



THE CRAFT COOKBOOK

Local Collaboration for
Climate-Positive Cities & Communities

THE CRAFT COOKBOOK

FIRST EDITION

Project

CrAft – Creating Actionable Futures

Project Duration

1 May 2022 – 30 April 2025

Work Package 2

The Climate-Neutral and Smart Cities
Guidance Package: NEB Edition

Project Coordinator

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Science and Technology

Published

February 2024

Dissemination Level

PU-Public

Edition

1

ISBN:

ISBN 978-82-693584-1-4

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This project has received funding from the European Union's Horizon Europe Research and Innovation programme under Grant Agreement No. 101056946.



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Lead Beneficiary

NTNU Norwegian University of Science and Technology

Contributing Beneficiaries and Stakeholder Organisations

Locality, European Cultural Foundation, European

League of Institutes of the Arts, Amsterdam University of Applied Sciences, University of Bologna, City of Bologna, Czech Technical University in Prague, Izmir Metropolitan Municipality, Umeå Municipality, City of Kozani, Cluster of Bioeconomy and Environment of Western Macedonia, Ålesund Municipality, Sørsida Development AS, Municipality of Braga, University of Minho, Fondazione per l'Innovazione Urbana, Sladovna Písek, Arcadia, City of Leeuwarden, Limerick City and County Council, University of Limerick, City of Bruges, City of Amstelveen, City of Burgas, City of Larvik, Municipality of Vila Franca de Xira, City of Gyöngyös, City of Stavanger, City Council of Valencia

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THE CRAFT COOKBOOK

**Local Collaboration for
Climate-Positive Cities & Communities**



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*LIST OF
ACRONYMS*

CrAft	Creating Actionable Futures
ESG	Environmental, Social, and Governance
EU	European Union
GDPR	General Data Protection Regulations
GIS	Geographic Information Systems
IM	Impact Model
KPI	Key Performance Indicator
NGO	Non-governmental organisation
NEB	New European Bauhaus
NZC	NetZeroCities
PCP	Pre-Commercial Procurement
PPPPs	People-Public-Private Partnerships
PPI	Public Procurement of Innovation Solutions
SLCC	Societal Life Cycle Costing
SLR	Societal Readiness Level



GLOSSARY OF KEY TERMS

Beautiful Sufficiency

The beauty and satisfaction in simplicity, moderation, and having exactly what one needs without indulging in excess or unnecessary extravagance.

Data-Driven Co-Creation

Creating and deploying data together with inhabitants and professionals to fully make use of their knowledge and experiences. This also includes improving quality, accessibility, handling and sharing of data by and with different stakeholders in order to support decision making.

Environmental, Social, and Governance Principles

A set of principles used in financial and partnership models. Environmental principles include issues such as pollution, gas emissions, waste management, climate change, biodiversity loss, ozone depletion, and renewable energy sources. Social principles include topics such as human well-being, safe and good working conditions, and local communities. Governance principles include challenges such as business code of conduct, wages discrepancies, gender diversity, and equal opportunities.

Green Deal

A set of policy initiatives and strategies proposed by the European Commission to make the EU's climate, energy, transport, and taxation policies fit for reducing net greenhouse gas emissions by at least 55% by 2030, compared to 1990 levels.

General Data Protection Regulations

Regulation (EU) 2016/679 of the European Parliament and of the Council, the European Union's ('EU') new General Data Protection Regulation ('GDPR') regulates the processing by an individual, a company or an organisation of personal data relating to individuals in the EU.

Geographical Information System

A digital system for capturing, storing, checking, and displaying data related to geographical positions on the Earth's surface.

Integrated Planning and Implementation

Planning that considers the complex nature of cities and the need to create a sustainable and liveable environment, with interventions that solve challenges across sectors, disciplines and interests.

Key Performance Indicators

Quantifiable measures used to evaluate the impacts of strategic and operational activities, create an analytical basis for decision making, and help focus attention on what matters most, providing objective evidence of progress towards achieving a desired result.

New European Bauhaus

A creative and interdisciplinary initiative that connects the European Green Deal to our living spaces and experiences. A movement to facilitate and steer the transformation of our societies along three inseparable values: sustainability, aesthetics, and inclusion, built on the principles of co-creation, transdisciplinarity and participation.

New European Bauhaus Alliance

An Alliance of NEB- and Mission-related European projects, platforms and networks that leverages their collective expertise through joint knowledge creation and exchange. This common knowledge base contributes to making NEB-inspired transformations available at the fingertips of cities and communities, as well as policy makers, investors and educators.

NEB Impact Model

An assessment and guidance tool for NEB-inspired transformations, with a whole systems approach centred around 5 main pillars and 17 impact categories..

NEB Lighthouse projects

6 projects funded by the EU Mission on Climate-Neutral and Smart Cities (also known as Cities Mission) under Horizon Europe, in cooperation with the NEB Initiative, to demonstrate the potential of the New European Bauhaus in the transition to climate-neutral and smart cities and communities.

NetZeroCities

The support platform for the EU Mission on Climate-Neutral and Smart Cities has been designed to help cities overcome the current structural, institutional, and cultural barriers they face to achieve climate neutrality by 2030.

Pre-Commercial Procurement

An approach to public procurement of research and development services, designed to stimulate innovation and enable the public

sector to steer the development of new solutions directly towards its needs.

Public Procurement of Innovation Solutions

When the public sector uses its purchasing power to act as an early adopter of innovative solutions which are not yet available on a large scale commercial basis, it facilitates wide diffusion of innovative solutions on the market.

People-Public-Private partnerships

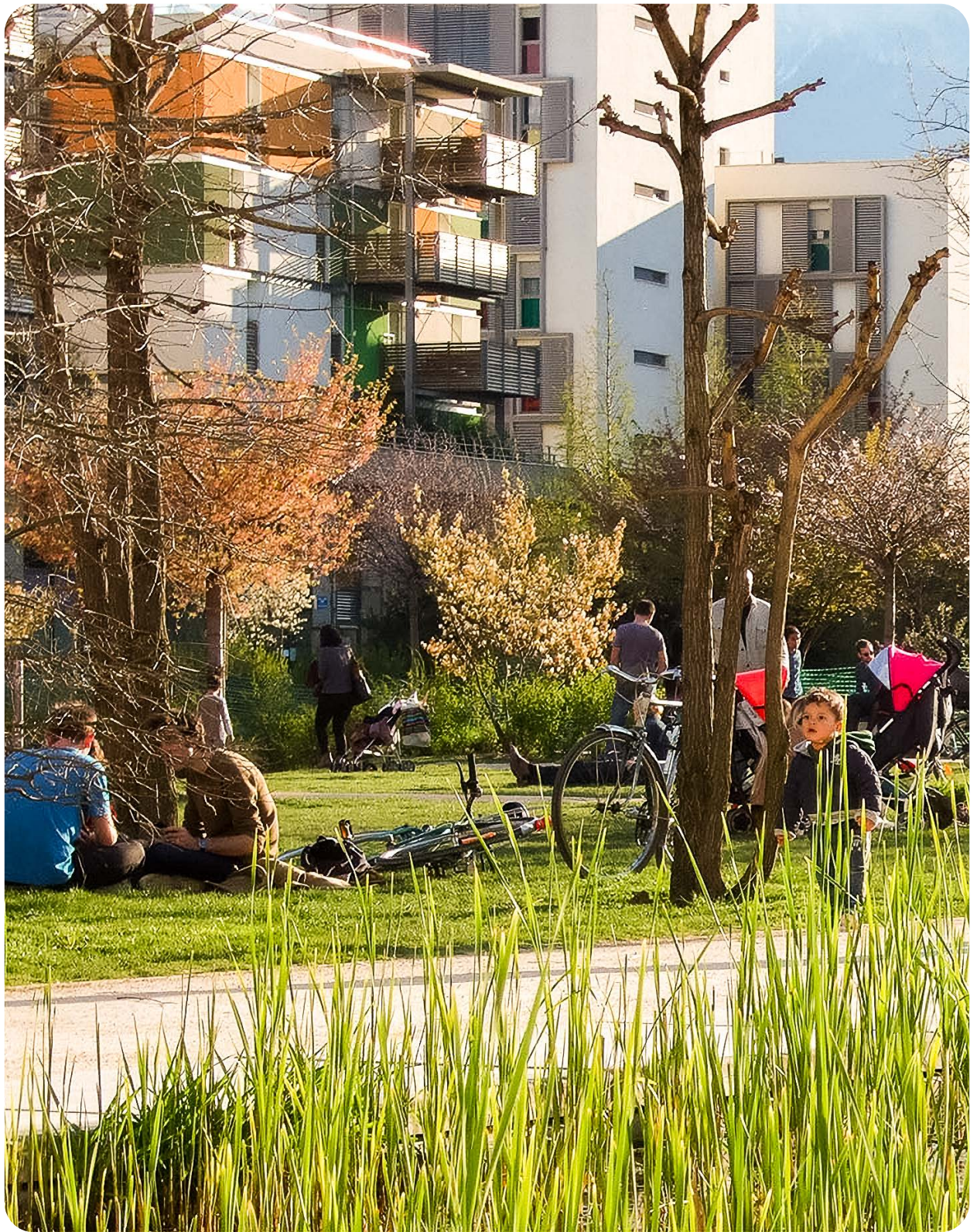
Ensure more efficient and sustainable development by involving all relevant stakeholders – the public sector, the private sector, and the people or community – in the planning, implementation, and operation of projects.

Societal Life Cycle Costing

Monetisation of externalities, including environmental and social impacts such as social well-being, job quality, etc. This focus makes it a suitable tool for decision-making at the societal level, including governments and policymakers.

Societal Readiness Levels

The collective preparedness of cities and communities to embrace transformative changes, including their mindsets, attitudes, and capacities needed to actively support and realise transformation initiatives. Assessing readiness informs strategies for active participation, mitigates resistance, and ensures project success.



EXECUTIVE SUMMARY

This Cookbook is CrAft's contribution towards climate-positive cities and communities – less greenhouse gas emissions, better quality, for more people – with local collaboration at the core.

Area-based initiatives for sustainability transformations are characterised by cross-sectoral collaboration, in-depth stakeholder involvement, innovation, and experimentation. Pilots and urban living labs are targeting long-term transformations in structures, cultures, and practices. Experiments such as these prove effective in increasing public participation, sparking debates, and facilitating attitude and behaviour changes.

In order to facilitate long-term urban change, overcome institutional segregation, and trigger successful and enduring transformations, cities and communities need to build and sustain capacity among stakeholders. Involving stakeholders in decision-making and co-realisation en-

hances societal readiness and promotes local adoption and adaptation of impactful solutions. Successful realisations can build an experience base and confidence for applying good solutions in other places, boosting urban transformation through scaling and replication.

To support this effort, the CrAft Cookbook describes seven stages of development for New European Bauhaus-inspired urban transformations, from vision to implementation, documentation and replication. Within each stage, we identify key principles, the most common ingredients, and how to work with them. We also feature examples of this work executed by CrAft Cities, as signature dishes that can inspire you to start or strengthen your own transformation.

FIRST EDITION

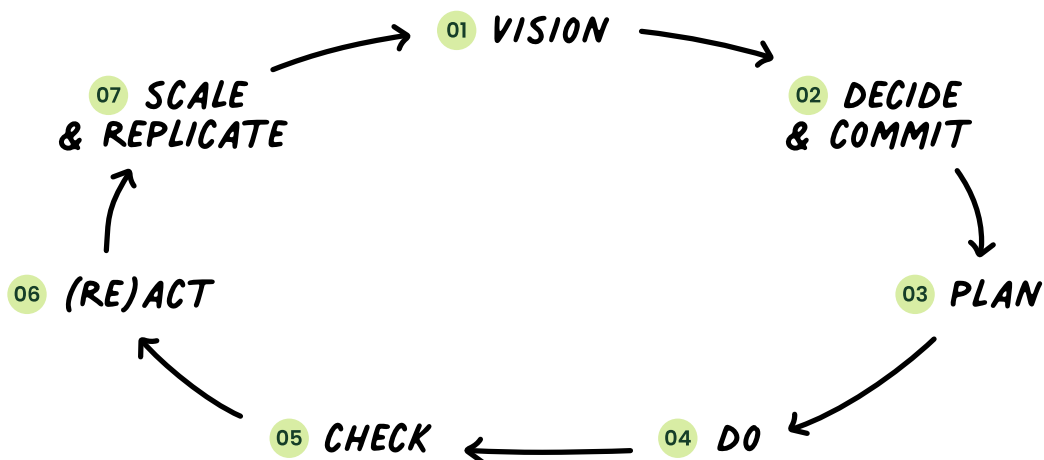
This is the first edition of the CrAft Cookbook. A second, extended edition is planned for June 2024, and a third edition for April 2025. If you would like your work to be featured in these editions, please reach out to us at contact@craft-cities.eu.

Initiated in 2022, CrAft (Creating Actionable Futures) is a project funded under the Climate-Neutral and Smart Cities Mission (Cities Mission) of the Horizon Europe programme of the European Commission to place the transition to climate neutrality at the heart of urban stakeholders. Building on the Cities Mission approach and in line with the principles of the New European Bauhaus (NEB) initiative, CrAft envisions a future where radical collaboration across sectors, disciplines, and cultures is a catalyst for a profound transformation of our cities towards climate neutrality.

The CrAft Cookbook was originally planned as a New European Bauhaus Edition of the original Climate-Neutral and Smart Cities Guidance Package, as published under the Smart Cities Marketplace. However, the spirit of the New European Bauhaus demanded a more extensive overhaul. For that reason, in spring 2023, we organised

nine CrAft Cities Sessions with the 70+ CrAft Cities (see below) to present the seven stages of the Guidance Package, have the cities present their experiences within this field, and discuss how the guidance material could be updated to include the values and principles of the New European Bauhaus. These insights were further consolidated during the CrAft event in Bologna in May 2023, and in dialogue with members of the NEB Alliance May - December 2023.

The original structure of the guidance package, with seven stages of integrated planning and implementation (VISION, DECIDE & COMMIT, PLAN, DO, CHECK, (RE)ACT and SCALE & REPLICATE), was kept. Within each stage, the format, language and content were re-written to better reflect the New European Bauhaus values and principles, and new examples were added, based on the discussions with our stakeholders and partners.



CrAFt Cities

Map markers:

CrAFt Reference City

CrAFt Sandbox City



Useful References

Scan or Click to View the Reference



[EU Mission on Climate-Neutral and Smart Cities](#)



[New European Bauhaus](#)



[The NetZeroCities Platform](#)



[Event: CrAFting Cities Together in Bologna](#)



[CrAFt NEB Impact Model Summary](#)



[NEB Alliance](#)



[CrAFt NEB Impact Model updated \(full report\)](#)







ABOUT THE CRAFT COOKBOOK

CrAft's commitment to radical collaboration

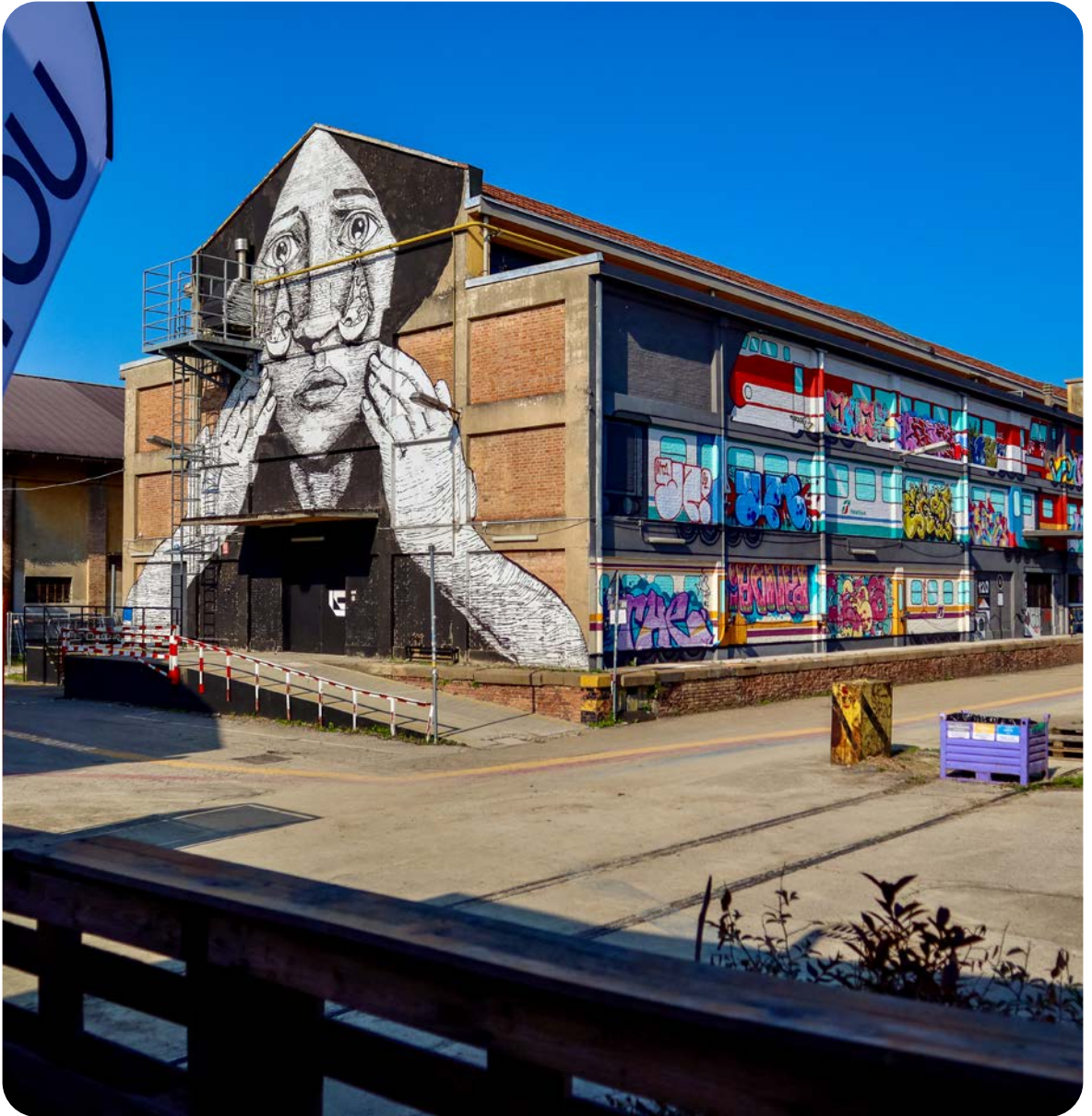
CrAft's commitment to cities and communities extends beyond the pursuit of climate neutrality. We see cities and communities as living, breathing entities that prioritise the well-being of their inhabitants and the health of our planet. This holistic perspective guides our experiments, dialogues and research, ensuring that our cities are not only environmentally responsible, but also socially and economically vibrant.

Our approach involves radical collaboration, i.e. collaboration across disciplines, sectors and cultures, emphasising active stakeholder engagement through workshops and consultations. This ensures broad-based support and ownership, creating a participatory environment for shaping the urban landscape collaboratively.

Our collaborative effort values the insights of both professionals and inhabitants, recognising inhabitants as experts in their daily lives. Engaging stakeholders

in transformation projects fosters a sense of ownership, empowering inhabitants to actively contribute to building climate-resilient and sustainable urban environments. Embracing diverse approaches enhances inclusivity, and helps to tap into a broader spectrum of perspectives and ideas for thriving, interconnected communities. This also contributes to the growth and dynamics of the local economy.

Incorporating artistic, cultural, and creative sectors into climate-change strategies, inspires active participation and new viewpoints. Art and culture serve as catalysts for change, challenging cities to move away from "business as usual" and creating welcoming and regenerative environments. Integrating diverse perspectives magnifies the impact of our initiatives, and fosters cross-border learning and knowledge exchange for a future where cities become guardians of our shared planetary well-being.



The CrAft Cookbook aims to not only offer insights and solutions, but also catalyse a broader movement towards sustainable urban development. We hope that the

CrAft Cookbook will inspire a broader community to join us in this transformative journey, fostering collaboration and the exchange of shared knowledge.

CrAFting our Habitats

Cities and communities are expected to play a pivotal role in achieving a resilient, climate-neutral future. Looking ahead to 2050, where almost 70% of the world's population will be urban, the building, construction, and real estate sectors, who are responsible for 40% of global greenhouse gas emissions, wield significant influence on environmental sustainability. Their impact intensifies with factors such as land use, mobility, and consumption in urban areas. Urban planning is crucial for addressing climate impacts across various sectors. Fostering a better relationship between the built environment and nature – through strategic planning and nature-based interventions – can lead to improved urban quality, better social cohesion, and more environmental sustainability.

CrAFT is committed to making cities and communities environmentally sustainable, aesthetically pleasing, and socially inclusive, in line with the ambitions of the Cities Mission and the New European Bauhaus. Our approach involves a comprehensive analysis of urban challenges, considering climate, social dynamics, economy and finance, spatial configurations, digital innovations, governance, and legislation. It is our collective responsibility to form innovative and inclusive partnerships that transcend climate neutrality and offer abundant possibilities for synergies.

Enhancing the city-nature interaction offers significant benefits for urban spaces. Nature-based solutions, such as waterway reopening and green pocket parks, address stormwater challenges while creating





aesthetically pleasing and accessible public spaces. Integrating urban agriculture transforms car-centric zones, and promotes sustainable land use and social connections. Naturalised parks reduce urban carbon footprints, as they act as carbon sinks.

Mobility solutions that promote walking and cycling bring financial savings and health benefits, and reduce pollution for a healthier living environment. Contact with nature in urban areas is crucial for public health. Health-promoting, accessible buildings enhance productivity, reduce absenteeism, and reduce energy and transport poverty, leading to lower social security costs through improved well-being and public health.

Energy-efficient urban planning not only addresses environmental, energy, mobility, and emission concerns but also brings social, economic, and health benefits.

Increased energy efficiency and local renewable generation can empower local communities, enable new change processes, increase resilience, and bring new options into retrofits and shared energy production on a neighbourhood level. Such changed energy demand may also contribute to lower energy dependence and critical reliance on international supply chains. Energy-efficient (renovated) residential and commercial buildings together with concepts such as energy communities can provide fairer shares of benefits (instead of just rising property prices), and may offer a form of 'future protection' concerning anticipated (energy) needs and costs.

Adaptive and creative reuse of existing buildings, infrastructure, public spaces and cultural heritage capture the unique qualities, history, and potentials inherent in these places. By doing so, we strive to generate feelings of belonging, pride, and

ownership among people. Furthermore, a circular economy, encompassing activities such as repair, reuse, repurposing, recycling, revaluation, dismantling and rebuilding, not only supports environmental sustainability, but can also generate employment opportunities within the local community. The shift towards circular practices ensures that resource waste is reduced, creating a positive feedback loop of economic development.

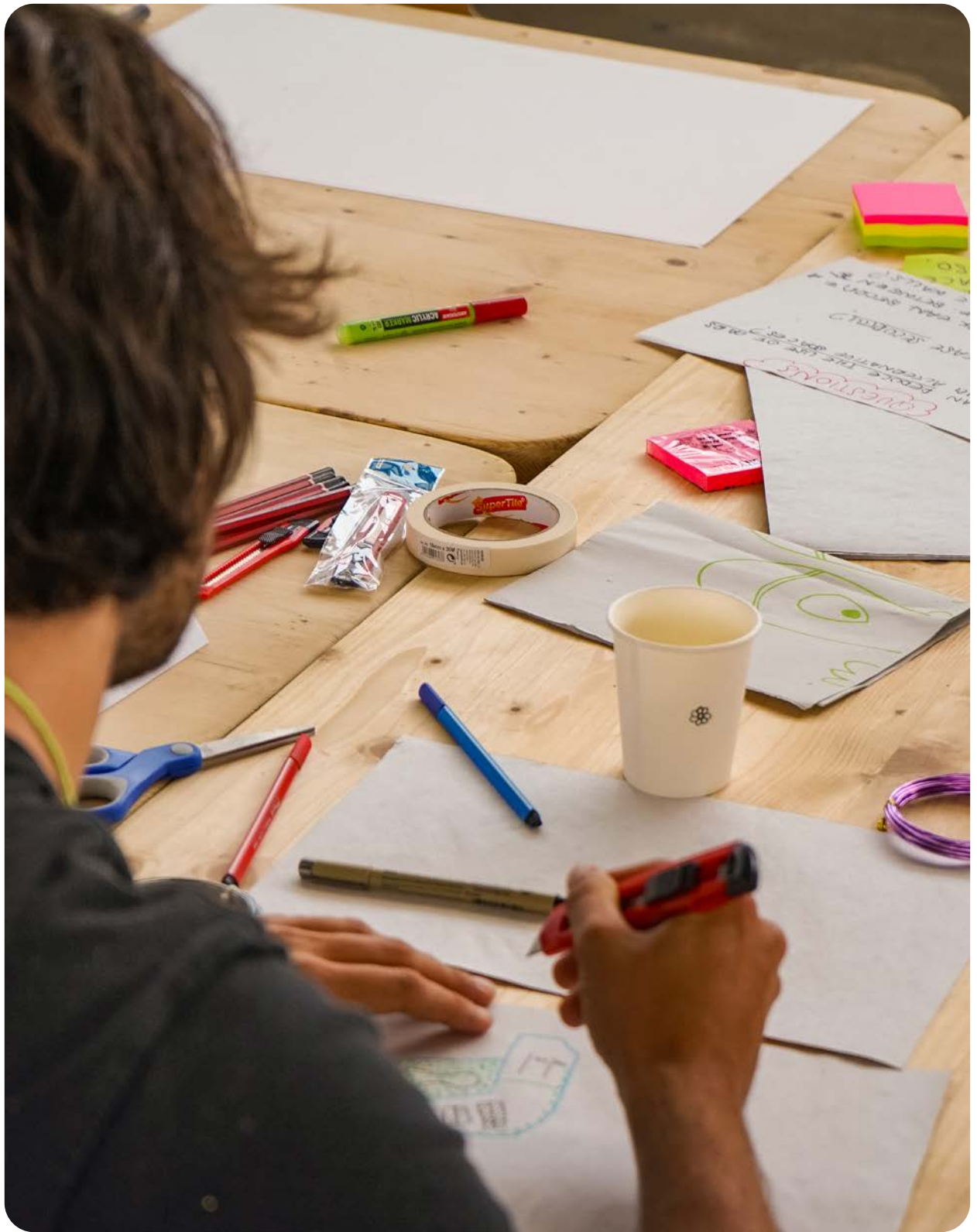
These transformations in urban planning visually express positive changes. They influence behaviour and attitudes by creating environments that prioritise sustainability, community engagement, and a harmonious coexistence with nature. Multifunctional spaces designed for experimentation and cultural expression further enhance the quality of urban areas.

A broader perspective is also needed because inhabitants, local businesses and other stakeholders often have a multitude of requirements, dreams and desires regarding their living and working environments - people are steered by values.

Beautiful sufficiency revolves around finding contentment and fulfilment in having fairly enough, without excess or deficiency. It emphasises the idea that there is beauty and satisfaction in simplicity, moderation, and

having exactly what one needs without indulging in excess or unnecessary extravagance. Beautiful sufficiency prioritises collective well-being and senseful community building over individual consumerism and material growth. It encourages people to appreciate the value of having a balanced and adequate amount of resources and meaningful relations, rather than constantly seeking more for the sake of individual accumulation. It promotes a sense of harmony and balance - an inner beauty.

Within this complex landscape of intertwined challenges and potential co-benefits, data-driven visualisation and co-creation will be pivotal for identifying and negotiating suitable interventions. Data-driven co-creation can improve the quality, availability, handling, and sharing of data, including qualitative and process-related data on people's perception of and interaction with their environment. This will foster better understanding, provide a solid basis for discussion, stimulate thoughtful consideration, and ultimately engage inhabitants, experts, and politicians in the development of new and effective strategies for actionable futures.



CrAFt's NEB Impact Model

One of the cornerstones of this cookbook is the NEB Impact Model. It guides NEB-inspired transformation projects and programmes through visioning, planning,

implementation, and adjustment stages, ensuring alignment with the project's vision while allowing for necessary adjustments.





The NEB Impact Model is based on five pillars sustainability: environmental, economic, social-cultural, governance and quality of life. It features 17 impact categories covering diverse perspectives on the living environment, which promote a balanced and inclusive approach to decision-making. With 46 suggested Key Performance Indicators (KPIs), the model streamlines project monitoring and evaluation by guiding indicator selection. The KPIs are suggestions only; they are not meant to replace existing reporting procedures but complement existing sets of indicators if an organisation does not have a relevant indicator for a particular ambition yet.

The NEB Impact Model supports all stages of project and programme development, offering different forms of support and guiding decision-making for aligned transformation goals. Furthermore, the

model helps organisations to identify co-benefits across different indicators, impact categories and pillars. Such co-benefits can help to engage additional stakeholders, and can attract new types of investments.

In spring 2024, 15 cities will test and provide feedback for further fine-tuning of the NEB Impact Model, enhancing its applicability within the CrAFt, NEB-STAR and Re-Value projects funded by Horizon Europe.

WANT TO KNOW MORE?

For a more detailed description of the methodological background, see the CrAFt Impact Model Summary for Cities or Full Report. For a description of how the nine Re-Value waterfront cities are using the NEB Impact Model, see the Re-Value Impact Model report.

Converting the city ring road into a green boulevard

Original situation: 2x2 large size car lanes, 2 lateral parking strips, 2 narrow bike lanes, residual green strips, bordering canals

New situation: 2x1 car lanes, 2 independent bus lanes, 2 large size bike lanes, ample green borders with trees & hedges, 1 footpath along waterfront

Direct benefits

 Sustainable Mobility

Active & Public Transport

 Climate Neutrality & Energy

CO2-Emissions

Co-benefits

 Outdoor Environmental Quality

Safety Air Pollution Urban Heat Island Noise Levels

 Healthy and Secured Water Cycles

Rain-, Surface- and Groundwater

 Cultural Sustainability

 Sustainable Land Use

Green-Blue Network Functions

 Legal Certainty & Future Economic Value

Futureproofedness & Adaptability

Societal Co-Benefits

Health and well-being

Futureproofedness of assets



To further develop city's activities in connection with the New European Bauhaus you can see an introduction and examples on NEB values and principles in the NEB Compass. For additional tools and methods to introduce NEB into projects, see the NEB Toolbox, the NEBULA Handbook and the digiNEB digital hub. European platforms such as European Urban Initiative, URBACT and the EIT Community NEB all offer calls

to support cities and entrepreneurs in integrating NEB in their projects and programmes. In addition, check the initial results of the six NEB Lighthouse projects and the three Urban Planning and Design projects funded by Horizon Europe under the Cities Mission, featuring NEB-inspired urban transformations by more than fifty cities.



Useful References

Scan or Click to View the Reference



[CrAft NEB Impact Model Summary](#)



[URBACT](#)



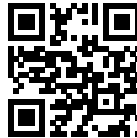
[NEB Toolbox](#)



[The EIT Community New European Bauhaus](#)



[Re-Value Impact Model \(initial version\)](#)



[NEB-STAR](#)



[New European Bauhaus Compass](#)



[DESIRE](#)



[New European Bauhaus](#)



[BoSS](#)



[New European Bauhaus: A Handbook by NEBULA project](#)



[NEBourhoods](#)



[digiNEB](#)



[EHHUR](#)



[European Urban Initiative](#)



[Cultuurcampus](#)

How to use this CrAft Cookbook

The CrAft Cookbook is to be used as a collection of recipes, ingredients and techniques. You can start from the very beginning, if you want, or you can go straight to the stage that fits your needs.

Similar to the original Climate-Neutral and Smart Cities Guidance Package, the CrAft Cookbook contains seven stages of integrated planning and implementation: VISION, DECIDE & COMMIT, PLAN, DO, CHECK, (RE)ACT and SCALE & REPLICATE. Within each of the seven stages, you will find key principles and a series of TO DOs. Each TO DO includes ingredients and step-by-step techniques you will need in order to plan and execute local co-creation with partners and stakeholders, inspired by NEB values and principles. For each TO DO, we have included an initial selection of concrete examples from the CrAft Cities as “Signature Dishes”.

Open invitation to contribute to the next edition(s)

In the second version of the CrAft Cookbook (June 2024), we will add more examples and insights from the CrAft Cities and NEB Alliance members. The third edition of the CrAft Cookbook (April 2025) will feature at least 160 NEB-proof innovative and collaborative local governance models, tools, stories, good practices and guidelines to help cities develop NEB-inspired strategies and concretise these with appropriate collaborative governance models in emblematic projects on their journeys towards climate neutrality.

WANT TO CONTRIBUTE?

If you would like your work to be featured in these editions, please reach out to us at contact@craft-cities.eu.





AGENDA 2030
Transformación y Sostenibilidad
El Objetivo de Desarrollo Sostenible

El Objetivo de Desarrollo Sostenible (ODS) es un plan de acción para mejorar el mundo y garantizar un futuro próspero y sostenible para todos. Los ODS son 17 objetivos que abarcan temas como la erradicación de la pobreza, la salud, la educación, el medio ambiente y la igualdad de género.

El ODS 13, Acción por el Clima, es uno de los objetivos más importantes de la Agenda 2030. Su propósito es limitar el aumento de la temperatura global a menos de 2 grados Celsius por encima de los niveles preindustriales.

El ODS 13 incluye los siguientes objetivos:

- 13.1: Fortalecer la resiliencia y reducir el riesgo de desastres naturales.
- 13.2: Integrar las consideraciones de riesgo climático en las políticas y planes nacionales.
- 13.3: Mejorar la preparación y la respuesta ante desastres.
- 13.4: Mejorar la capacidad de adaptación y la resiliencia de los ecosistemas.
- 13.5: Reducir el riesgo de desastres naturales.
- 13.6: Reducir el riesgo de desastres tecnológicos y industriales.

El ODS 13 es un objetivo clave para lograr un futuro sostenible y seguro para todos.

AGENDA 2030
Transformación y Sostenibilidad
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- 13.6: Reducir el riesgo de desastres tecnológicos e industriales.

El ODS 13 es un objetivo clave para lograr un futuro sostenible y seguro para todos.

VISION

This chapter describes how to create a robust and endorsed vision for urban transformations that is deeply rooted in the needs and aspirations of the local community - a crucial first step towards generating societal readiness. The key principles of this process are participatory processes and radical collaboration with the local community, spanning various stakeholders and resulting in clear, commonly agreed priorities, aligned with the New European Bauhaus values of beauty, inclusiveness, and sustainability.

KEY PRINCIPLES

Participatory Processes

Organise participatory processes with local inhabitants and communities, businesses, knowledge institutes, and grassroots, artistic and cultural organisations. Co-create and agree upon the vision with diverse perspectives and experiences, to garner community support and represent local context.

Long-Term Perspective

Take a long-term view of urban transformations, extending beyond political cycles, and align short-term activities with a broader strategy to embed lasting impacts in the local community and, where possible, in urban design and planning.

Windows of Opportunity

Seize opportunities to integrate NEB values and principles into scheduled regeneration of buildings and infrastructures, and in upcoming plans for urban transformation.

Interconnections

Identify synergies between sectoral plans, such as Sustainable Energy and Climate Action Plans, Sustainable Urban Mobility Plans, and Cultural Sector Plans, to enhance overall results.

Robust Commitments

Empower and engage all stakeholders to create and strengthen long-term commitments. Make plans actionable so stakeholders know how they can contribute. Secure agreement among diverse groups for successful integrated planning. Acknowledge that inclusive processes take time to mature.



🕒 TO DO 1

Redefine the Problem

Identify and understand the key challenges in the neighbourhood to generate a strong foundation for a NEB-inspired transformation process.

INGREDIENTS

Co-Creation

Arts and Culture

Challenges

Interconnections

Existing Plans

NEB Impact Model

Long-Term Impacts

Stakeholders Agreements

Co-Creation

Promote innovation and co-creation, fostering collaboration beyond formal structures for flexibility and adaptability.

Arts and Culture

Acknowledge the role of art and culture in fostering dialogue and creative problem-solving methods and spaces.

Challenges

Collaborate with diverse stakeholders to identify and agree on relevant challenges spanning energy, mobility, nature-based solutions, digitalisation, arts and culture, governance, heritage, spatial quality, inclusiveness, and their interconnections.

Interconnections

Recognise the interconnectedness of challenges; align plans across sectors to mitigate conflicts and maximise mutual benefits.

Existing Plans

Align selected challenges and long-term objectives with established strategies (e.g. Sustainable Energy and Climate Action Plans) to avoid redundancy, create synergies and enhance strategic coherence.

NEB Impact Model

Involve diverse perspectives for holistic understanding. Use tools such as the NEB Impact Model to uncover overlooked viewpoints and identify additional co-benefits.

Long-Term Impacts

Prioritise sustained and meaningful interventions, prioritising long-term impacts over short-term effects.

Stakeholder Agreements

Forge robust agreements with stakeholders, fostering continuous engagement to navigate changing political landscapes.



✓ TO DO 2

Identify What You Need

Assess resources, identify gaps, and consult diverse stakeholders early on. These steps guarantee a comprehensive and inclusive approach to understanding and addressing challenges, laying the groundwork for lasting urban transformation.

INGREDIENTS

Resources

NEB Impact Model

Co-Benefits

Stakeholders

Consultations

Long-Term Perspective

Resources

Assess the resources needed to address identified challenges, in terms of budgets, collaboration, competences and capacities.

Stakeholders

Identify key stakeholders for solving the challenge. Seek balanced representation for diverse perspectives, and comprehensive and well-rounded input. Keep in mind historically overlooked perspectives.

NEB Impact Model

Follow the NEB Impact Model to ensure a comprehensive representation of interests. Confirm representation across all impact categories, including diverse interest groups within each category.

Consultations

Prepare and adapt outreach formats for customised consultations with different stakeholder groups, in particular cultural-

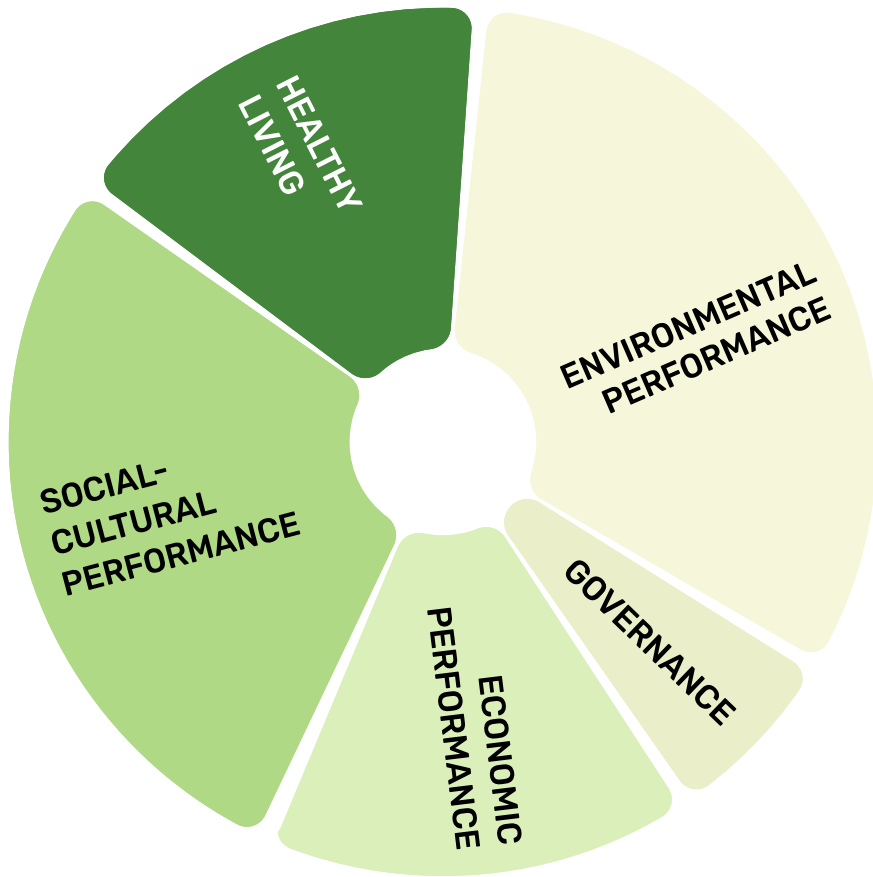
creative formats. Collect information for a preliminary overview of financial and organisational aspects related to the challenges.

Co-Benefits

Seek a holistic understanding of needs, barriers, and opportunities from inhabitants and experts across interests and sectors. Use this information to build trust, mitigate risks, and discover co-benefits that attract the right commitments and justify joint investments.

Long-Term Perspective

Foster continued co-creation with local stakeholders to sustain motivation and support, and to prevent misunderstandings and delays in the longer term.



IMPACT MODEL ROLE-PLAYING WORKSHOP

To foster innovative thinking, employ a role-playing game with one or several groups consisting of five participants each, alongside a facilitator, a note-taker and a time-keeper. Within each group, the five participants each take on one of the following roles, represented in the Pillars of the Impact Model: Environment, Society & Culture, Economy, Governance, and Quality of Life. Distribute these five roles randomly or assign them beforehand, ensuring that no one embodies their usual role.

Task each group with examining a specific case, such as a transformation site or Territorial Transformation Plan, from the perspective of their assigned Pillar/role. Use a map of the site and/or photos to help participants visualise the features of

the site in a more tangible way. Encourage discussions on potential impacts and possible conflicts of interest. Explore how positive outcomes can be reinforced and negative consequences mitigated. Facilitate negotiations between representatives to identify conflicts of interest, pinpoint strong co-benefits, and contribute added value to proposed solutions.

Strategically intervene during discussions, guiding participants back to session goals and posing relevant questions. Offer multiple feedback avenues, accommodating diverse preferences—written, oral, or visual. Create an inclusive and relaxed environment that allows everyone to contribute.



✓ TO DO 3

Organise the Local Ecosystem

Engage local stakeholders early, assess their interests, and foster collaboration within the community. This sets the stage for successful co-creation and sustained engagement in the urban transformation process.

INGREDIENTS

Multi-Actor Ecosystem

Interests and Roles

Dynamic Stakeholder Landscape

Learning Environment

Multi-Actor Ecosystem

Foster an environment conducive to participation and co-creation by actively involving diverse stakeholders, including local administrations, grassroots organisations, schools, universities and research institutes, businesses, inhabitants, arts and culture, property owners, investors, politicians, and others. Leverage this diversity as a strength in your collaborative efforts.

Interests and Roles

Confirm the interest of identified stakeholders in addressing the prioritised challenge. Discuss roles, mandates and responsibilities, considering their capacity as strategic allies, advisors, financiers, consultants, or legally required stakeholders.

Dynamic Stakeholder Landscape

Acknowledge that stakeholder dynamics will evolve throughout project stages. Be ready to adapt to changing interests and project dynamics. Regularly reassess the local ecosystem throughout the project's or programme's lifecycle.

Learning Environment

Establish a collaborative learning environment using structures such as Memorandums of Understanding, meeting spaces, study visits, joint experiments, secondments, and living labs.



IZMIR

Enhancing People's Connection with the Sea

In a bold and forward-thinking move, Izmir has formulated a strategy to rekindle the community's relationship with the sea. The vision revolves around using innovative design to elevate spatial quality, creating a vibrant coastal environment that appeals to diverse social groups. This transformation aims to establish the coast as a distinctive "place" with a renewed sense of identity and character. Izmir operationalises this vision within the Re-Value project, funded by Horizon Europe, and integrates it in the city's journey towards climate neutrality as one of 112 cities in the EU Mission on Climate-Neutral and Smart Cities.

Bostanlı Phase II aerial view - Izmirdeniz Region 1/Karsiyaka. Featuring sports areas, skatepark, bike track, promenade and the square called 'Pavilion by the Sea' by Studio Evren Basbug, as one of the focal points along the coast.

Photo: Izmir Metropolitan Municipality; Press, Publications and Promotion Directorate, 2019

Key Features

Izmir's Coastal Enhancement Strategy

Reconnection through Design

The strategy focuses on using design principles to reconnect people with the sea, fostering a sense of community and belonging along the coast.

Improved Access and Mobility

The design includes plans for better access to and around the bay, featuring continuous bike and pedestrian routes, electric tram services, ferry transport, and additional piers.

Stakeholder Involvement

The vision is the result of extensive stakeholder engagement, incorporating methodologies such as questionnaires and multidisciplinary forums to ensure that the diverse needs and perspectives of the community are considered.

By bringing together expertise and resources, Izmir's stakeholders collectively contribute to the success of this transformative initiative.

Collaborative Design Process

The design process itself is collaborative, with different groups working together to create a variety of designs for various sub-regions. This approach ensures a comprehensive and inclusive vision that resonates with the entire community.

Sustainability at the Core

Each facet of the designs prioritises sustainability, incorporating energy-efficient lighting, eco-friendly transportation options, and sustainable landscape designs that promote healthy water cycles.





✓ TO DO 4

Brainstorm

Explore diverse aspects of the challenges with stakeholders to hear their opinions. Use a variety of engagement formats, the NEB Impact Model, internal stakeholders, and arts and culture expertise for a rich and inclusive exploration of the local challenges.

INGREDIENTS

Engagement Formats

Engagement Spaces

Neighbourhood Festivals

Internal Collaboration

Arts and Culture

NEB Impact Model

Engagement Formats

Explore diverse engagement formats beyond traditional consultations to encourage active participation and creativity.

Consider world cafés, focus groups, public hearings, workshops, joint mind maps, exhibitions, festivals, performances, art, contests and serious games.

Engagement Spaces

Consider using pop-up temporary or permanent physical meeting spaces to create dynamic environments for discussions. Spaces such as libraries, museums and cultural centres can foster spontaneous interactions and contribute to a vibrant exchange of ideas.

Neighbourhood Festivals

Explore the idea of organising neighbourhood festivals to engage the community. Festivals create a festive atmosphere, making it an enjoyable and participatory experience for residents.

Internal Collaboration

Don't overlook the valuable insights of your colleagues within and across different units of our organisation. Internal collaboration fosters a holistic understanding of the challenges and encourages a diversity of perspectives.

Arts and Culture

Engage experts from arts and culture during all steps and stages. Their involvement can challenge conventional thinking, encourage stakeholders to approach challenges differently, and unveil new perspectives.

NEB Impact Model

Leverage the NEB Impact Model to raise awareness about different types of interests and possibilities.

Use it as a tool to guide discussions and ensure that a comprehensive range of impact categories is considered.



✓ TO DO 5

A Shared, Evidence-Driven Knowledge Base

Lay the foundations for a shared knowledge base rooted in evidence from practice and research. Engage stakeholders to assess the feasibility and viability of potential solutions. This ensures a shared understanding and commitment and sets the groundwork for informed decision-making and successful implementation.

INGREDIENTS

State of the Art

Knowledge Partners

Learning Environment

NEB Impact Model

Evidence-Based Knowledge

State of the Art

Stay informed about the latest advancements and best practices relevant to the selected challenges by identifying the state of the art in relevant fields.

Knowledge Partners

Universities and research institutes can offer unbiased insights, create a conducive learning environment, identify state-of-the-art practices, and contribute to testing and experimentation with students, young researchers, and research funding.

Learning Environment

Establish a practical and controlled environment for experimentation and learning, such as testing methods, coordinating

living labs, and documenting outcomes. This facilitates exploration of innovative solutions and provides valuable data to support decision-making.

NEB Impact Model

Apply the NEB Impact Model to link Key Performance Indicators, and for estimating various co-benefits. Explore an extended business case to elevate the solution beyond conventional practices.

Evidence-Based Knowledge

Accurately document outcomes for future project reference and to provide valuable insights on progress and learning to/with stakeholders.



THE PLANNING BUS

The Planning Bus originated at NTNU in the early 2000s. The bus takes a core team of architecture students to selected towns and communities in Norway, where they organise intensive engagement activities with inhabitants on local challenges. The students generate project drafts, incorporate inhabitants' feedback into finalised projects and present these to the municipalities and local communities.

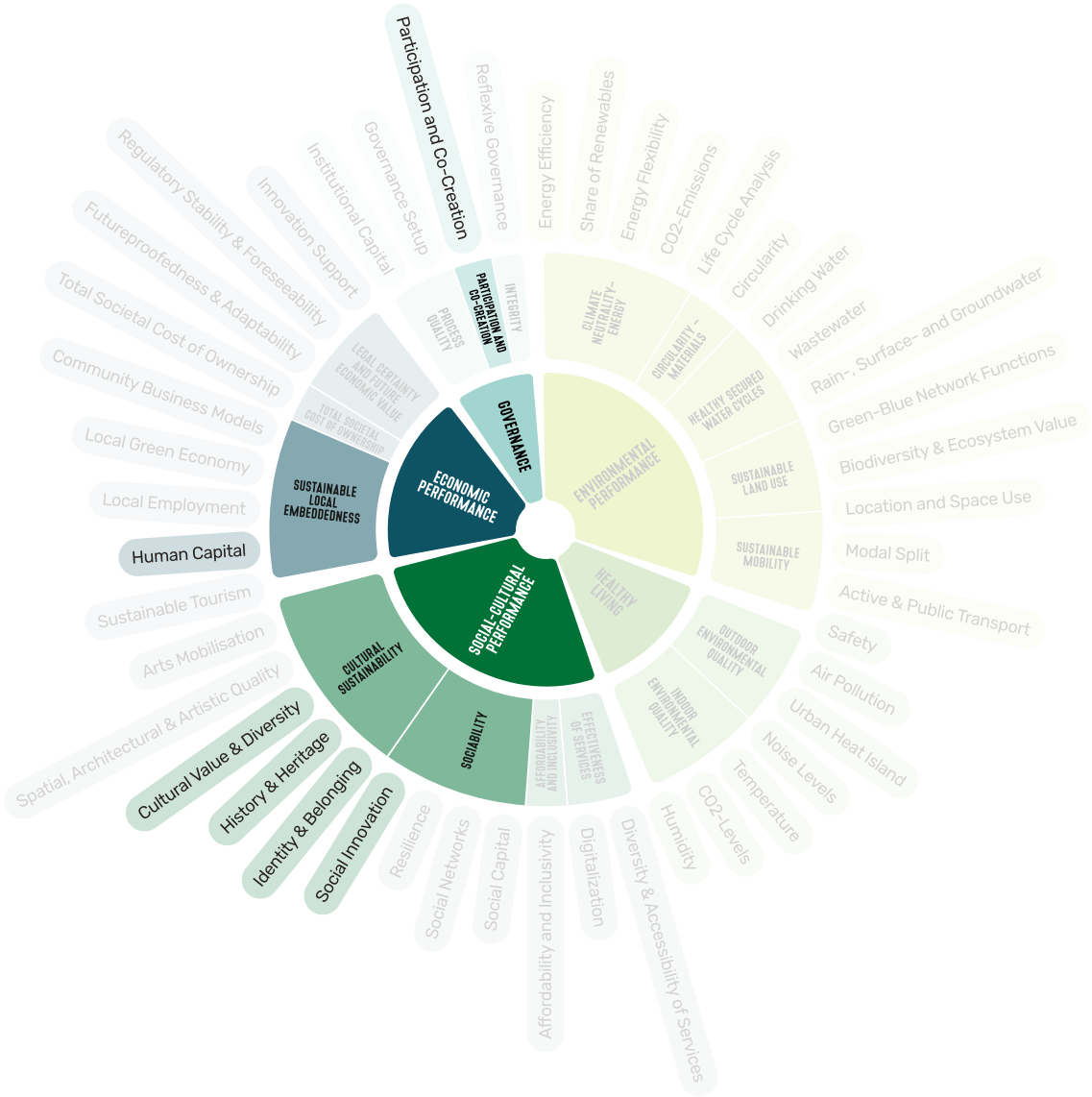
In 2022, for example, a team of seven international architecture students were invited to Kjerkesvågen to help create visions for a sustainable and shared future. They engaged interactively with the community through a wheel of fortune and a city model, discussing topics that matter. By talking to residents, exploring the town, and listening to stories and desires, they aimed to uncover hidden treasures in Kjerkesvågen.

Their findings were presented in a toolbox, offering diverse approaches and ideas for Kjerkesvågen's sustainable future. Ideas were categorised, evaluated based on time and cost efficiency, community value, and tourism impact, and summarised in a catalogue. Additionally, they crafted step-by-step plans and visions for the city centre, harbour, and coastal path, highlighting various possibilities and showcasing the interconnectedness of interventions.

Students, teachers and local residents discussing site improvements in Kjerkesvågen

Photo: Markus Schwai, programme coordinator for the Planning Bus







✓ TO DO 6

Explore Legislation and Commitments

Check existing legislation, mandates, obligations and commitments flowing from national and EU policies, as they shape operational parameters. Systematically understanding the legal context ensures compliance, foresight, and adaptability in addressing the challenge.

INGREDIENTS

Legal Framework

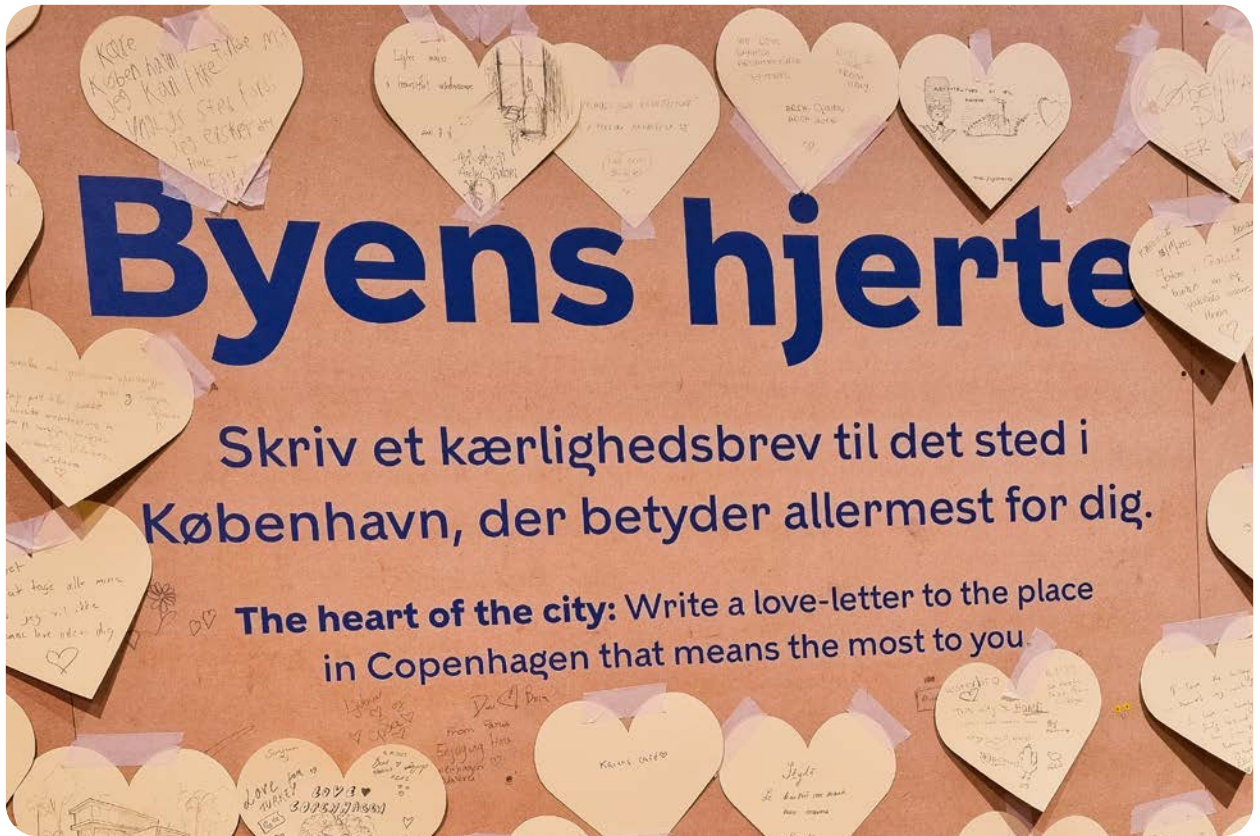
Anticipated Changes

Legal Framework

Legislation, mandates, and commitments establish the legal framework, guiding the planning and execution of new projects. They shape project design, affecting preconditions, stakeholder engagement, and responsibilities. Understanding legal frameworks ensures compliance and identifies degrees of freedom for crafting new plans and activities.

Anticipated Changes

Upcoming legislative and mandatory policy changes may require re-negotiation and adjustment of plans. Flexibility in adapting to legal modifications is crucial to avoid delays, mitigate risks, and maintain alignment with regulatory requirements.



✓ TO DO 7

Summarise In a Vision Document

Create a comprehensive vision document to safeguard long-term development goals for the city or community, ensure transparency, and navigate political cycles. A transparent and collaborative vision document provides a resilient and adaptable framework for the community's long-term well-being and sustainability.

INGREDIENTS

Vision Document

Realistic Expectations

Regular Updates

Long-Term Goals

Transparency

Synergies

Co-Creation

Vision Document

Document key ideas and goals from the project's initial stages. The vision document acts as a roadmap, encapsulating overarching aspirations and objectives.

Long-Term Goals

A vision document safeguards long-term goals amid changing landscapes, serving as a reference for continuity and consistency.

Synergies

Assess connections between the updated vision and commitments such as Sustainable Energy and Climate Action Plans to ensure synergy and alignment across initiatives.

Realistic Expectations

Clearly define the vision's scope and timeline in the document to set realistic expectations and milestones.

Transparency

Ensure transparency in the vision document, clearly articulating goals, strategies, and intended outcomes. Minimise ambiguities to prevent misunderstandings or misinterpretations.

Co-Creation

Collaboratively update the vision with stakeholders to foster ownership, shared responsibility, and adaptability to evolving challenges and opportunities.

Regular Updates

Regularly review and update the vision document to ensure relevance and alignment with changing circumstances. Integrate approved changes, maintaining a comprehensive and up-to-date record of development objectives.



gustob

6

PIES

Αλάξι
που κλείται
με υδρογόνο!

ΕΥΤΥΧΙΑ

Σάντρο
ΜΕ
ΛΙΑΠΡΟΝΙΣ

42

KOZANI

Collaborative Initiatives to Advance Kozani's Climate Action Plan

Kozani is one of the 112 cities participating in the EU Mission on Climate-Neutral and Smart Cities. The Greek city has set itself the ambitious target of achieving climate neutrality by 2030, accompanied by a comprehensive Climate Action Plan encompassing key areas such as stationary energy, renewable energy production, transportation, land and forestry, waste, and digital transitions. This multifaceted plan stands out with its holistic approach and dedication to beauty, sustainability, and inclusivity.

Talented young artists during Waste Reduction Week 2022, showcasing their vision of a more sustainable future through the innovative use of old clothes.

Picture: CluBE

Key Features

Kozani's Climate Action Plan

Comprehensive Strategies

The city's Climate Action Plan covers a broad spectrum of areas crucial for sustainable development, demonstrating a commitment to addressing climate challenges comprehensively.

Extensive Partnerships

Kozani has garnered support from over fifty groups of partners and stakeholders, creating a collaborative network essential for the successful implementation of the Climate Action Plan. By joining climate initiatives such as the Green City Accord, Kozani has further demonstrated its dedication to international cooperation efforts for sustainable urban development and environmental protection.

Triple Focus

Beauty, Sustainability, Inclusivity.

Promoting Art and Culture

Kozani integrates beauty into its strategy by actively promoting art and culture,

enhancing the city's aesthetic appeal and fostering a sense of community pride.

Green Energy Transitions

The emphasis on sustainability is evident in the commitment to green energy transitions, contributing to the reduction of carbon emissions and the overall environmental impact.

Inclusive Events

The city hosts open events such as Waste Reduction Week and Climate-Neutral Week, fostering inclusivity by providing platforms for community participation and dialogue.

Engagement of Inhabitants

Kozani prioritises inhabitants' engagement, with a particular focus on families and children as the future inhabitants of the community. This approach ensures a sustainable and resilient legacy for generations to come.



DECIDE & COMMIT

Operationalising the VISION from stage 1 involves engaging stakeholders, in-depth collaboration, alignment with broader goals, careful prioritisation of viable solutions, and ensuring commitment of resources to developing concrete plans —a crucial step in turning ideas into actionable plans for urban development.

KEY PRINCIPLES

Actionable Pathways

For each goal identified in the VISION stage, outline concrete pathways to translate high-level goals into actionable steps aligned with the overall vision.

Stakeholders

Conduct collaborative sessions with internal and external stakeholders to shape and refine pathways for change, ensuring diverse perspectives and enhancing the likelihood of achieving consensus.

Resources

Identify resources and stakeholders for necessary support, ensuring allocation of sufficient human and financial resources for plan development.

Strategic Alignment

Verify proposed strategies against local targets and long-term plans to ensure sustained commitment, to avoid conflicts, and to promote a unified approach to local development.

Prioritised Pathways

Collaborate with stakeholders to prioritise pathways based on feasibility, positive impact, and alignment with broader goals. Repeat steps if additional information or negotiations are needed for informed decision-making.

Multi-Actor Cooperation

Organise partners and stakeholders into cross-domain teams to develop integrated plans across departments and organisations, preventing silos and encouraging a holistic development process.



✓ TO DO 1

Translate the Vision

In this step, we translate the identified goals from stage 1 into concrete strategies, defining the general direction, and outlining potential solutions through a well-informed, evidence-based, and collaborative approach.

INGREDIENTS

Strategies and Timeframes

Bottom-Up + Top-Down

Co-Created Pathways

Local and International Knowledge

NEB Impact Model

Gradual Progress

Strategies and Timeframes

Develop strategies for each identified goal, indicating the desired direction, types of solutions, and establishing an expected timeframe for achievement.

Bottom-Up + Top-Down

Secure active involvement from all levels, combining bottom-up commitment with high-level leadership support. Build narratives emphasising the benefits of proposed objectives, aligning with organisational goals such as Climate City Contracts and Sustainable Energy and Climate Action Plans.

Co-Created Pathways

Recognise multiple pathways to address challenges. Engage experts, local communities, and stakeholders to explore effective measures and gather insights on local needs.

Local and International Knowledge

Collaborate with local partners and stakeholders for sharing insights and lessons learned. Organise field trips and site visits to observe real-world examples locally and internationally.

NEB Impact Model

Leverage the NEB Impact Model for a holistic view of strategies across impact categories. Delve into Key Performance Indicators, to double-check where more desired outcomes could be achieved and which additional stakeholders should be engaged to do so.

Gradual Progress

If objectives appear ambitious, begin with smaller projects to showcase benefits. Gradually progress to larger-scale projects as confidence and support grow.



✔ TO DO 2

Detail Roles, Responsibilities and Capacity

When the strategies to achieve the objectives are mature, explore formal collaboration structures, such as Memorandums of Understanding, People–Public–Private partnerships (PPPPs), and others as needed.

INGREDIENTS

Multi-Actor Approach

Roles and Contributions

Resources

Multi-Actor Approach

Adopt a multi-actor, transdisciplinary, and participatory approach aligned with NEB Principles. Use the NEB Impact Model to check whether all necessary stakeholders are represented.

Roles and Contributions

Engage stakeholders in focused discussions to align project needs with their experiences, expectations, priorities, and daily activities. Clearly define the roles and contributions of partners and stakeholders, taking into account current mandates and responsibilities.

Resources

Map stakeholders' resources for alignment with your organisation's resources. Identify collaboration areas for mutual value, fostering shared ownership. Assess potential legal restrictions impacting stakeholder participation.



✓ TO DO 3

Re-Align Goals, Ambitions and Strategies

Align the project or programme with relevant ongoing formal and legislative obligations and commitments identified in the VISION stage, in order to find synergies, to tap into additional support networks, and to ensure better coherence across policy fields.

INGREDIENTS

Commitments

Transdisciplinary Approach

Synergies

Commitments

Review which obligations and commitments, such as Climate City Contracts and Sustainable Energy and Climate Action Plans, may influence the insights, specific targets, timelines, and resources for your project or programme. Include city, regional, national, and international commitments.

Transdisciplinary Approach

Include frameworks from all relevant policy fields to ensure a comprehensive approach to address social, cultural, economic, spatial, and other policy strategies; use the NEB Impact Model as support.

Synergies

Identify synergies with other commitments to gain additional support. Collaborate with related projects funded at the national or EU levels, as well as initiatives and policies sharing common goals, leveraging these partnerships to strengthen the impact and reach of your initiative.



UMEÅ

Collaborative Innovation: Crafting Umeå's Sustainable Future approved

Umeå, Sweden, envisions a future with 200,000 inhabitants by 2050, emphasising social, ecological, cultural, and economic sustainability. The city is dedicated to achieving climate-carbon neutrality by 2030. Umeå has created a dynamic and participatory platform to support collaborative efforts with local stakeholders and national partners.

Noteworthy initiatives include the Umeå Climate Roadmap, signed by 54 stakeholders across sectors, and adherence to the Swedish Climate City Contract, involving six national agencies and 23 municipalities as well as Umeå's work within NetZeroCities and the Cities Mission's Climate City Contract. These agreements will complement existing initiatives and serve as a catalyst for new ideas and collaborations.

Umeå is committed to inclusivity with strong participatory processes. The city has hosted several events as part of an innovation program, inviting diverse voices from the local community to share insights and ideas. Placing inhabitants at the centre of the decision-making process will ensure that Umeå's growth reflects the values and aspirations of the community.

Umeå is committed to inclusivity with strong participatory processes.

Photo: Fredrik Larsson

AKADEMIBOKHANDELN

SEB



Vad skulle du onska for din stadsdel om 20 ar?

Var till nytta
och inspiration
for alla i stadsdelen

UMEÅ
KOMMUN

UMEÅ
KOMMUN

Centrals stan

Umeå giftiga och nya

20-årsplanering

2020-2030

2020-2030

2020-2030

2020-2030

2020-2030

2020-2030

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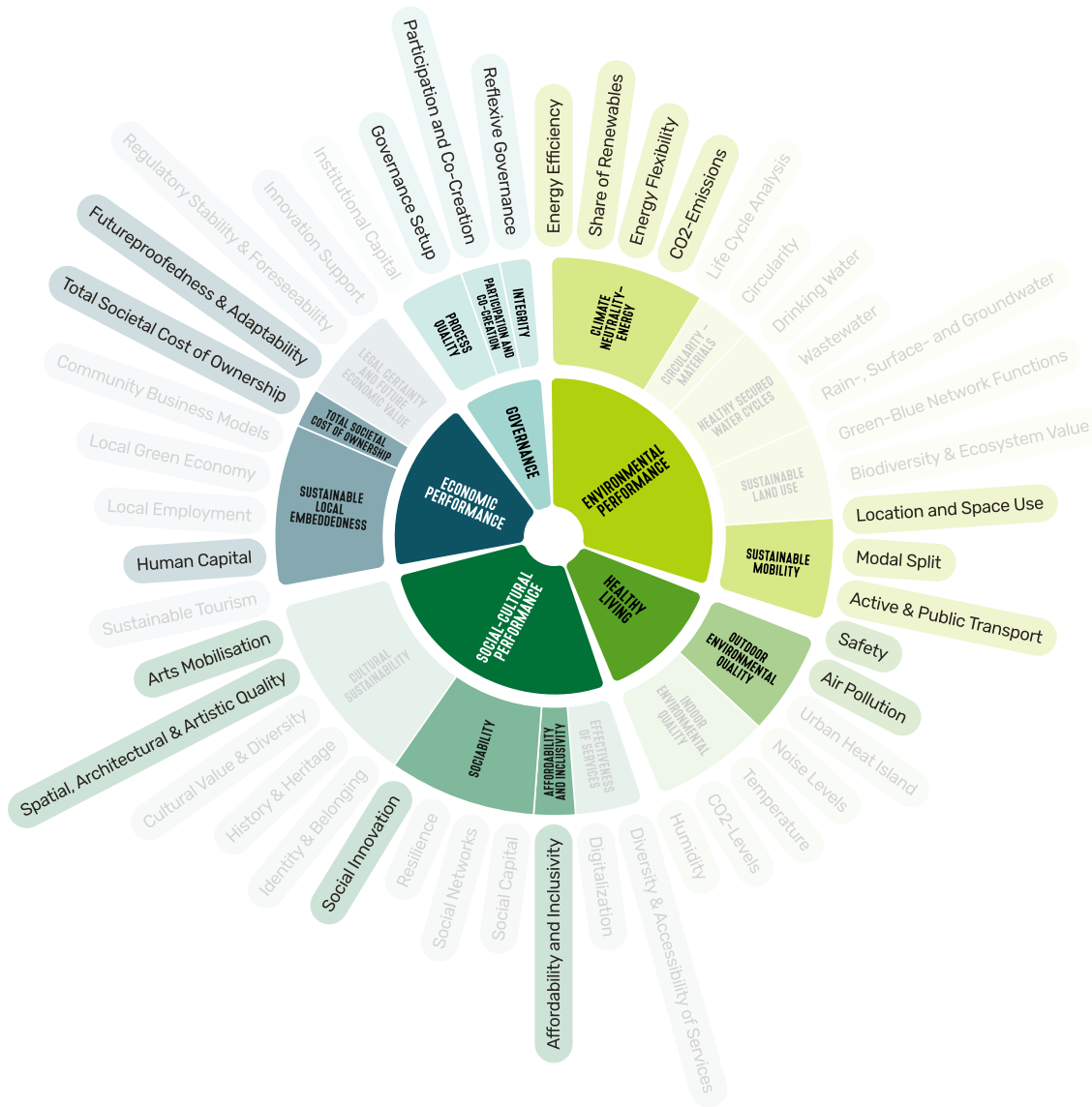
2020-2030

2020-2030

2020-2030



colorhub





✓ TO DO 4

Jointly Prioritise Pathways and Actions

Collaborate with partners and stakeholders to choose viable pathways and select the most suitable actions, thus strengthening the project's foundation and build a diverse network of support across various sectors and interests.

INGREDIENTS

Radical Collaboration

Refined Pathways

Endorsement

Priorities

Co-Benefits

Radical Collaboration

Facilitate discussions with partners and stakeholders to jointly identify and prioritise pathways reflecting the collective vision and goals. Organise the process to foster common understanding, empowerment, and ownership among stakeholders.

Priorities

Prioritise pathways based on criteria such as resource availability, action maturity, and feasibility. Align priorities with overarching goals of sustainability and impact.

Refined Pathways

Through negotiations, refine pathways to project objectives, remaining open to new and improved paths along the way.

Co-Benefits

Use the NEB Impact Model to collaborate with partners and stakeholders, identifying mutual interests and co-benefits across sectors. Break away from conventional practices to find new forms of value transcending sectors, disciplines, and interests.

Endorsement

Highlight potential impact of actions and co-benefits, and involve stakeholders in the design process to convince a broader audience of the initiative's value. Gain support from politicians, investors, and decision-makers by showcasing the collective agreement on pathways and actions, and demonstrating potential impact.



✔ TODO 5

Form Internal and External Teams

Effective co-creation teams and a robust coordination framework streamline processes, reduce delays, and build a cohesive stakeholder network toward common goals.

INGREDIENTS

Co-Creation Teams

Formalised Collaboration

Endorsements

Integrators

Facilitators

Co-Creation Teams

Form co-creation teams within your organisation and among external partners and stakeholders.

Formalised Collaboration

Secure political and managerial support. Formalise collaboration agreements to create a cross-cutting framework, breaking down organisational boundaries and sectoral silos.

Endorsements

Identify active contributors and community-linked organisations to endorse the project. Use ambassadors and local heroes to build public support.

Integrators

Appoint an integrator or boundary spanner with the mandate to coordinate both internal and external teams, preventing information islands, task fragmentation, and overlapping responsibilities.

Facilitators

Organise activities, such as workshops or sessions, to foster a common culture, identity, trust, and confidence among participants. Allow participants to share expectations and co-create ground rules for successful cooperation.



 TO DO 6

Explore Different Financial Schemes

Engage investors early, explore diverse financial schemes, and promote awareness of financing opportunities to build a robust financial structure and ensure stakeholder participation at various levels. Properly de-risk solutions with the support of financial experts.

INGREDIENTS

Awareness

Investor Engagement

Societal Life Cycle Costing

Financial and Partnership Models

People–Public–Private Partnerships

Awareness

Promote awareness of financing needs and opportunities among inhabitants, communities, youth, social entrepreneurs, SMEs, and other stakeholders during project scoping and development.

Investor Engagement

Involve potential investors and funding resources from the earliest stages to build trust, identify preconditions, responsibilities, and windows of opportunity.

Societal Life Cycle Costing

Evaluate financial schemes for a realistic understanding of the economic viability of plans. Steer towards a societal Life Cycle Costing (sLCC) approach wherever pos-

sible, leveraging on identified co-benefits. Consider budget constraints, renovation and upgrade needs of infrastructure and building, and potential costs of new systems and networks.

Financial and Partnership Models

Explore novel financial and partnership models, and crowdfunding rooted in the local ecosystem, involving local businesses, inhabitants, and non-governmental organisations (NGOs).

People–Public –Private Partnerships

Consider Public–Private–People partnerships (PPPPs) and explore innovative procurement procedures to reduce uncertainties and attract investments.





PLAN

In DECIDE & COMMIT, you agreed on the project's objective, identified pathways, and allocated resources. In PLAN, it is time to operationalise these into tangible, validated action plans, ensuring collaborative decision-making, community engagement, and resilient financial and partnership models.

A group of people in a workshop setting, with a central text overlay. The background shows several individuals engaged in collaborative work at tables. One person in the foreground is wearing a purple shirt and glasses, looking towards the right. Another person in a green shirt is visible on the right side, looking down. The text overlay is a white rounded rectangle containing the title and five key principles.

KEY PRINCIPLES

Alignment & Clarity

Operationalise the shared vision into clear, actionable plans.

Community Engagement

Strengthen community ownership of the prioritised pathways, ensuring positive attitudes toward plans. .

Efficient Resource Use

Optimise the deployment of the resources allocated to preparation.

Holistic Problem Identification

Analyse the built environment challenges in detail, fostering effective solutions.

Partnerships

Put the partnerships to work.



Jointly Define Milestones, Targets & Responsibilities

Co-create milestones and targets collaboratively with stakeholders to operationalise your shared vision, ensuring ongoing involvement and joint ownership.

INGREDIENTS

Stakeholders

Visualisations

Previous Projects

Inclusive Environment

Responsibilities

Partnerships

Co-Creation

Resources

Stakeholders

Recognise changing priorities. Re-engage DECIDE & COMMIT stakeholders for alignment with evolving goals and to ensure positive attitudes and ownership. Ensure representation from the public sector, commerce, civil society, arts and culture, and academia for holistic problem-solving.

Inclusive Environment

Foster an inclusive environment for open expression. Address challenges in understanding professional language, the merits of diverse work methods including arts, and discomfort with new tools. Leverage stakeholders' diversity as a strength.

Co-Creation

Conduct workshops and consultations with stakeholders from various sectors to collectively define milestones and targets. Collaborate with professionals and inhabitants to analyse how specific challenges play out locally, and to identify areas where implementing your VISION can have maximum impact.

Visualisations

Foster a shared understanding of the rough plan among diverse stakeholders.

Improve understanding with visualisations and simulations, using tools such as GIS and digital twins, along with post-its, artworks, and inspiration boards for clear representation.

Responsibilities

Assign responsibilities for achieving specific targets and milestones to individuals, organisations, or departments.

Resources

Secure financial, personnel and community resources for actionable commitments. Explore local resources and connect with student and university projects to add capacity and maximise impact.

Previous Projects

Leverage data from ongoing and previous projects for current objectives and optimise existing resources to avoid duplication of efforts.

Partnerships

Identify external actors who can benefit from events and contribute financial or human capital. Explore partnerships with entities interested in supporting the project.



🕒 TO DO 2

Explore State of the Art

Explore cutting-edge methodologies and solutions that might be useful, ensuring that your NEB-inspired urban transformation aligns with the latest advancements, local needs, and diverse perspectives.

INGREDIENTS

State of the Art

Arts and Culture

Stakeholders

Local Context

State of the Art

Thoroughly explore the latest methodologies and solutions for your project's challenges, emphasising advancements in climate, social, economic, technical, spatial, digital, governance, and legislative aspects.

Stakeholders

Involve professionals and inhabitants in the exploration process to capture diverse perspectives, interests, and needs, which can benefit from these methodologies.

Arts and Culture

Acknowledge the role of art and culture in fostering dialogue and creative problem-solving methods and spaces.

Local Context

Evaluate identified methods and solutions for local suitability, considering factors such as climate, social dynamics, economic conditions, and compliance with local legislation, including General Data Protection Regulations (GDPR).



SIGNATURE DISH

PÍSEK

Leveraging the Creativity of the Local Community in Písek

Sladovna Písek specialises in hosting interactive and experiential exhibitions, employing a laboratory principle that extends beyond traditional boundaries. The organisation is dedicated to inspiring visitors of all ages to create, play, discover, and collaborate with authors, artists, and lecturers. Sladovna Písek's unique approach aims to integrate the laboratory concept into public spaces, fostering engagement and creativity, and a sense of community ownership and involvement in the transition towards a climate-neutral and resilient waterfront city.

Photos:
Sladovna Písek

Key Features

Sladovna Písek's Initiatives

Interactive Exhibitions

Sladovna Písek hosts interactive exhibitions that function as laboratories, encouraging hands-on exploration and experiential learning.

Artistic Activities in Public Spaces

The organisation conducts artistic activities in public spaces, inspiring creativity and collaboration among residents of all ages.

Treasure Hunts and Animation Studio on the Road

Sladovna Písek offers engaging activities such as treasure hunts for children and an animation studio on the road, fostering community participation.

Experience Bar

The organisation features an experience bar creating impactful sensory experiences for participants.

Dialogue Facilitation

Sladovna Písek plays a crucial role in facilitating dialogues and story-building processes, creating a space for public engagement with politicians, city hall, and other stakeholders.





✓ TO DO 3

Rank Relevant Ongoing and Possible New Projects

Strategically select projects aligning with urban transformation objectives, forming a well-defined, impactful portfolio. Prioritise based on viability, impact, and stakeholder support. Visualise potential impacts, discuss with stakeholders to save resources, strengthen ongoing projects, and identify gaps for new initiatives.

INGREDIENTS

Holistic Overview

Visual Impact

Data-Driven Co-Creation

Project Ranking

Co-Benefits and Trade-Offs

Buy-In

Holistic Overview

Use information from the previous step to create a preliminary list of ongoing and potential new initiatives. Consider sectors such as renaturing, social innovation, circularity, mobility, energy, infrastructures, and digitisation. Identify opportunities to strengthen successful initiatives or create new ones where gaps exist.

Visual Impact

Add spatial and visual details to the illustrations you created in the previous step, related to the impacts your selected initiatives would have at neighbourhood and city levels. Utilise tools such as hand-made drawings, mood boards, picture collages, Geographical Information Systems (GIS), and digital twins.

Data-Driven Co-Creation

Use data-driven tools to analyse transformation scenarios for specific areas. Develop a common operational picture and shared understanding among stakeholders for later collective agreement.

Project Ranking

Collaborate with stakeholders to rank projects based on viability and impact. Consider criteria such as maturity, financial feasibility, risks, societal readiness, and consistency with targets.

Co-Benefits and Trade-Offs

Facilitate transparent discussions with stakeholders on choices, identifying potential trade-offs and co-benefits using the NEB Impact Model to address challenges from different perspectives.

Buy-In

Secure continued political approval and explicit commitment from key stakeholders for the highest-ranking projects. Obtain the buy-in from the city administration to ensure budget allocation and human resources. Likewise, other key stakeholders have to make their commitments concrete by making budgets and personnel available for the preparation and realisation phases.



✓ TO DO 4

Select Preferred Financial and Partnership Models

Refine the financial aspects of projects, detailing costs and selecting models to mitigate risks and ensure societal readiness. Lay the groundwork for a robust and inclusive financial strategy, involving various stakeholders beyond previous stages.

INGREDIENTS

Cost-Benefit Analysis

From ESG to NEB Impact

Risk Assessment

Engage Investors

Development Banks

Small-Scale Projects

Participatory Budgeting

Innovative Financing and Procurement

Open Calls

Cost-Benefit Analysis

Conduct a comprehensive cost-benefit analysis, considering investments and operational costs. Consider the societal cost of ownership, favour long-term economic return and leverage on co-benefits. Assess the project's impact on existing infrastructure and its alignment with political support.

From ESG to NEB Impact

Include not only Environmental, Social, and Governance (ESG) principles and EU taxonomy, but all pillars of the NEB impact Model

Risk Assessment

Offer detailed information on real and perceived project risks, including demand/needs analysis, technical feasibility, and a clear project structure.

Engage Investors

Collaborate with finance and funding organisations, addressing queries and providing details on political support, project status, and approvals.

Development Banks

Consider development banks and invest-

ment funds that value environmental/social standards. Understand their criteria for evaluating proposals and align them with your overall project/programme goals.

Small-Scale Projects

Consider small-scale projects as low-risk testbeds for innovation. Involve local partners to raise familiarity and enhance public exposure.

Participatory Budgeting

Involve inhabitants through Participatory Budgeting for community-driven decision-making.

Innovative Financing and Procurement

Explore innovative financing, including collaborations with social entrepreneurship. Consider Public Procurement of Innovation Solutions (PPI) and Pre-Commercial Procurement (PCP) for out-of-the-box solutions.

Open Calls

Consider open calls for solutions instead of specific products or services. Encourage a diverse range of proposals for innovative solutions.



STAVANGER

Norway Unlimited – a neighbourhood incubator for social entrepreneurship

Norway Unlimited is a competence-driven entity dedicated to fostering ideal social entrepreneurship within local contexts.

The journey began in 2014 in the Tøyen neighbourhood in Oslo. Inspired by initiatives in Great Britain, such as UnLtd UK and Impact Hub, they provided local enthusiasts with a platform to test and develop ideas for tackling social challenges, guiding them to become social entrepreneurs. Some of these ideas evolved into non-profit enterprises, ensuring economic sustainability for the services generated. The success of Tøyen Unlimited has led to the establishment of four new neighbourhood incubators in Norway: Storhaug Unlimited and Kvernevik Unlimited (Stavanger), and Søndre Unlimited and Romsås Unlimited (Oslo). While Tøyen Unlimited is an independent organisation, the latter four are integrated into municipal services with state place-based investments.

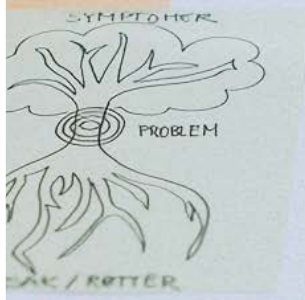
In response to growing interest and the need for coordination, Norway Unlimited was established in the summer of 2022. As an umbrella organisation, they aim to foster collaboration between incubators, work with municipalities to establish new neighbourhood incubators, and share expertise on ideal social entrepreneurship in Norway. As a partner in the NEB-STAR NEB Lighthouse project, their hope is to be able to empower more people to replicate this methodology.

Stakeholder in action at Tøyen Unlimited

Photo: Tøyen Limited



SOSIALT MÅL: SKAPE ULLIKKRENTLIGE, UHØYRTE OG SPENSLIGE



LØSNING:
LAVTERSKEL
OPPSØKENE ARBEID
RELA SJONSBYGGENDE

MVP
Spiraltype
low cost
high value

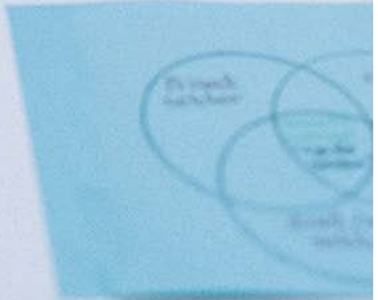
VEDLØPTE
"delikatere
baker først!"

SAVNBRØD -
PARTNERE

THE
"WHY"
?

EFFEKTHAUNG :
www.visdet.no

SMITTENDE
SOMTILKKE
høyt - nøyaktig ut
over tid etc.







✔ TO DO 5

Prepare the Monitoring Process

Establish a robust monitoring and evaluation framework for selected projects, with Key Performance Indicators (KPIs) for tracking, evaluation, and continuous improvement. Foster transparency, accountability, and successful realisation of societal and administrative objectives.

INGREDIENTS

Objectives

Data

Key Performance Indicators (KPIs)

Learning

Reporting Mechanism

Objectives

Define and clarify the objectives of your selected initiatives, operationalising them into concrete activities to align with targets set during the VISION stage.

Key Performance Indicators (KPIs)

Select indicators, both quantitative and qualitative, that will be able to demonstrate progress. Identify co-benefits such as improved public spaces, reduced energy poverty, and lower air pollution. Use the NEB Impact Model for new insights.

Reporting Mechanism

Develop a reporting mechanism to keep decision-makers, investors, and end-users informed on project progress, achievements, and areas requiring attention.

Data

Implement a routine data collection process aligned with selected indicators, capturing both quantitative and qualitative data for a comprehensive view of project performance. Address data privacy concerns through transparent policies to establish trust with public and private entities.

Learning

Prepare the ground for using monitoring results for learning together with stakeholders. See monitoring as a learning opportunity.





DO

The DO stage begins project implementation with a proactive and hands-on approach. Through strategic updates, a well-organised kick-off, monitoring progress, data access, and robust support, we turn plans into tangible results. Success hinges on effective execution and adaptability to changing circumstances.

KEY PRINCIPLES

Team Skills

Assess team skills, competences and capacities, identifying gaps. Strengthening the team to ensure that the necessary expertise is on board for implementation of plans.

Kick-off

Organise a kick-off event to align the team with project goals, timelines, and expectations.

Baseline and Progress

Establish a baseline for measuring the impact of interventions. Identify key indicators, initiate the monitoring process, and continuously assess project progress against predefined benchmarks.

Data Access and Sharing

Ensure seamless access to relevant data for informed decision-making. Organise an infrastructure for data access and sharing to empower the team in driving effective implementation.

Support Structure

Establishing a robust support structure ensures our project is well-equipped to address challenges and facilitate smooth implementation.

Adaptive Approach

Urban transformations are to a considerable degree experimental, requiring adaptive approaches based on preliminary impact assessments, acknowledging unforeseen factors that may influence the success of initiatives.



✓ TO DO 1

Upskill the Team with Additional Knowledge and Capacities

Teams may be internal, external or a mix. In all cases, ensure the team has essential skills, competences and expertise, clear roles and mandates, sufficient person months and a strong support structure.

INGREDIENTS

Team Skills

Roles and Responsibilities

Radical Collaboration

Training and Recruitment

Collaborative Governance structures

Team Skills

Assess and update team skills to meet evolving execution requirements. Balance the team in terms of representation and capacity, ensuring key competencies and expertise are shared so in case the team's composition changes, they are not lacking.

Roles and Responsibilities

Define clear roles, mandates and responsibilities, aligning them with participants' organisational positions. Assure sufficient time and budget allocation for these roles and responsibilities within the concerned organisations.

Radical Collaboration

Empower team members to work across institutional silos, fostering collaboration

for co-benefits across disciplines, sectors, and cultures.

Training and Recruitment

Assess and address training needs, planning programs for team skill development. Establish training and secondments with local institutes for competency enhancement through internships and exchanges.

Collaborative Governance structures

Explore establishing a foundation or another collaborative governance structure for long-term sustainability, consolidating cooperation with local businesses, social, cultural, and civic organisations.



✓ TODO 2

Identify the Baseline and Start the Monitoring Process

Early in the project or programme, initiate baseline establishment and progress monitoring for change management and insights into alternative pathways.

INGREDIENTS

Balanced Baseline

Data

Monitoring Protocols

Responsibilities

Organisational Learning

Balanced Baseline

Establish a comprehensive baseline for progress measurement using selected KPIs from the PLAN stage, ensuring a balanced representation of interests across environmental, social, cultural, financial, health, governance, and technical domains. Collaborate with partners and stakeholders for a comprehensive and inclusive baseline.

Data

Collaborate with partners and stakeholders to uncover new data and co-benefits not identified in the PLAN phase with the help of the NEB Impact Model.

Monitoring Protocols

Build on the established baseline and KPIs to initiate monitoring. Define methods and

protocols for monitoring each indicator and across indicators. Assess values using standardised methods for comparisons and national reporting compliance.

Responsibilities

Identify and agree on responsibilities for change management in the team and wider partnership, in case KPIs will deviate from set targets

Organisational Learning

Beyond traditional KPIs, incorporate indicators for project management (e.g., resource use and milestone timing) and organisational learning. This enhances consensus-based strategy development, boosts collective awareness, and supports result-oriented organisational and governance models.



✓ TO DO 3

Organise Access to and Sharing of Data

Set up a comprehensive data access and sharing framework on a joint platform to promote collaboration, transparency, and continuous access to relevant information for all stakeholders.

INGREDIENTS

Joint Understanding

Standardised Protocols

Data Access and Transparency

GDPR Compliance

Joint Understanding

Ensure that all stakeholders have continuous access to pertinent project information, fostering shared understanding, collaboration, and informed decision-making.

Data Access and Transparency

Create a shared platform for data access to enhance transparency and engagement. Define data accessibility levels, outlining what is accessible to the project team and the public, setting clear boundaries and expectations.

Standardised Protocols

Implement standardised protocols for consistent and interoperable data, ensuring accuracy, reliability, and seamless integration across the shared platform for comprehensive insights.

GDPR Compliance

Adhere to GDPR rules by adopting standardised protocols, ensuring compliance with privacy regulations in data handling and sharing practices, fostering trust among stakeholders, and safeguarding sensitive information.



LIMERICK

Advancing Inhabitants' Engagement through Limerick's Citizen Innovation Lab

In a groundbreaking partnership between the Municipality and the University of Limerick, the Citizen Innovation Lab has been established as a dynamic space dedicated to citizen engagement and innovation. This initiative comprises a Citizens Observatory, an Engagement Hub, a digital platform, and a program of events. Located in proximity to the School of Architecture at the University, the lab serves as an inclusive space that fosters collaboration between the city council and its residents, inviting them to co-create a shared future.

Photo: LCCC's Citizen
Engagement Lab

Key Features

Citizen Innovation Lab

Citizens Observatory

A dedicated space for inhabitants to observe and contribute to the ongoing developments in Limerick. This observatory serves as a hub for gathering insights and perspectives from the community, ensuring that inhabitants' voices play a central role in shaping the city's trajectory.

Engagement Hub

Designed to be an interactive space, the Engagement Hub facilitates meaningful interactions between the city council and inhabitants. It provides a platform for dialogue, idea exchange, and collaborative decision-making processes.

Digital Platform

An online portal that extends the reach of the Citizen Innovation Lab beyond physical boundaries, allowing citizens to engage, contribute, and stay informed virtually. This platform ensures inclusivity by accommodating diverse schedules and preferences.

Program of Events

The lab hosts a dynamic program of events, ranging from workshops to community forums. These events serve as catalysts for innovative ideas and constructive discussions, promoting a culture of active participation among inhabitants.

Collaborative Vision

The Citizen Innovation Lab stands as a testament to the shared commitment of the Municipality and the University of Limerick to foster citizen engagement and collaborative city planning. By creating an open and accessible space, the lab aims to bridge the gap between the city council and its inhabitants, encouraging active participation in the co-creation of a vibrant and sustainable future for Limerick. The Lab was created as part of the +CityxChange project and co-funded by Horizon2020.

By integrating the lab's initiatives into the broader city agenda, it can leverage inhabitants' insights, drive innovation, and enhance the effectiveness of municipal decision-making processes.



✔ TO DO 4

Kick Off Implementation

Organise a celebratory kick-off meeting for partners and stakeholders to reconnect with the project's vision and deliverables agreed upon, understand the updated context, and foster collaboration.

INGREDIENTS

Shared Understanding

Communication Plan

Sense-making

Collective Ownership

Branding

Shared Understanding

During the meeting, recreate a shared understanding of project ambitions and revisit core goals. Promote active cooperation among diverse stakeholders, emphasising open idea exchange and transcending sectoral approaches.

Communication Plan

Agree on how to keep everybody in the loop and how to present progress to all involved stakeholders. Plan how to celebrate achieved milestones and motivate people for upcoming ones.

Sense-making

Discuss the updated context for plan implementation, assessing changes in political, economic, social, and relevant spheres impacting the project.

Collective Ownership

Reinforce collective ownership of the co-created project vision. Link proposed actions to participants' responsibilities and competences, preparing them for their roles in the project. Plan team-building activities. Secure the continued engagement of project ambassadors.

Branding

Leverage the kick-off meeting for branding. Communicate the project's innovation and ambition, enhancing the community's brand for a wider audience.



LEEUWARDEN

Bosk – The Walking Forest in Leeuwarden

For a hundred days in 2022, Leeuwarden was transformed by the Bosk project, a monumental art installation that saw twelve hundred walking trees traverse the city. The primary aim of this awe-inspiring initiative was to raise awareness about nature and climate change through the medium of art, turning seemingly grey spaces into vibrant green areas accessible to all residents.

Photo:
Ruben van Vliet

Key Features

Bosk – Walking Forest Project

Artistic Vision

The Bosk project used art as a powerful medium to engage the community in conversations about nature and climate change. The walking trees served as living symbols, turning urban blocks into dynamic green spaces.

Community Partnership

The project facilitators actively collaborated with local organisations, tapping into Leeuwarden's strong culture of volunteerism. This collaborative effort ensured the successful execution of the installation and deepened community involvement.

Volunteer Engagement

Thousands of volunteers enthusiastically participated in various aspects of the project throughout its duration. Their dedication and passion played a crucial role in bringing the walking trees to life and fostering a sense of collective ownership within the community..

Multifaceted Engagement

Beyond the walking trees, the Bosk project

featured talks, performances, and other interactive methods to engage the public. This comprehensive approach enhanced the project's impact by offering diverse entry points for residents to connect with the themes of nature and climate change.

Post-Installation Sustainability

Following the conclusion of the project, each of the trees found a permanent home in fresh soil throughout the city. This thoughtful transition ensures a lasting legacy for the walking trees, contributing to the city's greenery and environmental consciousness.

By integrating the project's themes into ongoing city initiatives, Leeuwarden will continue to harness the momentum generated by the installation and further elevate the city's commitment to art, nature, and community engagement.

Bosk was a project by the triennial art festival Arcadia, in co-production with the Municipality of Leeuwarden. It was designed by Land Artist Bruno Doedens.



✔ TO DO 5

Execute Implementation with Structural Support

Implement the project or programme, combining regular project management tools with experimental approaches and innovation-friendly policies to create a dynamic environment for public participation and understanding.

INGREDIENTS

Place-Based Experiments

Local Living Labs

Regulatory Sandboxes

Innovation-Friendly Policies and Regulations

Place-Based Experiments

Establish a place-based experimental structure within the existing neighbourhood to make the transformation project tangible and overcome resistance from existing infrastructures favouring the status quo.

Local Living Labs

Integrate experimental approaches as living labs and testbeds to foster innovation. Local living labs engage the public directly, providing first-hand experiences for a deeper understanding compared to conventional communication.

Regulatory Sandboxes

Regulatory sandboxes permit temporary exceptions to regulations, allowing innovative solutions to test, assess feasibility, and demonstrate value in urban transformation projects.

Innovation-Friendly Policies and Regulations

Test outcomes of these innovative approaches to gain valuable insights into what actually works, and to shape flexible and innovation-friendly city policies and regulations that evolve to accommodate novel and transformative approaches in decision-making by all.



ÅLESUND

Sørsida Utvikling AS – A Special Purpose Vehicle for Sustainable Transformation in Ålesund

In Ålesund, Norway, the south harbour side of the city centre has been identified as a key area with significant potential. To effectively manage and lead the transformation of this area, the municipality established Sørsida Utvikling AS (South Side Development Ltd) in 2019. This organisation serves as the primary entity for daily operational leadership, responsible for planning, coordinating, and prioritising development activities while safeguarding the interests of the owner, Ålesund municipality.

Photo:
Sørsida Utvikling AS

Sørsida Utvikling AS

Re-valuing the waterfront

The overarching aim is to implement vital urban planning measures that prioritise sustainability, high quality, increased interaction with the sea, preservation of Ålesund's historical identity, and alternative transportation solutions.

Collaborative Strategic Management

The organisation acts strategically, managing Ålesund's investment performance in the area and engaging in negotiations with private and public stakeholders to foster collaborative partnerships. Sørsida Utvikling is tasked with operational leadership, ensuring the efficient execution of development plans on the south side of Ålesund.

Social Responsibility

Sørsida Utvikling places a strong emphasis on social responsibility, considering public and urban developmental concerns in its

operations to create a vibrant, inclusive community. The organisation follows a comprehensive development model that incorporates diverse functions, including housing, businesses, services, cultural activities, and schools.

A Cultural Harbour

The area regulation plan includes significant facilities and meeting places for culture schools, the local theatre, the library, artistic communities, and other organisations that will contribute to creating a "Cultural Harbour" (Kulturhavna) that enhances the connection between the city and the sea.

The Re-Value project aims to amplify the positive impacts of this visionary project, and help other waterfront cities with similar ambitions.







CHECK

The CHECK Stage serves as a guide to harness monitoring and evaluation for the success of our NEB-inspired transformation project. Agreed-upon indicators foster shared understanding and priorities among stakeholders, enabling progress comparison with other cities as benchmarks. Monitoring progress offers crucial insights into the status, trajectory, and efficiency of actions, shedding light on resource use.

KEY PRINCIPLES

Defined Targets

Establish clear targets and understand how to monitor and evaluate them to inform decision-making.

Key Performance Indicators (KPIs)

Identify metrics that effectively measure progress and align with project goals.

Database

Establish a centralised system to capture and track KPI updates efficiently.

Methods and Roles

Choose appropriate methods and tools for each KPI, and define roles and responsibilities.

Baseline

Establish a starting point that accurately reflects the current situation, and assess the development of individual KPIs and the overall project progress.

Evidence-Based Decision-Making

Use monitoring information for improvement, benchmarks, and decision support, including investment considerations.



✓ TO DO 1

Use the NEB Impact Model to Balance Perspectives

The NEB Impact Model guides efforts by balancing environmental, social, cultural, economic, and governance perspectives. It measures KPIs, fosters stakeholder discussions, identifies leverage points for systemic change, and aligns with broader European initiatives (NetZeroCities and NEB Compass) for consistency and integration.

INGREDIENTS

Quantitative and Qualitative Measurements

Blind Spots and Gaps

Co-benefits and Trade-offs

Balanced perspectives

Quantitative and Qualitative Measurements

Measure diverse KPIs in each impact category with both qualitative and quantitative methods. Employ expert-based and citizen science approaches for a comprehensive and inclusive assessment.

Blind Spots and Gaps

Use the NEB Impact Model to identify and address blind spots, and fill gaps in our monitoring routines without unnecessary duplication.

Co-benefits and Trade-offs

Identify co-benefits across sectors, while also addressing potential conflicts of interest across impact categories and institutional boundaries.

Balanced perspectives

Use the NEB Impact Model for stakeholder discussions, balancing perspectives on environmental-technical, social, cultural, economic, quality of life, and governance dimensions.



ROME

The Impact Model and the TVA Termini-Vaticano-Aurelio Tramway line in Rome

Rome is undertaking the ambitious project of constructing a new tramway line through its UNESCO-listed city centre, a key element in the city's public transport network. With a tender, the municipality is eager to make the initial section operational by the 2025 Jubileum. Seeking a harmonious integration with the city's heritage and sustainable public spaces, the municipality additionally enlisted the Faculty of Architecture at Sapienza University to suggest improvements to the project plans.

Collaborating with CrAft, the university integrated the NEB Impact Model for a systematic evaluation of tramway and public space strategies. Through four sessions, participants analysed proposals using the NEB Impact Model, identifying additional impact indicators. Results were visually summarised (see below), revealing how the university's suggested design updates embraced a broader spectrum of sustainability considerations. This comprehensive documentation, incorporating the NEB Impact Model, equips the municipality

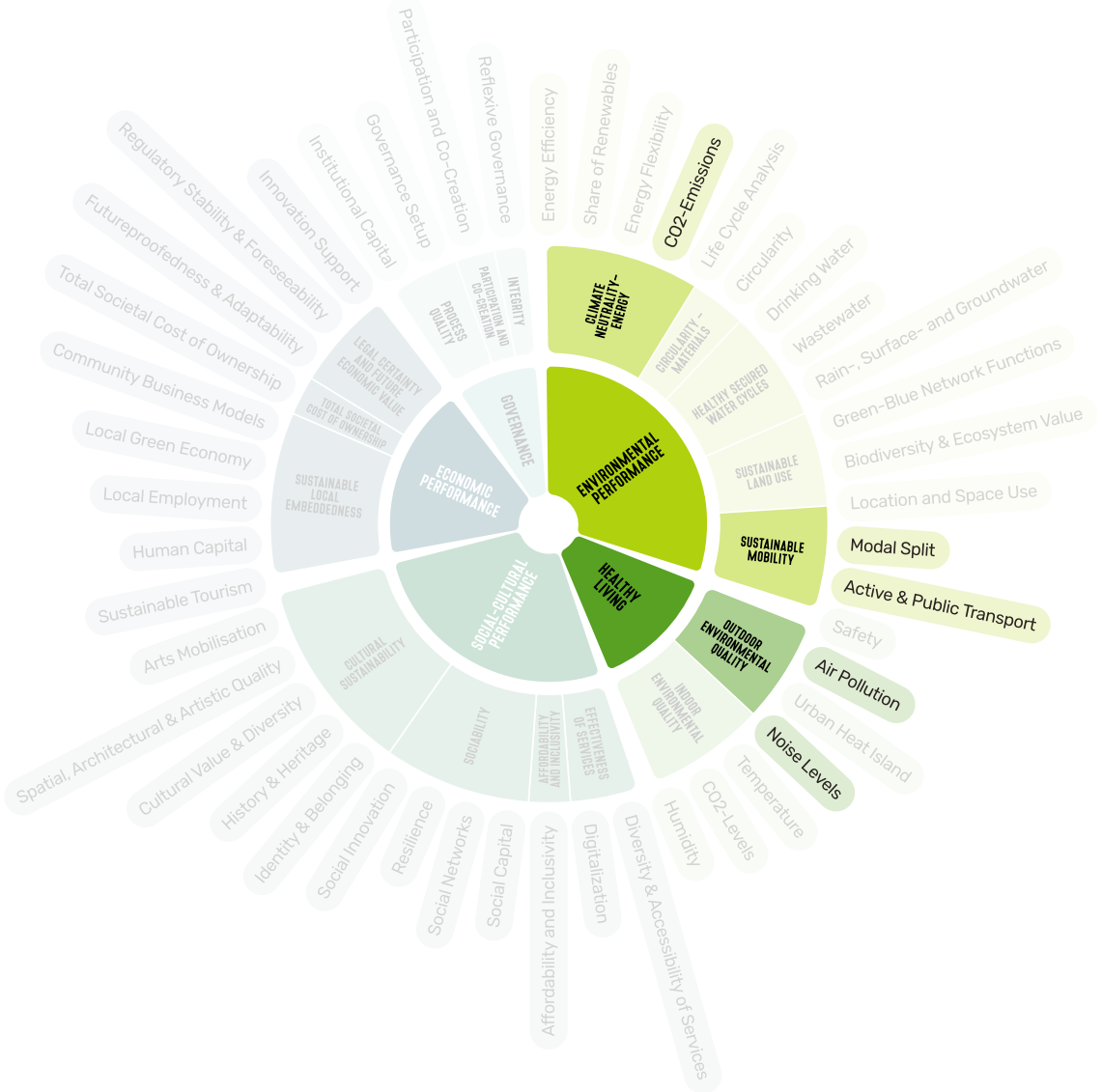
with an advocacy tool to negotiate higher design quality, aligning with sustainability, climate adaptation, accessibility, and heritage integration. The collaborative use of the NEB Impact Model enhances decision-making, ensuring the project aligns with the city's aspirations for a sustainable and impactful urban transformation.

Rendering of proposed renovation of Piazza San Pantaleo, Rome.

Photo: Sapienza Università di Roma, Facoltà di Architettura, Eliana Cangelli, Michele Conteduca, Valerio Fonti.

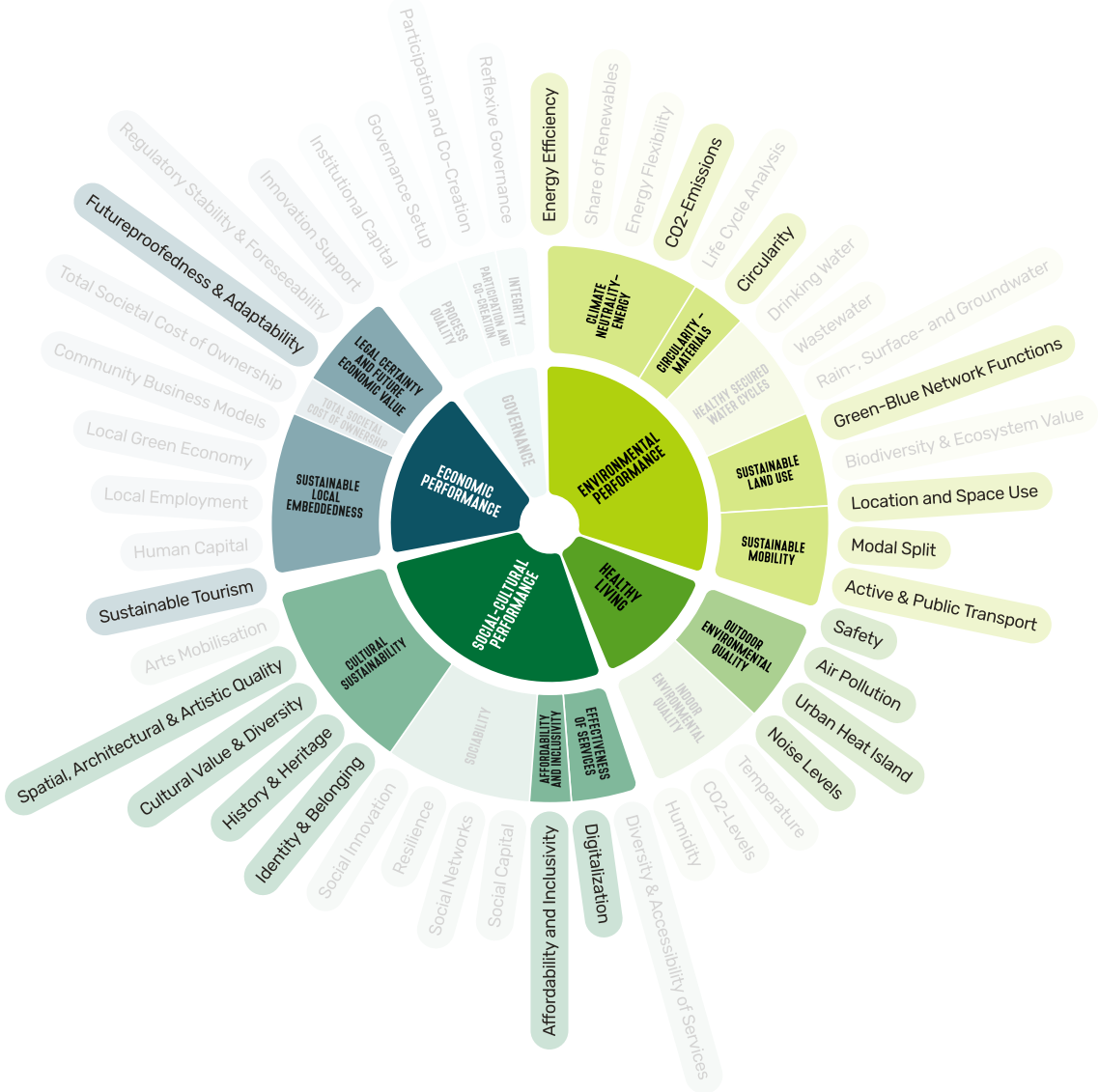
BEFORE

A limited set of indicators affected by the original project by Roma Capitale



AFTER

Indicators affected by the suggested redesign of public spaces by Sapienza University





✔ TO DO 2

Fill Gaps with NEB Impact Model Indicators

Refine impact assessment with the NEB Impact Model's 46 indicators, aligning with sustainability principles for a nuanced understanding across various dimensions, maximising impact and synergies with other commitments.

INGREDIENTS

Current Indicator Landscape

Gap Analysis

Complementary Integration

Flexibility and Adaptability

Current Indicator Landscape

Identify existing indicators used by partners and stakeholders for our project, reviewing local, national, and international sets to avoid duplication and streamline reporting efforts.

Gap Analysis

Analyse gaps between current indicators, project vision, and the NEB Impact Model's 46 proposed indicators. Focus on potential gaps in social, cultural, human experiences, and multi-actor processes often overlooked in decision-making.

Complementary Integration

Integrate NEB Impact Model indicators with current sets, aligning them with the project vision. Collaborate with relevant stakeholder and knowledge organisations to redesign or find feasible ways to measure goals.

Flexibility and Adaptability

Consider data availability when adding indicators. In case of data gaps, use proxies for evaluation until better data collection methods or alternative indicators are developed.



✓ TO DO 3

NEB Impact Model Co-Benefits

Quantify co-benefits to motivate holistic impact assessment in your NEB-inspired transformation project. This strengthens engagement with stakeholders and attracts investments for a sustainable and resilient urban future.

INGREDIENTS

Quantity and Quality

Stakeholder Interests

Workshops and Ideation Exercises

Quantity and Quality

Identify and quantify direct co-benefits, such as increased real estate value from energy retrofitting. If you cannot quantify them, provide qualitative evaluations of the cultural, artistic, and social dimensions.

Workshops and Ideation Exercises

Organise workshops with partners and stakeholders to map existing co-benefits in the project. Use ideation exercises to explore additional, previously overlooked

co-benefits. This collaborative effort enriches our understanding of potential project impacts.

Stakeholder Interests

Consider diverse societal stakeholders—local authorities, community groups, NGOs, private investors, crowdfunding initiatives, etc. as co-benefits often impact them. Understanding and considering these interests facilitates nuanced discussions on co-benefits and trade-offs.



✓ TO DO 4

Benchmarking

In order to innovate, you need to overcome unfamiliarity and perceived risks. Standardised KPIs and benchmarking can facilitate knowledge sharing and collaboration among cities, and establish a robust foundation for NEB-inspired transformation projects.

INGREDIENTS

Standardised KPIs

Storybuilding

Benchmarking

Common Evidence Base

Confidence and Trust

International Benchmarking

Standardised KPIs

Use standardised KPIs to create clarity and alignment among stakeholders across cities, projects, and programs, to foster a shared language and to facilitate communication and collaboration.

Storybuilding

Create and share success stories as benchmarks, as well as accounts of challenges and failures, to inspire and guide other cities. Offer insights into validated processes, solutions, benefits, and potential risks to support informed decision-making.

Benchmarking

Implement a systematic benchmarking process, collecting KPI values from various projects. Compare impacts, identify best practices, and evaluate solutions aligning with our expectations and requirements.

Common Evidence Base

Create a shared evidence base by systematically collecting KPIs from diverse

projects, ensuring consistency in decision-making, fostering stakeholder engagement, and supporting collaborative efforts in your NEB-inspired transformation project.

Confidence and Trust

Inspire decision-makers and investors with realistic action plans, showcasing comparable indicators and success stories. Foster confidence, trust, and assurance in the effectiveness of chosen strategies to replace the perception of risk.

International Benchmarking

In addition to learning from others, make sure to contribute to the international knowledge base with your own KPIs, success stories, and insights to international knowledge bases, including the CrAft Cookbook. This will in turn help others with informed decision-making, improved financial planning, and a consistent approach to stakeholder engagement.



✔ TO DO 5

Evaluate Progress and Identify Potential Adjustments

Implement a robust monitoring and evaluation framework. Regular joint analysis of outcomes enhances project success, adaptability to change, and the delivery of sustainable, inclusive, and resilient results.

INGREDIENTS

Value Creation

Early Detection

Efficiency and Resource Use

Informed Decision-Making

Changing Circumstances

Stakeholder Dialogue

Value Creation

Periodic evaluation, guided by monitoring data, offers insights into the value and impact of our interventions, enhancing our understanding of project outcomes.

Early Detection

Regularly analyse monitoring data and stakeholder feedback to proactively identify and address potential issues early in the implementation process, preventing escalation. This facilitates cost-effective adjustments, ensuring timely repairs or alterations to the project plan for goal attainment.

Efficiency and Resource Use

Monitor actions and resource use to assess the efficiency of chosen methods and solutions, optimising resource allocation and ensuring project efficiency.

Informed Decision-Making

Regularly analyse monitoring outcomes for informed decision-making, allowing adjustments, improvements, or innovations based on real-time data and feedback.

Changing Circumstances

Adapt to changing circumstances through frequent cross-cutting analysis, addressing shifts in stakeholders, technology, regulations, or politics during the project.

Stakeholder Dialogue

Maintain a continuous dialogue with internal and external stakeholders for alignment on agreed targets, fostering collaboration in finding suitable corrective actions.





(RE)ACT

In the (RE)ACT stage, after having CHECKED the evidence, it is time to decide on and implement corrective actions, to ensure that you reach your final targets. This iterative process, guided by monitoring and evaluation insights, enhances flexibility and adaptability, and fosters a collaborative approach for project success.

KEY PRINCIPLES

Evidence-Based Decision-Making

Analyse monitoring information to identify performance gaps, recognise new opportunities, and gain insights into the overall effectiveness of our interventions.

Corrective Actions

Address identified performance gaps through decisive and corrective actions, ensuring project alignment with envisioned outcomes.

New Opportunities

Seize opportunities identified in the CHECK stage, integrating them into the project plan for enhanced performance and increased impact.

Adapted Plans

Optimise implementation plans based on monitoring insights, which may involve adjusting timelines, refining strategies, or reallocating resources.

Updated Targets and Vision

CHECK findings may prompt revisiting project targets. Emerging insights or changing circumstances could necessitate updates to the overarching vision for alignment with current realities and expectations.

Iterative Process

Iteratively applying PLAN-DO-CHECK-(RE)ACT ensures systematic problem-solving. This process guarantees well-informed decisions and corrective actions based on real-time data and feedback.

Qualified Results and Learning

The (RE)ACT stage, informed by monitoring and evaluation, optimises project performance.



✔ TO DO 1

Decide Upon and Implement the Most Suitable Improvements

In the (RE)ACT stage, focus on identifying and implementing improvements collaboratively with partners and stakeholders. This enhances project resilience, adaptability, and progress toward sustainable urban transformation goals.

INGREDIENTS

Collaborative Analysis

Impact Assessment

Evidence-based Improvements

Challenges and Risks

Key Performance Indicators

Targets and Vision

Collaborative Analysis

Thoroughly analyse improvement opportunities collaboratively with partners and stakeholders, leveraging diverse perspectives for a comprehensive understanding.

Impact Assessment

Evaluate how potential improvements contribute to final targets and align with the project vision. Assess the impact on short-term milestones and long-term success.

Evidence-based Improvements

Assess the impact of suggested improvements on methodologies, technologies, and roles within your action plan. Optimise efficiency and collaboration as needed.

Challenges and Risks

Check whether the proposed improvements will address previous challenges

and risks. Identify potential new obstacles to avoid setbacks. Check the continued financial and economic viability of the proposed amendments.

Key Performance Indicators

Evaluate if KPIs require adjustment to align with targets and capture added value from proposed actions, ensuring accuracy in reflecting intervention impact across categories. Retain the original KPIs for comparison, unless they are identified as problematic.

Targets and Vision

Be open to updating targets and, if needed, even the overarching vision based on gained insights. Flexibility ensures responsiveness to changing circumstances, while preserving core principles, targets, and vision.



✔ TO DO 2

Report and Learn

Establish a systematic process to regularly review and document the effectiveness of implemented improvements. This helps your project to stay dynamic, responsive, and committed to continuous improvement for sustainable urban transformations.

INGREDIENTS

Dynamic Monitoring

Documentation

Critical Success Factors

Regular reports

Strategic Planning

Learning Environment

New Opportunities

Dynamic Monitoring

Regularly assess the effectiveness of implemented improvements through scheduled evaluations, comparing progress against the baseline established during implementation (DO) and the outcomes of the original actions (CHECK). Identify trends, challenges, and opportunities to inform adjustments to the project.

Documentation

Document actions, rationale, and lessons learned, detailing successes, failures, stakeholder roles, contextual factors, and challenges. Provide insights into the rationale behind each decision, including the reasons for their necessity and how they were anticipated to address identified challenges or gaps.

Critical Success Factors

Identify critical success factors for future replication by evaluating what contributed to success and the key elements needing replication in different contexts.

Regular reports

Regularly report and discuss results transparently with decision-makers and

stakeholders to foster understanding and collaboration, maintaining positive relationships. Communicate project performance, emphasising successes and identifying areas for attention or adjustments. Ensure sufficient capacity to follow up on the recommendations.

Strategic Planning

Leverage ongoing monitoring insights and documentation to improve the efficiency of future PLAN stages. Incorporate lessons from past experiences into strategic planning for new projects or action plans.

Learning Environment

Share experiences and lessons to foster collaboration in a learning environment with other cities and communities. Actively engage in knowledge exchange to contribute to the collective understanding of NEB-inspired transformation projects.

New Opportunities

Explore new opportunities such as emerging tools, evolving stakeholder dynamics, and regulatory changes. Update the plan to stay relevant and adaptive.




EDUCABICLA

BRAGA

Braga's Transition Experiments

Braga has embarked on a remarkable initiative named "Transition Experiments" with the ambitious goal towards a pedestrian-oriented transportation model by 2030. Braga has collaborated with local organisations and the public to conduct low-cost, temporary interventions known as tactical urbanism.

The Transition Experiments methodology is being implemented in partnership with an action-research project developed as part of an ongoing PhD at the University of Minho's School of Architecture.

Photo: Filipa Corais

Key Features

Braga's Transition Experiments

Partnership and Public Involvement

Braga's collaboration with local organisations and public participation reflects a commitment to inclusive decision-making, ensuring that diverse perspectives contribute to the experimentation process.

Tactical Urbanism

The implementation of low-cost, temporary interventions, such as parklets, temporary road closures, and car-free zones, demonstrates an agile and experimental approach to urban planning.

Volunteer Engagement

The involvement of volunteers in these experiments not only enhances the sense of community ownership but also accelerates behavioural changes ahead of formal policy and infrastructural shifts.

Sustainability

The experiments prioritise sustainability by promoting a more walkable city using minimal materials. This approach aligns with broader environmental goals and encourages residents to embrace more eco-friendly modes of transportation.

Monitoring and Evaluation

The city's commitment to closely monitoring and evaluating the results of these experiments showcases a data-driven approach, providing valuable insights to inform future permanent decisions.

Inclusivity and Beauty

By drawing together different members of the community as volunteers, the experiments create shared spaces that are both inclusive and aesthetically pleasing. This approach not only enhances the city's beauty but also fosters a sense of unity among residents.



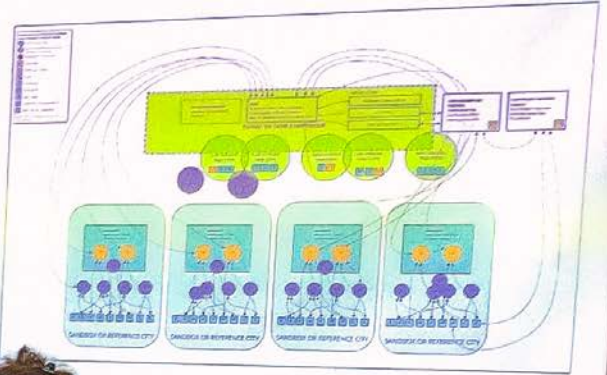


Student Engagement

The Future Generation!

Interdisciplinarity:

- Skills
- Collaborations



Relationship diagram student engagement

CrAF



SCALE & REPLICATE

In the SCALE & REPLICATE stage, aim to generate additional projects and create a supportive environment based on gained knowledge. Sharing experiences is vital for broader adoption and acceleration of NEB-inspired urban transformations.

A photograph of a cobblestone courtyard with brick buildings and a large circular object hanging from the sky. The courtyard is paved with light-colored cobblestones. In the background, there are brick buildings with windows and a balcony with a green sculpture. A large, dark, circular object is suspended from the sky by thin wires. The sky is overcast and grey. In the foreground, the lower legs and feet of several people are visible, suggesting they are standing in the courtyard. One person on the left is wearing a dark jacket and is looking up at the sky. Another person is wearing a dark coat and is also looking up. The overall scene is an outdoor urban space.

KEY PRINCIPLES

Scaling Deep

Integrating project knowledge with local partners and stakeholders will influence local practices and beliefs over time.

Scaling Up

Standardising project knowledge into formats, policy frameworks, and regulatory guidelines at various governance levels will engage cities, business communities, and stakeholder groups.

Scaling Out

Establishing diverse partnerships for expansion will facilitate the transfer of successful methods and principles across different settings.

Replication

Replicating projects in new locations requires engaging diverse organisations and adapting solutions to fit new geographical, legal, and organisational contexts.



✓ TO DO 1

Engage in Peer-To-Peer Sharing and Learning

While each NEB-inspired project is unique, the evidence-based strategies that underpin it can be transferred to other locations. Doing so enhances the project's impact beyond the original local context. For this reason, we recommend that you establish a transparent learning environment in which you share your project pathways with other cities and stakeholders, so they can draw insights for their own plans (and vice versa, of course).

INGREDIENTS

Sharing Results

Peer-to-Peer Learning

Networks

Sharing Results

Transparently share project results to create a robust learning environment. Other cities and stakeholders can gain insights and inspiration, tailoring projects to their unique local contexts.

Peer-to-Peer Learning

Foster peer-to-peer collaboration and learning with other cities and stakeholders. This approach supports the adaptation of successful practices, and contributes to

the collective knowledge base of NEB-inspired transformation projects. Don't only share successes – sharing knowledge about risks and failures and learning from mistakes can be equally, if not more, instrumental.

Networks

Engage in broader networks to amplify your project's impact, transforming it from a local initiative into a catalyst for widespread positive change.



SALUT

CIAO

ПРИВІТ

UKR

BOLOGNA

Bologna's Foundation for Urban Innovation

Founded in 2018 as a collaboration between the municipality of Bologna and the University of Bologna, Fondazione per l'Innovazione Urbana (FIU, Foundation for Urban Innovation) has emerged as a dynamic force in urban regeneration research, development, co-production, and communication. With support from several members, FIU functions as a multi-actor, structured centre dedicated to fostering inclusive and innovative city transformations.

Photo: Margherita
Caprilli for Fondazione
per l'Innovazione Urbana

FIU's Work

Multi-Actor Approach

FIU serves as a bridge between different stakeholders and the government, employing a multidisciplinary approach to urban regeneration. This inclusive methodology ensures diverse perspectives contribute to the city's transformation.

Innovative Urban Regeneration

FIU is committed to creating a future-oriented urban landscape by leveraging research, development, and co-production activities. This dedication positions Bologna as a hub for innovative and inclusive urban development.

Systematic Co-design and Co-production

FIU systematically employs co-design and co-production methodologies, fostering citizen engagement and collaboration. The result is the transformation of spaces into innovative and inclusive public areas, enhancing the overall urban experience.

In response to the increased demand for public space during the pandemic, for example, the Municipality of Bologna, in collaboration with FIU, approved the Emergency Pedestrian Plan in 2020. The Plan, based on the goals of the city's strategic Plans (Urban Plan approved in 2021 and Sustainable Urban Mobility Plan approved in 2019), creatively used tactical urbanism to quickly and effectively transform public spaces while involving citizens, children, and stakeholders in the decision-making process, employing planter boxes, paint, and temporary furniture to bring leisure and play into previously underused and grey areas next to school entrances. This approach allowed for rapid changes while maintaining a strong sense of community involvement.



✔ TO DO 2

Define NEB-Inspired Business and Governance Models

Strategically create conditions that can expand your project impact and disseminate knowledge. This will help to ensure a lasting legacy within your city and contribute to the broader diffusion of NEB-inspired transformations in society.

INGREDIENTS

NEB-inspired Business Model

Stakeholder Interests

Partnerships

Resident Expertise

Dialogue with authorities

NEB-inspired Business Model

Refine the business models developed in the PLAN stage to improve your project's durability, resilience, and scalability.

Stakeholder Interests

Navigate potential conflicts of interest with those stakeholders that would benefit from a status quo. Strive for a balanced approach, fostering collaboration and support for innovative products and processes.

Partnerships

Strengthen collaborations with local communities, businesses, and the arts and culture sector. Forge lasting partnerships

with representative organisations such as housing associations, grassroots initiatives, and branch associations.

Resident Expertise

Acknowledge residents and users as experts in their environments. Use their insights to comprehend complex contexts. Empower individuals and communities to amplify engagement.

Dialogue with authorities

Maintain ongoing dialogue with authorities for support. Understand and adhere to innovation procurement regulations for necessary preconditions.



NEB-...
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WINTERSPORT

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Hva vil du gjøre på Site 4016?
SITE 4016

HELSINKI TO STAVANGER

Kvikkttest (Agile Piloting) is a procurement process used by Stavanger municipality where companies are invited to test innovative products and services to address specific challenges and support mutual learning. Agile Piloting was originally developed in the Smart Kalasatama district of Helsinki, then scaled to multiple Finnish cities, and now replicated by Stavanger municipality.

In Stavanger, the process is used amongst others in the NEB-STAR NEB Lighthouse project. The municipality defines an area or theme for development in collaboration with businesses, and companies propose solutions for testing over a six-month period. The municipality selects five solutions for testing, covering the expenses for companies conducting quick tests. The Kvikkttest fosters commitment, ownership, and creative solutions early in the process, serving as a crucial bridge between the municipality, businesses, and inhabitants.

Photo: Andreas Amdal Østrem







✓ TO DO 3

Perform a Viability Assessment

The demonstrated solutions will likely attract interest from other organisations seeking to replicate them in different locations and contexts. Help them evaluate solutions for replication by assessing how viable and adaptable your implemented solutions and processes are to new contexts. For maximum impact, avoid copy-and-paste when scaling up or replicating in diverse urban settings; always adapt to local context.

INGREDIENTS

Local Context

Key Success Factors

Framework Conditions

Local Context

Assess solutions for applicability in diverse contexts. Consider unique characteristics and challenges of the neighbourhood and city before planning replication, and tailor plans and activities accordingly.

Key Success Factors

Identify and compare success factors from the original project with those relevant to the new situation. Ensure adaptability to different urban contexts.

Framework Conditions

Explore and address framework conditions to enhance project impact in different urban contexts.

UTRECHT

Utrecht's Barcode for Sustainable City Growth

Utrecht's Barcode tool has proven instrumental in providing an integrated approach to city development and ensuring a balanced and sustainable growth trajectory.

Recognizing the need for a comprehensive tool to illustrate the varied functions of existing areas and their direct interdependence, the city of Utrecht conceptualised and implemented the Barcode. This innovative tool serves as the sum of all programme elements that constitute the city—living, working, social facilities, sports, energy, water, and infrastructure.

Gregor van Lit from the municipality of Utrecht presenting the status of Barcode to the NEB-STAR Consortium during a gathering in November 2023.

Photo: NEB-STAR Consortium

Key features

Utrecht's Barcode

Comprehensive Functionality

The Barcode encapsulates existing standards and policies for each city function, summarising and visualising them in a manner analogous to a barcode. This approach provides a holistic view of the city's needs and highlights the interconnectedness of its various functions.

Informing Development

The Barcode provides a good tool to facilitate discussion on urban growth. It shows the facilities required when embarking on new projects, ensuring that essential services remain functional and well-distributed as the city grows.

Quantitative Spatial Insight

The Barcode offers a quantitative picture of the space needed for the city's growth. For instance, it reveals that the construction of 10,000 new homes may necessitate approximately 180-220 hectares of extra space for functions like greenery, work locations, infrastructure, and energy.

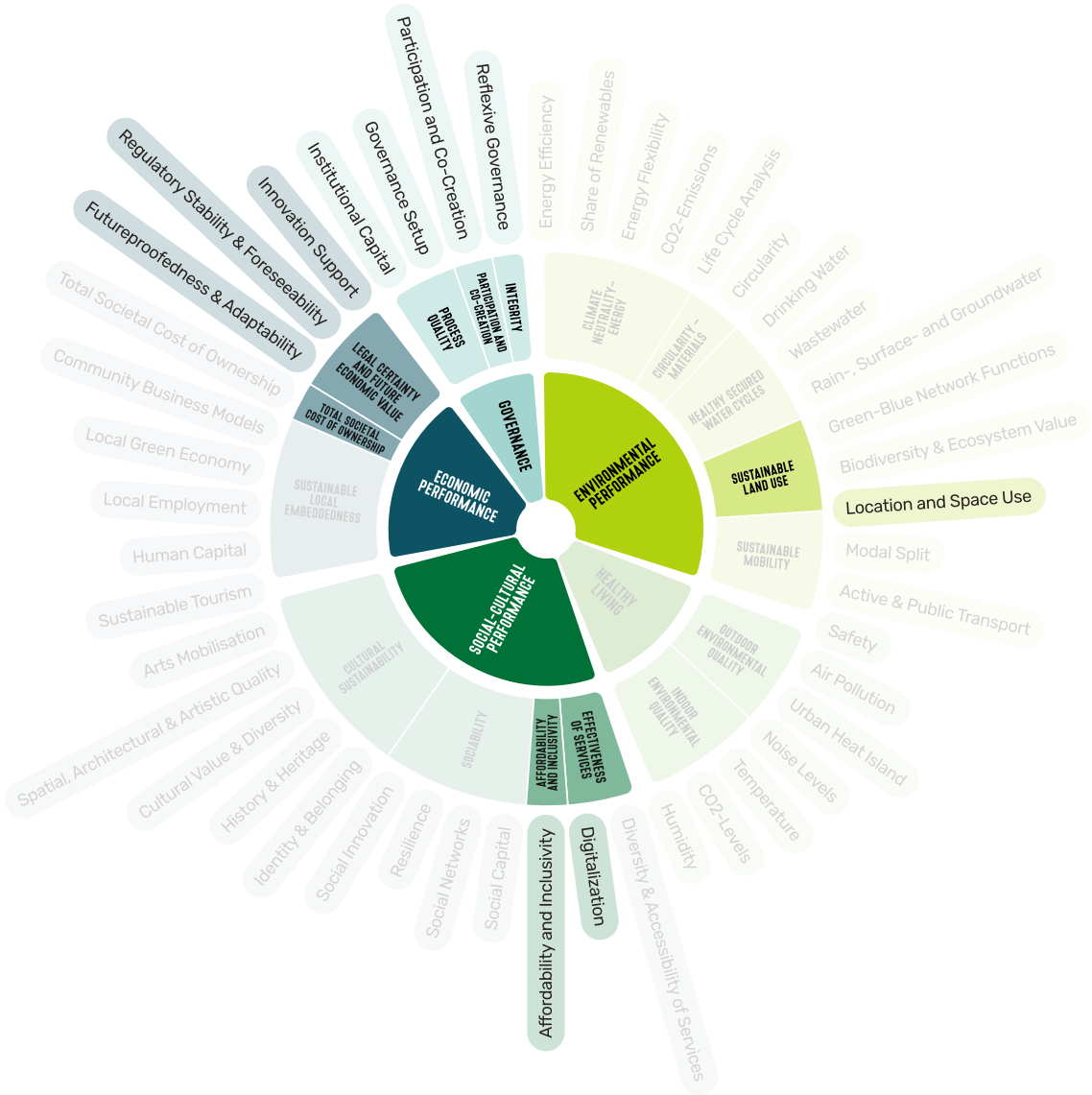
Balanced and Integral Growth

Utrecht utilises the Barcode to achieve balanced and integral growth, preventing housing construction from exerting undue pressure on vital aspects such as schools or green areas. The tool aids in maintaining harmony across neighborhoods and areas by providing insights into current conditions and future needs.

Discussion and Planning Aid

The Barcode is not a rigid blueprint but a flexible tool designed to facilitate discussions on spatial planning. City districts all have their unique function and feel and that versatility is what makes a great mix in a city. The Barcode assists in balancing areas and neighborhoods by offering insight into their current state and the requirements for sustainable growth.

In the NEB-STAR project, Utrecht is testing the Barcode tool in several transformation areas in the city, and working with Stavanger and Prague to test the transferability of the tool to other cities, and foster a more balanced, sustainable, and integrated approach to urban planning.



CONCLUSION

The CrAft Cookbook is a vital tool for fostering societal readiness in the journey toward resilient, climate-neutral cities. It supports area-based initiatives, employing experimentation and cross-sectoral collaboration, with an emphasis on short-term actions for lasting urban transformations.

Capacity building is highlighted as essential for leveraging experimentation, ensuring stakeholder involvement, overcoming institutional segregation, and promoting lasting change. Societal readiness, crucial for embracing transformative changes, involves mindset, attitudes, and capacities supporting initiatives for the city's betterment.

The cookbook delineates seven stages for New European Bauhaus-inspired urban transformations, from vision to replication. Each stage provides key principles, common ingredients, and practical guidance, featuring examples from CrAft Cities as inspirational dishes for initiating or strengthening transformation.

FIRST EDITION

This is the first edition of the CrAft Cookbook. A second, extended edition is planned for June 2024, and a third edition for April 2025. If you would like your work to be featured in these editions, please reach out to us at contact@craft-cities.eu.



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This project has received funding from the European Union's Horizon Europe Research and Innovation programme under Grant Agreement No. 101056946.