs and priorities. Citizens and community activities will include vulnerable groups such as women, people with disabilities, younger and older workers, low-skilled workers, migrants and ethnic minorities. CrAft will plan and implement its activities in close cooperation with the local authorities, citizen organisations, social entrepreneurship foundations or other groups with detailed knowledge of the local stakeholders and their needs. The cooperation will furthermore be based on reinforcing already existing initiatives or plans, to ensure as much as possible long-term sustainability of the efforts beyond the duration of the CrAft

<sup>12</sup> [https://ec.europa.eu/commission/presscorner/detail/en/IP\\_22\\_2780](https://ec.europa.eu/commission/presscorner/detail/en/IP_22_2780)

CSA-funded project. We will support Sandbox and Reference Cities with similar needs and interests to exchange experiences and learn from each other to fine-tune their initiatives with specific citizen groups.

With property owners and tenants, we will organise specific engagement activities to facilitate positive dialogues with local authorities to identify joint interests for the transformation of urban spaces. These activities will be based on the already existing meeting venues for the UIPI members and stakeholders, with dedicated events and dialogues linked to CrAft. We will organise specific dialogues for property owners from public and private sectors, commercial and housing properties (e.g. landlords, owner-occupiers, property and condominium managers), and between stakeholders from the CrAft Sandbox and Reference Cities across geographical and cultural regions as per their specified interests and needs.

With the cultural, artistic and creative sectors, we will identify methods and processes that are better able to engage people in the transition to climate neutrality, by asking different questions, and communicating in a tangible, visual manner that directly relates to peoples' everyday lives. In particular, we will map the already ongoing activities within ECF networks and within the CrAft Sandbox and Reference Cities, identify their potential impacts aligned with CrAft's NEB-inspired Impact Model, look for opportunities to connect the involved actors with each other to share experiences, and extract organisational lessons for the other cities to be able to adopt similar activities.

With city authorities (Sandbox Cities, Reference Cities and others), we will co-create, test, validate, learn and share evidence-based information about collaborative local governance models. In the selection and follow-up of the Reference Cities, we will be mindful of size, geography, economic and political context and other characteristics that may affect a city's readiness to implement beautiful, inclusive and sustainable transitions to climate neutrality, beyond their interests and activities within these topics. Cities will be selected and connected with each other to support them at their current level of activities, enabling also cities with a large willingness to participate but for the time being low resources, to join the CrAft family. CrAft activities within the Sandbox and Reference Cities are always adjusted to local needs and priorities and to available local resources (with support to gain additional resources from national or European funding sources where relevant).

With the European Commission, European programmes, platforms and initiatives, Member States and Associated Countries, we will discuss project design and outcomes, co-host events, and share evidence-based policy advice in the form of Policy Briefs and other targeted formats, for broader stakeholder reach and better policy uptake.

With universities and schools of arts and design, we aim to create a bridge between science and practice to speed up the transformation towards climate-neutral cities across Europe. To engage the next generation of professionals, we will promote the development of bachelor, master, and PhD assignments/theses in cooperation with participating universities and schools of arts and design. We will organise STEAM teams<sup>13</sup>, a next-generation think/do tank, university-city agreements, internships, student assignments and similar activities to engage the individual students and their universities/schools in cities across Europe, in collaborative local governance activities facilitated by CrAft. The organisational learning material and Mutual Learning Exercises developed for local and regional authorities will also be made available to the students, to better enable them to engage in their local cities and communities and to build the capacity of the next generation of professionals. For further details on student engagement, the first deliverable of WP5 provides a governance model and details on the engagement: D5.1: Model of governance for next generation CrAft think/do tank of students.

All of these activities will generate the following results, with at least:

- 160 open-access, standard, validated, searchable collaborative local governance models, tools, stories, examples made available through SCGP-NEB
- 80 emblematic projects qualified by or giving input to the NEB impact model
- 3 sandbox cities established as arenas for testing, developing and learning from collaborative processes and societal innovation
- 70 reference cities engaged in CrAft
- 800 stakeholders participating in CrAft events
- 40 external events (co-)organised by CrAft
- 30 internal co-creation activities, workshops, and other events organised e.g. in the sandbox cities
- 12 open-access scientific articles
- 8 existing platforms, initiatives and programmes to cooperate with
- 16 policy briefs and reference group meetings with European initiatives
- 100 property owners and tenants, citizens and communities actively involved
- 30 cultural, artistic and creative sector organisations across Europe actively involved
- 30 universities and schools of arts & design across Europe actively involved
- 100 students actively involved

---

<sup>13</sup> The concept of STEAM, and the interpretation of it used by the CrAft project, is explained in D5.1 Model of Governance for Next Generation CrAft Think/Do Tank of Students. CrAft expands this interdisciplinary definition beyond just **S**cience, **T**echnology, **E**ngineering, **A**rts, and **M**athematics.

## 3 Methods and theories to support the CrAft IDMP

### 3.1 Scoping inclusiveness and diversity in CrAft

CrAft aims to create a culture in which increased urban quality and reduced greenhouse gas emissions are matters that belong to everyone. We aim to nurture the confidence among citizens and professional local stakeholders to engage in this mission, and to create an environment in which people feel they can contribute with their ideas and experiences - together. To this purpose, CrAft aims to develop, test and qualify models that can strengthen the interactions and cooperation between different local stakeholders. This type of cooperation is about inviting stakeholders to help ideate and implement climate measures, but also about creating more solidarity among them, getting people to feel like they belong, feel safe and secure in their environment, and feel like their actions matter.

Inclusiveness and diversity, as defined by SHIFT<sup>5</sup> (pp.15 and 13, respectively) and reproduced below, are key elements of this engagement. For an extensive overview of challenges and approaches related to inclusiveness and diversity, please check the SHIFT handbook and the IN-HABIT<sup>6</sup> Gender, Diversity, Equity, and Inclusion (GDEI) guidelines.

Inclusion “refers to the process of bringing people from marginalised groups into decision-making processes, activities, or positions of power. Inclusion is the result of welcoming, respecting, supporting, involving, valuing and empowering those around you regardless of their background or characteristics and according to their needs.”

Diversity “is the fact of the presence of differences. These differences may relate to characteristics or background, for example age, sex, gender, sexual orientation, ability, race<sup>1</sup>, ethnicity, origin, religion or economic or other statuses. There are types of diversity we can see (relating to visible characteristics) and types that we cannot see (relating to invisible characteristics). Diversity can be achieved in the workplace, for example, through intentionally recruiting, hiring, developing and retaining employees with different backgrounds, identities or circumstances.”

While diversity describes the variety of representations that exist within a group, inclusion refers to whether or not participants with different backgrounds are invited into a group, given full membership, and have a positive experience<sup>14</sup>. Recent research identifies ageing, disability, multi-ethnicity and multiculturalism, as well as

<sup>14</sup> Albusays, K., Bjorn, P., Dabbish, L., Ford, D., Murphy-Hill, E., Serebrenik, A., Storey, M. A. (2021). The diversity crisis in software development. IEEE Software, 38(2):19–25.

deurbanisation, pervasiveness of networks and social isolation as some of the most relevant phenomena that characterise contemporary society and which presumably will increase in intensity in the coming decades<sup>15</sup>. The ongoing war, climate and environmental crises and the COVID-19 pandemic have exacerbated these conditions, and increase the urgent need for more effective approaches.

Digitalisation plays a major role in cities' and society's transition to climate-neutrality. A lack of inclusiveness and diversity in this field can unintentionally exclude populations. Since digital support has a direct impact on the climate transition, a lack of diversity among developers might unintentionally hinder inclusion rather than support it. It is important to identify barriers and enablers for inclusions. In the computer science community, there are numerous efforts from school to university and industry and society to render computer science disciplines inclusive, and to mitigate the risk that digital support will unintentionally exclude populations. Inclusiveness and diversity challenges related to digitalisation will be included throughout the CrAft project. For further details on the relation between digitalization and inclusion, with focus on gender inclusion, see EUGAIN<sup>7</sup>.

In the rest of this Chapter, we discuss methods from, amongst others, artistic and design activism, urban planning and design, and open and social innovation, to anchor inclusiveness and diversity firmly within CrAft activities.

## 3.2 Increasing Societal Readiness Levels by scaling deep, up and out

In order to nurture inclusive and diverse local collaborations, CrAft aims to address the entire scale of Societal Readiness Levels<sup>16</sup> from SRL1 to SRL9 with focus on diversity and inclusion, adapted to the local context, capacity and competency of the city and stakeholders, and the availability of place-based experiments and activities in each city:

- SRL 1 – identifying problem and identifying societal readiness
- SRL 2 – formulation of problem, proposed solution(s) and potential impact, expected societal readiness; identifying relevant stakeholders for the project
- SRL 3 – initial testing of proposed solution(s) together with relevant stakeholders
- SRL 4 – problem validated through pilot testing in relevant environment to substantiate proposed impact and societal readiness
- SRL 5 – proposed solution(s) validated, now by relevant stakeholders in the area

---

<sup>15</sup> Shin, C. S., Di Bucchianico, G., Fukuda, S., Ghim, Y. G., Montagna, G., Carvalho, C. (2021). *Advances in Industrial Design*. Springer International Publishing, pages 225–232.

<sup>16</sup> [https://innovationsfonden.dk/sites/default/files/2019-03/societal\\_readiness\\_levels\\_-\\_srl.pdf](https://innovationsfonden.dk/sites/default/files/2019-03/societal_readiness_levels_-_srl.pdf)

- SRL 6 – solution(s) demonstrated in relevant environment and in co-operation with relevant stakeholders to gain initial feedback on potential impact
- SRL 7 – refinement of project and/or solution and, if needed, retesting in relevant environment with relevant stakeholders
- SRL 8 – proposed solution(s) as well as a plan for societal adaptation complete and qualified
- SRL 9 – actual project solution(s) proven in relevant environment

In all of these activities, CrAft partners will promote inclusiveness and diversity by scaling deep, up and out<sup>17,18</sup>:

*Scaling deep*, i.e. influencing the values, practices and networks of individuals and communities, and aligning ideas, values and resources across target stakeholders. In CrAft, we will support the development and implementation of local collaborative governance for urban climate transitions in close cooperation between local authorities, citizens, businesses, social entrepreneurs, NGOs, universities and other stakeholders. We will use several pathways to societal impact. We will organise activities with artistic, cultural and creative sectors, to actively build capacity among local citizens and communities - see also the next section on artistic and design activism. By engaging with these stakeholders on concrete activities related to their daily lives and experiences, we aim to make urban transformations more tangible and visible, and engage people on a more personal level, to empower them to take on more active roles.

*Scaling up*, i.e. influencing standards, policy and regulatory frameworks, guidelines and recommendations at various levels of governance. Climate neutrality requires a mission-driven and cross-disciplinary approach. Not (only) based on the efforts of engaged individuals, but firmly embedded in organisational structures, reducing fragmentation of responsibilities, strengthening policy coherence across sectors, and firmly embedding them in innovative regulatory and political policies. In CrAft, we will extract learnings from the on-the-ground experiments, and operationalize them towards long-term planning. We will do this directly within the cities in the translation from experiment to planning and towards cross-city guidelines and methodologies for replication in other cities.

*Scaling out*, i.e. impacting more and different stakeholders by replicating good practices and the principles on which they are developed, while learning from failures. We will

---

<sup>17</sup> Moore, M.L., Riddell, D., Vocisano, D. (2015). Scaling Out, Scaling Up, Scaling Deep. Strategies of Non-profits in Advancing Systemic Social Innovation. The Journal of Corporate Citizenship Issue 58, pp.67-84.

<sup>18</sup> von Wirth T., Fuenfschilling L., Frantzeskaki N. & Coenen L. (2019). Impacts of urban living labs on sustainability transitions: mechanisms and strategies for systemic change through experimentation. European Planning Studies 27:2

organise learning arenas within and between the cities, and towards external stakeholders, based on the needs and priorities of the cities and their stakeholders and on concrete challenges that arise during the course of the project. Supported by monitoring and evaluation activities, the learning sessions will help build the storytelling campaign, the student think/do tank, and the Climate-Neutral and Smart Cities Guidance Package: NEB Edition.

### 3.3 Artistic and design activism

CrAft aims to create actionable alternatives that fulfil people’s needs but with lower greenhouse gas emissions and higher urban quality. Art and culture form excellent drivers for this type of reframing, as they can present familiar elements in a surprising new way and create space for new connections and ideas. In particular, everyday culture, which we often take for granted, has the power to nurture creative confidence<sup>19</sup> in people, change their values, persuade them to act in different ways, allow them to imagine a supportive environment in which alternative actions make sense. In order to move someone’s stance, we need to better understand their everyday experiences and needs<sup>20</sup> and use artistic<sup>21,22</sup> and design<sup>23</sup> methods to encourage the cities and stakeholders to step out of *business as usual*, re-value their practices, and create a *moral equivalent* to which people can be re-routed: an alternative that taps into the same needs and desires but reframes it step by step to a more compelling solution with less negative consequences.

CrAft will use art and culture to ask questions that make partners as well as stakeholders stop and think, to better understand what is at stake, how we can contribute, how our actions could matter, and to capture all of these ideas in ways that are tangible. Together with 3 Sandbox Cities and at least 70 Reference Cities and their stakeholders, we aim to create and make available a wealth of good, local examples that work, and that generate value for all involved - citizens as well as professionals. We aim to make that change irresistible instead of frightening. Engage and inspire. Build confidence and commitment.

---

<sup>19</sup> Kelley, T., & Kelley, D. (2013). *Creative confidence: unleashing the creative potential within us all*. First edition. New York: Crown Business.

<sup>20</sup> Jacobs, J. (2011). *The death and life of great American cities*. 50th Anniversary Edition. New York : Random House.

<sup>21</sup> Duncombe, R. & Lambert, S. (2021). *The Art of Activism: Your All-Purpose Guide to Making the Impossible Possible*. New York | London : OR Books.

<sup>22</sup> Carlsen, A., Clegg, S., and Gjersvik, R. (2012). *Idea work: Lessons of the extraordinary in everyday creativity*. Oslo: Cappelen Damm.

<sup>23</sup> Fuad-Luke, A. (2009). *Design activism. Beautiful strangeness for a sustainable world*. London : Earthscan.

Storybuilding and storytelling are prime examples of how this can be done, as they help create mental associations, shift already existing associations in a more positive direction, and empower people to take new types of actions. Hence, CrAft has dedicated an entire work package to creating positive and actionable stories related to the climate transition in cities: What do we want people to do? What currently prevents them from doing this? Can we showcase examples of different types of people that have made this happen, and explain how they did this and how it has improved their lives, as inspiration for others? For further details, see Section 3.7.

### 3.4 Open, social and spatial innovation

CrAft is an intermediary organisation in the transition towards climate-neutral cities, building a bridge between the Cities Mission and the New European Bauhaus, helping cities capture value from local collaborative governance, and generating and curating on-the-ground knowledge and experiences from its 3 Sandbox Cities (Amsterdam, Bologna and Amsterdam), 70 Reference Cities, the 112 selected Mission Cities, NEB Lighthouses, SCC Scalable Cities, global Urban Transition Mission cities, and other cities of interest.

In order to curate this multitude of stakeholders and interests, CrAft will combine open<sup>24,25</sup> and social<sup>26,27</sup> innovation with urban planning and design<sup>15,28,29</sup> principles to nurture human-centred<sup>30</sup> urban climate transitions that balance people, places, prosperity and resilience. A similar approach has since 2018 been used in the +CityxChange project<sup>4</sup>; lessons learned from these experiences, amongst others how to adapt them to an ever-changing global context, operationalise them in local spaces with a strong identity, how to include diverse stakeholders so they feel that their actions matter, and to empower them to take on new roles, responsibilities and practices - individually or collectively - will be integrated in CrAft.

On-the-ground knowledge and experiences are often fragmented across cities and stakeholders, and applied ad hoc rather than systematically, which makes it more difficult to achieve systemic change. Intermediary initiatives such as the NetZeroCities

---

<sup>24</sup> Chesbrough, H.W., Vanhaverbeke W., West J. (2006). Open Innovation: Researching a New Paradigm. Oxford University Press.

<sup>25</sup> Curley, M., Salmelin, B. (2018) Open Innovation 2.0. Springer.

<sup>26</sup> Moulaert, F., MacCallum, D. (2019). Advanced introduction to social innovation. Cheltenham : Edward Elgar Publishing Limited.

<sup>27</sup> Sennett, R. (2012). Together. The rituals, pleasures & politics of cooperation. Penguin Books.

<sup>28</sup> Dovey, K. (1999). Framing places. Mediating power in built form. Oxon : Routledge.

<sup>29</sup> Dovey, K. (2010). Becoming places. Urbanism/Architecture/Identity/Power. Oxon : Routledge.

<sup>30</sup> European Commission, Directorate-General for Research and Innovation (2019). The human-centred city : opportunities for citizens through research and innovation : a public summary. Publications Office.

platform, and the CrAft Coordination and Support Action, help to create cooperative (rather than competitive) environments between cities with a higher level of readiness to scale and replicate social and technical innovations in a localised context. In such value constellations, it is the cooperation between the different stakeholders, and the new roles and responsibilities that this entails, that creates value - often with multiple rounds of trial and error, experimentation and exploration of new roles and responsibilities.

CrAft will take on an entrepreneurial role in support of bottom-up experimentation with cities and their stakeholders, nurturing discussions on the direction of the required change, building inclusive and sustainable partnerships, and jointly experimenting on how to create value - maybe even “to make things happen that would not have happened otherwise”<sup>31</sup>. This work will be immersed in all work packages, from the Sandbox and Reference Cities, through the SCGP-NEB and the Storytelling Campaign, and captured by the NEB-inspired CrAft Impact Model (*what works, what doesn't, and how can we tell?*).

CrAft will furthermore include elements of social entrepreneurship<sup>32</sup> in its work with the Sandbox and Reference Cities, building on the experiences of amongst others Norge Unlimited<sup>33</sup>, Impact Hub<sup>34</sup> (global network based in Austria) and UnLtd<sup>35</sup> (UK). These organisations create and manage social entrepreneurship incubators in which engaged citizens get support to mature their ideas and transform them into practice, in a safe and open environment, together with a network of other neighbours and experts. All participants share a desire to make their neighbourhood a better place to live, which creates a strong driving force. Through small-scale projects, the citizens create positive ripple effects in their entire neighbourhood and city, and help build capacity towards additional actions by sharing and comparing on-the-ground experiences. In this manner, citizens are part of regenerating their neighbourhoods and creating actionable futures for themselves and their communities. In this manner, CrAft will help the European partners and local stakeholders to use their different backgrounds, cultures and motivations to co-create shared value beyond their individual strengths and competencies. Eventually, CrAft will help build additional innovation capacity among the project beneficiaries from the private and public sector as well as academia.

---

<sup>31</sup> Mazzucato, M. (2013). The entrepreneurial state. Debunking public vs private sector myths. Penguin Books. p.9

<sup>32</sup>[https://ec.europa.eu/growth/sectors/proximity-and-social-economy/social-economy-eu/social-enterprises\\_en](https://ec.europa.eu/growth/sectors/proximity-and-social-economy/social-economy-eu/social-enterprises_en)

<sup>33</sup> [Toyenunlimited.no](http://Toyenunlimited.no)

<sup>34</sup> <https://impacthub.net/>

<sup>35</sup> <https://www.unltd.org.uk/>

## 4 Implementation in the CrAft Work Packages

### 4.1 Local collaborative governance models inspired by Cities as a Commons (WP1)

A city cannot become climate-neutral without buy-in and leverage from its citizens and professional stakeholders. In recent decades there is a growing need to make a transition from an urban planning approach that erodes natural and cultural resources to the development of more sensitive, integrated and proactive urban strategies, capable of nurturing plans and projects that respond to the needs of the communities, which are increasingly plural, sensitive, active and nomadic.

If citizens are to be actively involved in actions related to the Climate City Contracts, it is very important to guarantee a feeling of trust and ownership - they must understand they have a say and a role to play. To this end and to convey these feelings of trust and ownership, CrAft will program dedicated spaces where actors can meet and dialogue can be established. This will allow for different stakeholders to share their concerns, needs and knowledge and hence for the evolution of adapted solutions, which can only be conceived of through such fora.

CrAft will help cities engage relevant stakeholders in a politically neutral platform, create shared ownership, legitimacy and trust, build capacity, and break across disciplinary silos by drawing synergies between various city actions to boost their efficiency and effectiveness. This work will be based on the vision of City as a Commons that originated in Bologna, in which citizens and city collaborate and cooperate within a co-design process which actively involves social innovators, civil society organisations, contractors, and learning institutions. Since the approval of this initiative, 280 pacts of collaboration have been signed. Supported by the I&D Management Group, we will operationalise City as a Commons into workable models for stakeholder engagement across CrAft's Sandbox and Reference Cities, in cooperation with property owners and tenants, and cultural, artistic and creative sectors.

The main challenge of conceiving a City as a Commons is the Participants Assembly<sup>36</sup>, i.e. organising a city space capable of attracting the right mix of actors or participants to generate the positive impacts resulting from urban agglomeration, including, but not limited to, the exchange of knowledge and culture, creativity, art, technology, innovation, sustainability, and decarbonisation towards climate neutrality. The City as a Commons approach, implemented by the city of Bologna, will be studied and analysed

---

<sup>36</sup> Fennell, Lee Anne. (2014) Agglomerama. In: Review Symposium: The Global Commons, Volume 2014, Issue 6, Article 8, 1373-1414.

by UNIBO and the project partners in order to understand it in depth and identify other international experiences based on a similar approach. From the study of these projects a collection of governmental best practices will be made, which will then be implemented and tested on specific urban areas of the Sandbox Cities and Reference Cities to be selected. In this way, the replicability and effectiveness of participatory actions will be tested.

This effort will be supported by the development of a NEB-inspired Impact Model based on multi-modal sustainability<sup>37</sup> that allows cities to harness the value of inclusiveness, aesthetics and multiple layers of sustainability in their Climate City Contracts, on which they agree together with local and regional stakeholders. A first version of the Impact Model will be publicly available 1 November 2022 (D1.2 NEB Impact Model (initial version), forthcoming), as a base for exploring local implementation and fine-tuning with the CrAft Sandbox and Reference Cities.

The NEB Impact Model will include all aspectual layers of sustainability (ecological, infrastructural, social, cultural, economic, aesthetical, legal, etc.), which allows us to identify essential leverage points for the systemic change required to bring cities towards climate neutrality. By functionally linking environmental aspects (materials, energy, water, waste, health and pollution, biodiversity, ...) to the cultural, social, economic, legal and governance aspects in one modal chain perspective, we reduce the risk of suboptimal use of unilateral and siloed approaches.

This work will result in the following deliverables:

- City as a Commons CCC Framework (D1.1, M6 - October 2022)
- NEB Impact Model (D1.2, initial version M6, update in M33 - January 2025)
- Mutual action and results (D1.3, M33 - January 2025)

## 4.2 Climate-Neutral and Smart Cities Guidance Package: NEB Edition (WP2)

Originally developed within the Smart Cities Marketplace, the Smart Cities Guidance Package (SCGP)<sup>38</sup> helps cities to plan and implement comprehensive actions, with step-by-step procedures and examples based on real-life experiences of nearly 100 European cities, businesses, citizens, research institutes and NGOs. The result is a very

---

<sup>37</sup> Vandevyvere, Han. (2011). How to cut across the catch-all? A philosophical-cultural framework for assessing sustainability. *Int. J. of Innovation and Sustainable Development*. 5. 403 - 424. 10.1504/IJISD.2011.043331.

<sup>38</sup><https://smart-cities-marketplace.ec.europa.eu/news-and-events/news/2019/smart-city-guidance-package>

accessible, open source and low threshold self-help method for city administrations that can be fully customised towards local situations and contexts.

Many interdependencies exist among stakeholders in terms of ownership, mandates, rights, responsibilities and liabilities, and at the same time, citizens and local businesses might lack awareness or have different priorities. Thus, alignment of stakeholders' preferences and interests through development of co-designed and co-created plans and commitment to responsibilities and mandates agreed upon, not only during preparation but also during implementation and management phases of the project, is needed. As such, the SCGP already contains numerous descriptions of local collaborative governance in the different phases of urban transitions, from early visioning and political anchoring to co-creation, experimentation, full-scale implementation and monitoring and evaluation. We do see the need to update the SCGP in the context of the Cities Mission and the New European Bauhaus, and the concrete experiences we will gain together with our Sandbox and Reference Cities, the Student Think/Do Tanks and other CrAft activities.

In CrAft, the SCGP will therefore be applied, validated and extended with key challenges pertinent to NEB in a specific SCGP-NEB Edition that will absorb the ongoing work and results of the Sandbox and Reference Cities, as well as other CrAft activities, for further sharing and dissemination, in the integrated manner pioneered in the SCGP. Validation will occur within and beyond the CrAft Cities and their stakeholders, as per the target groups specified in Section 2.2

The SCGP-NEB will more extensively address which stakeholders are involved at which stage, how, and with which intended outcomes. Based on the City as a Commons concept, we will provide recommendations and examples for probing how formal / legitimate / co-creative their involvement is, as this is key information for successful co-creation, next to additional checks on whether the relevant stakeholders have on-boarded the city's climate neutrality journey. This content will be embedded within existing chapters of the original SCGP, as well as extended with new chapters related specifically to the Cities Mission and the New European Bauhaus.

CrAft will include models for collaborative local governance models sourced together with the New European Bauhaus, the Cities Mission and the NetZeroCities platform in the SCGP-NEB Edition, and based on feedback from CrAft stakeholder groups, including but not limited to:

- Engaging artistic, cultural and creative sectors to accelerate cities' journeys towards climate neutrality
- Infrastructures for radical experimentation, sandboxes, living labs, innovation playgrounds

- Transformation of the built environment (e.g. revitalisation of urban spaces, refurbishment of buildings, renewable energy, energy efficient lighting)
- Climate change adaptation
- Nature-based solutions (e.g. reconnecting with nature, ecosystem services, biobased materials)
- Sustainable Urban Mobility Plans (SUMPs) including new forms of work and commuting patterns, reshaping of the built environment
- Creating new markets around circular economy, resilience & climate change adaptation and mitigation
- COVID-19 recovery

Further, CrAFt will support the Just Transition, by including validated methods for and examples of leaving no one and no place behind, re-skilling workers, promoting social inclusion and diversity, and safeguarding affordability and accessibility in the SCGP-NEB.

This work will result in the following deliverables:

- Climate-Neutral and Smart Cities Guidance Package: NEB Edition. Beta version 1 (D2.1, M12 - April 2023)
- Climate-Neutral and Smart Cities Guidance Package: NEB Edition. Beta version 2 (D2.2, M24 - April 2024)
- Climate-Neutral and Smart Cities Guidance Package: NEB Edition (D2.3, M36 - April 2025)

### 4.3 Sandbox Cities as tangible on-the-ground examples of NEB-inspired collaborative local governance (WP3)

Together with 3 Sandbox Cities (Amsterdam, Bologna and Prague) and their societal stakeholders, we will examine and stress-test NEB-inspired collaborative local governance models and evaluate how these will be better able to capture the needs, interests, challenges and expectations of citizens and communities in terms of high-quality climate-neutral urban transformation.

The role of the Sandbox Cities will be to initiate, test and validate approaches in a small-scale and protected environment, and improve the process in short cycles, before moving to larger-scale implementation across the Reference and other cities. Each Sandbox City will have its own Local Advisory Team (LAT) of local stakeholders. The role of the LAT will be to provide guidance for the city, monitor interventions and reflect on the project outcomes, how they are in line with city and societal stakeholder needs, and what is achievable for the project and beyond.

The main challenge for Amsterdam will be to connect the so-called Amsterdam approach<sup>39</sup> with spatial projects and with its experience in bottom-up urban transformation and innovation, like for example the doughnut economy<sup>40</sup>, the city's citizen assembly initiative, and local urban projects on co-creating sustainable innovations. Another challenge will be to operationalise the aesthetic aspect of urban transformation in new governance models, leading to higher quality of life in the urban space, with interdisciplinary efforts and cross-sectoral financing.

Building on the Amsterdam approach, AUAS will together with the LAT trace different pilots which are strongly sectoral, yet have the potential to be fertilised by an inter-sectoral approach. In addition to using cross-sectoral roundtables and creative co-creation sessions, we will use design-thinking and neuro-architectural Urban Environmental Assessment methodology to uncover the experience, stresses and appreciation of the designed physical spaces and find ways to operationalise quality and aesthetic aspects for the NEB impact model. Inclusiveness and diversity are key principles in the selection of members of the Amsterdam LAT and of participants and the organisation of the Amsterdam pilots. For example, we will attune the way participants are approached as well as the set-up of the pilots (e.g. composition of groups, creative methods used) to ensure inclusivity and diversity and the facilitation of an open debate and a trust-relationship between all participants. In addition, interdisciplinarity is a crucial factor for the interventions. We involve students to have inter-generational debate. We make sure that input given by the different stakeholders will be checked and evaluated in feedback-loops to create long-term commitment and ownership of the project outcomes.

In Bologna, UNIBO will help policy makers, architects, building owners and citizens to embrace a shared vision of what is defined as beauty in the built environment, to enable them to conceive, plan and implement courageous and long-term actions. In particular, the Municipality of Bologna, together with UNIBO and other local entities (e.g. Fondazione Innovazione Urbana / Foundation for Urban Innovations), will organise co-design activities for involving the different target groups in the participatory process of city transformation. These activities will be mainly based on work tables, surveys and interviews, seminars, workshops, and living labs. The final outcomes of these initiatives will be reports, charts, drawings, graphic, and visual experiments to involve and examine the perceptions of citizens and stakeholders with regard to what constitutes beauty and how it is assessed by different stakeholders in different space-temporal contexts, considering individual indoor spaces and the different perception/access of open common areas squares/neighbourhoods. For creative and original project ideas to

---

<sup>39</sup> which made the city the winner of the European Capital of Innovation Award in 2016

<sup>40</sup> <https://www.amsterdam.nl/en/policy/sustainability/circular-economy/>

be developed in collaboration with professionals and technicians, a fundamental contribution will be made not only by citizens, but also by the groups of students and young professionals involved from different disciplines (STEAM teams).

In cooperation with STEAM teams (broadened from the original Science, Technology, Engineering, Art and Mathematics, to include students of all disciplines, in WP5), we will conduct interviews, surveys, ethnographic on-site observations, drawings, graphic, and visual experiments where applicable to examine the perceptions of citizens and stakeholders with regard to what constitutes sustainable practices and beauty for them. STEAM teams will be asked to produce ideas, sketches and design concepts for the urban reshaping of selected open areas in Bologna, in cooperation with young professionals where relevant. These will be combined with public events involving local authorities, citizens and other stakeholders to share and converge on possible interventions of urban reshaping in open (green) areas, streets, and abandoned urban spaces.

In Prague, CVUT will build on the city's learning experience of being a Fellow City in the first-generation H2020 Smart Cities and Communities Lighthouse project, Triangulum<sup>41</sup>, and the positive experiences generated by the Urbania<sup>42</sup> interactive city exhibition that involved citizens and professional stakeholders in exploring how to replicate good practices from other projects. The next generation of the exhibition will take place in accessible public spaces to engage diverse groups of people. Interactive exhibits will be distributed throughout the city to reach people of various socio-economic backgrounds and will be co-created with local students and key stakeholders.

In addition, Prague will further develop its Mutual Learning Exercises between real estate investors and local authorities. NEB impacts are dependent on the ability of citizens, jointly with investors and property owners to positively influence urban regeneration projects. In practice this requires a transparent, trustworthy and cost-efficient mechanism for negotiation between all parties involved in the project. The mechanism is conditioned by functional ecosystems and culture of cooperation resting on established governance models. This method will be further tested and expanded including cultural sector methods - both within the city, for replication with the other Sandbox and Reference Cities, and uptake in the SCGP-NEB.

This work will result in the following deliverables:

- Common approach to pilot and intervention selection (D3.1, M6 - October 2022)
- Impact stories Amsterdam (D3.2, M30 - October 2024)

---

<sup>41</sup> <https://triangulum-project.eu>

<sup>42</sup> <http://en.iprpraha.cz/clanek/1511/be-a-city-planner-for-an-hour-the-interactive-urbania-exhibit-at-camp-showcases-eight-principles-of-city-planning>

- Impact stories Bologna (D3.3, M30 - October 2024)
- Impact stories Prague (D3.4, M30 - October 2024)

## 4.4 Organisational learning within and across at least 70 CrAft cities (WP4)

Based on the good practices of Prague, CrAft will create Mutual Learning Exercises for the Sandbox and Reference Cities that reinforce peer-to-peer learning through a mixture of online fora, physical meetings, access to learning materials and facilitation. We will examine the needs of the participating Sandbox and Reference Cities and connect the learning as closely as possible to their governance structures, mandates, roles and procedures, to enable organisational development. We will draw as much as possible from the vast amount of learning material that is already developed by existing platforms such as the Cities Mission and NetZeroCities Platform, the New European Bauhaus, and the Smart Cities Marketplace.

The Mutual Learning Exercises will be held as a series of (semi-)structured learning workshops, preferably on-site, possibly back-to-back with events organised by the Cities Mission and NEB communities or similar initiatives in which a large part of the target audience will be present. The design of the exercises will include Inclusiveness and Diversity check-list, created in dialogue with the I&D Management Group and the participating cities..

This work will result in the following deliverables:

- NEB-inspired learning framework (D4.1, M6 - October 2022)
- Experience-based learning material (D4.2, initial versions M12, M24, final version M36 - April 2025)
- Mutual Learning Exercises Summary Report (D4.3, M24 - April 2024, M36 - April 2025)

## 4.5 Engagement of European universities and schools of art to build local capacity in cities and re-skill society (WP5)

CrAft will create a community of international STEAM students through a model of interdisciplinary Think/Do Tanks, for further details see Deliverable D5.1. Recruitment will occur through open calls for interest and participation distributed widely, using inclusive practices for language and reach. There will be one interdisciplinary Core Group of students for the overall project and for each work package. The Core Group will function as a CrAft Reference Group (WP7), and will be supported by artistic and organisational coaches.

The community will use open source/open access technology for working together to provide continuing input from local and international student teams, not dissimilar to the NEB co-creation process. They will take inspiration from webinar series and initiatives like the ELIA Future Arts series and Agents of Transformation Platform<sup>43</sup> and the AUAS Digital Society School (DSS) to facilitate online learning. A first connection will be made with the Global Goal Jams<sup>44</sup> organised by DSS on NEB, reaching out to 60 cities. NTNU will contribute with best practices from its Experts in Teamwork programme<sup>45</sup>.

We see two potential challenges that need to be mitigated: inclusiveness and student overload. An open call and participative methods are not necessarily inclusive if only those with privilege can take part (think of money, type of education, language etc). To mitigate this, ELIA will work with CrAft's inclusiveness and diversity manager (WP7, NTNU) to review the open call and activities for inclusivity risks. We will define explicit goals for this activity. Student workload is already large and adding this work might be too much which could lead to lower than hoped for response. In order to mitigate this, the principle of reciprocity is part of the governance model for this work (see D5.1): students in the core group receive financial compensation (e.g. as interns), and the activities embedded in curricula are awarded with ECTS. Further options will be developed in consultations with the partner universities.

In addition to engaging students, we aim to create university-city agreements to ensure the continuity of these activities beyond the project's lifetime, with continuous cooperation between the municipality and the local universities or schools of arts and design. Based on the best practices of NTNU, AUAS, CVUT and UNIBO, the agreement will ensure access to relevant and updated knowledge and competence demanded by municipalities; establish arenas for research-based education, continuing education and training, relevant placement for students, doctoral programmes and research and innovation within areas of strategic importance for the sector; and establish a new model for continuous mutual competence and knowledge transferral.

This work will result in the following deliverables:

- Model of governance for next generation CrAft think/do tank of students (D5.1, M3 - July 2022)
- Regular report on next generation CrAft think/do tank (D5.2, M18 - October 2023, M36 - April 2025)
- STEAM Teams Management Plan (D5.3, M4 - August 2022)
- STEAM Teams Experiences (D5.4, M15, M36 - April 2025)

---

<sup>43</sup> <https://elia-artschools.org/page/PastEvents>

<sup>44</sup> <https://globalgoalsjam.org/>

<sup>45</sup> <https://www.ntnu.edu/eit>

## 4.6 Support awareness raising, mobilisation and agenda setting through a Europe-wide storytelling campaign (WP6)

Achieving climate-neutral cities requires stakeholders to see their worlds in new ways: shift their priorities, draw new connections, build new alliances, and actively apply what they know and care about in innovative ways. This is needed to break through existing barriers that hamper the accelerated uptake of climate action.

CrAft will create and implement a storytelling campaign involving citizens and communities, combined with policy support and advice for the European Commission, Member States and local authorities involved in the project. The Storytelling Campaign will make the transition to climate neutrality more integral, cooperative, and actionable, by using digital storytelling and citizen science techniques to engage citizens and professional stakeholders with positive stories, examples and guidelines about the transition to climate neutral cities and communities, and the emblematic projects and collaborative local governance models that support it. The campaign will explicitly address each of the identified target groups in Section 2.2, and will, together with CrAft's I&D Management Group, identify how content, media and other storytelling activities can be fine-tuned to make each target group feel that their contribution matters.

The Storytelling Campaign will have a strategy and toolkit to detail the main objectives and messages, targets, communications channels, campaign tools and methods for ensuring wide outreach and impact across Europe (both online and offline). The campaign will use multimedia tools to promote the developed key messages through dedicated thematic videos and podcasts (e.g., Ten ways to green your city; Ten Cities of Commons to Experience etc.). Relevant practices and stories from CrAft networks will be used to kick off the campaign, prior to highlighting the examples and stories from the CrAft WPs. A dedicated website will be deployed, to serve as a portal to developed content and to connect and integrate with websites of the NEB initiatives; A dedicated social media account will disseminate videos and podcasts hosted on the project website or open platforms, allowing effective outreach to targeted audiences. The campaign planning and actions will consider the developments under the Cities Mission and the one-stop platform Horizon and will reflect them where relevant.

We will re-use cultural infrastructure such as exhibition pavilions as brokerage hubs and spaces for structural self-reflection and societal renegotiation between social stakeholders. This entails cultural events, venues and actors, to engage and match-make between citizens towards Climate City Contracts through performances, exhibitions, narratives and other forms of campaigns. We will boost storytelling and imagination through promoting creative ideas and inspirational conversations via a

series of podcasts, engaging key thinkers, writers, artists, scientists, environmentalists, activists etc.

The European Pavilion podcasts<sup>46</sup> (2020-2021) proved to be a successful virtual “prelude”, an imaginative stories-scape, prior to the physical launch of the European Pavilion project (part of ECF’s Imagine cluster). CrAft will cooperate with ECF’s Experience programmes to support people-to-people interaction and human encounters with local communities and cultural institutions across borders. With a critical look at the environmental impact that international mobility has on CO2 emissions, we will encourage green and sustainable travel, hybrid formats, and will gather knowledge for developing truly climate-friendly cultural programmes and funding schemes. We will collect stories and good practices of sustainable cross-border experiences, and disseminate them as inspiration.

ECF will extract key messages from WP1-7 to support and advise European policy makers and policy initiatives. It will also work with the EC NEB team to identify policy opportunities (policy debate fora, advisory boards, cross-sector engagement labs). Policy briefs, key messages and recommendations will be shared at as many policy fora, online and offline platforms, stakeholders networks and groups, as well as at the key EU policy events. The constructive policy advice, channeled through policy briefs, policy dialogues and recommendations, will inspire future visions for cities or places, and influence specific measures and incentives through the Green Deal, and other EU policies. Joining forces with multiple platforms and networks keen on the debate on climate neutrality, and urban policies, will be explored: from the Eurocities network, to European Foundations’ Centre.

ECF will mobilise its vast network of partners and grantees, built around programmes which addressed specifically transformative cultural practices in cities: e.g. Connected Action for the Commons, Cultural and Creative Spaces and Cities (CCSC), grantees of the Culture of Solidarity and I-Portunus House schemes, the European Pavilion and other. CrAft is the perfect platform where the creators of those practices, stories and learnings could merge and contribute to a much wider knowledge platform.

CrAft’s stories, practices and learnings will nurture visual stories to reach out to wider public. The storytelling campaign will produce toolkits and packages for all CrAft partners, to embed in their communications, and to engage their communities through their digital platforms, channels, online and physical events.

This work will result in the following deliverables:

---

<sup>46</sup> <https://culturalfoundation.eu/stories/the-european-pavilion-the-podcast/>

- Dissemination & Exploitation Plan; including Campaign Strategy & Toolkit and Key Messages (D6.1, M6, updates M18, M30)
- CrAft visual identity, Website, social media accounts; videos, podcasts (D6.2, M3)
- Summary of policy briefs (D6.3, M33)

## 4.7 Project management including cooperation with reference groups and other relevant initiatives (WP7)

CrAft will create 2 Reference Groups of external stakeholders that will inform the project's development through regular meetings, participation in activities, and feedback to beta versions of deliverables. A first group will be composed of representatives of major European initiatives; its composition will be aligned with the selection of CrAft Reference Cities in September 2022. A second Reference Group will be composed of a core group of STEAM team students from the CrAft next-generation think/do tank (WP5) and other students from universities and schools of arts and design across Europe. Both Reference Groups will be composed with inclusiveness and diversity in mind, and will be asked to give dedicated input and feedback to the CrAft partners on this topic. Criteria for their composition, for the selection of the members and for how the groups will be managed, will be discussed with CrAft's I&D Management Group.

The European initiatives will include, but not be limited to, representatives from communities linked to the Horizon Europe Mission on Climate-Neutral and Smart Cities (*aka* Cities Mission), the NetZeroCities platform, the New European Bauhaus initiative, the European Green Deal strategy, the 2030 Agenda for Sustainable Development, the Renovation Wave for Europe Strategy, the New EU Strategy on Adaptation to Climate Change, the European Climate Pact, the 2030 Climate Target plan, the Davos Declaration 'Towards a European vision of high-quality Baukultur' and the Sustainable and Smart Mobility Strategy. In addition, we will interact with DG EAC, responsible for the EC's policies on education, culture, languages, youth and sport, as well as LIFE, Creative Europe, Erasmus+ and other programmes, to align around NEB values.

This work will result in the following deliverables:

- Consortium Plan; including quality assurance (D7.1, M3 - July 2022)
- Open Science and Data Management Plan (D7.2, M6 - October 2022, updates M12 - April 2023, M24 - April 2024)
- Risk Management Plan (D7.3, M6 - October 2022, updates M12 - April 2023, M24 - April 2024)
- Inclusiveness and Diversity Management Plan (D7.4, M3 - July 2022, updates M14 - June 2023, M26 - June 2024)

## 5 Conclusion and reflections

The CrAft partners have complementary and mutually reinforcing expertise in inclusive and diverse urban climate transitions, covering the different geographical areas of Europe. CrAft aligns various groups of stakeholders that would normally not work together, and covers different geographic regions of Europe, through its partners and their members. We have shaped the structure, consortium and activities of CrAft to create successful activities and overcome well-known barriers and obstacles, building on the broad set of experiences of projects and initiatives before us.

In practice, however, we know that this work will be challenging. The structure, culture, priorities, planning, decision-making and financial practices within city governments are not (yet) set up to merge technical requirements with inclusive practices, and they may end up competing with each other for attention and resources, and endangering the representation of societal stakeholders with active roles and real influence. Cities may not have capacity to work with CrAft in addition to their climate neutrality targets even though these are intended to be complementary. Cities may not want to invest capacity in cooperating with each other, resulting in many cities spending too much time to re-invent collaborative governance models rather than adapting successful models from others, resulting in activities that are expensive and of limited scale. In spite of widespread campaigns aiming to raise climate awareness and improved access to resources on climate challenges for policy-makers and businesses, the uptake of climate action among the general public remains uneven. Continuation of business-as-usual is too easy - for CrAft partners as well as stakeholders - and it will require constant attention to keep engaging in meaningful, productive partnerships.

From projects before us, we do know that changing business-as-usual becomes easier as part of a community where others are performing a similar journey. Therefore, CrAft is based on successful methods from art, design and culture, open and social innovation, and urban planning and design, all intended to create and document value for all partners and stakeholders involved.

CrAft will reach out to cities and communities of different sizes, geographies and contexts. Through direct interaction with citizens and communities, property owners and tenants, cultural, artistic and creative sectors, and universities and schools of arts and design, CrAft will implement awareness raising and citizen-science based strategies for public engagement that leave no one behind. We will make all of the models, projects, guidelines, tools, stories and examples openly available.

In this manner, we hope to be able to contribute to the ambitious targets of the Cities Mission and the New European Bauhaus, and help make the climate transition in European cities inclusive, beautiful and sustainable.